



Chapter 1 Management Summary

Introduction and Background to the Project

The Government has initiated the e-Cabinet project in order that they can avail of the benefits of information and communications technologies (ICTs) to deliver efficiencies in the Cabinet processes and to facilitate the development of new information sources. This project is also driven by the desire to lead the way in implementing the recommendations of the Government Action Plan on the information society. Specifically, the project is designed to focus on 4 key aspects of the Cabinet process :-

- Electronic distribution and management of Cabinet papers
- Use of technologies to improve presentation of complex issues at Cabinet
- Use of technologies in direct support of Cabinet meetings and
- Creation of new information resources.

Objectives

The specific objectives of this project were stated to be as follows:-

1. To analyse and understand the existing Cabinet processes;
2. Through research and consultation, identify the opportunities for the deployment of workflow, document management, knowledge management and other management systems to support the Cabinet processes;
3. To identify the requirements of potential users and provide recommendations for streamlining and improving the Cabinet processes using secure ICT's;
4. To recommend the changes necessary to existing procedures and protocols to suit the electronic environment; and
5. Identify operational security requirements and specify a security framework necessary to support the recommended ICT's.

Analysis of existing Cabinet Processes

The analysis of the Cabinet processes identified the following issues:-

Pre Meeting

The pre meeting processes involve the circulation of large volumes of paper into and out of the Department of the Taoiseach with associated manual effort. In addition the absence of integrated electronic systems results in duplication where data has to be captured electronically on a number of occasions, for example in drafting decision texts and preparing briefings and agendas.

Cabinet Meeting

There is currently no electronic support for conducting the meeting, resulting in large volumes of papers, as well as limited potential for use of presentation technologies at the Cabinet table. Use is made from time to time of electronic presentations. However the full potential in this area has yet to be realised, even taking into account the importance of ensuring that technology does not dominate the proceedings. Other

issues include the absence of electronic support for meeting logistics such as communication and notification of attendance, confirmation of attendance or recording of Cabinet decisions.

Post Meeting Processes

The current Post Meeting processes involve the preparation and circulation of volumes of paper associated with Decisions, as well as manual compilation of Minutes. In addition there are requirements to maintain manual Registers of Appointments with resultant compilation, search, retrieval, management and maintenance issues. While we understand that the need for many of these are under review, there is still considerable scope for the use of ICTs to deliver valuable user benefits and efficiencies.

e-Cabinet Model

Following the analysis of the e-Cabinet current processes it was clear that there was significant scope for harnessing technologies such as Workflow and Document Management to automate the processes and support the authoring of Memoranda in a structured way.

The vision for the new E-Cabinet model was developed in draft form and is described and shown in three elements as follows:-

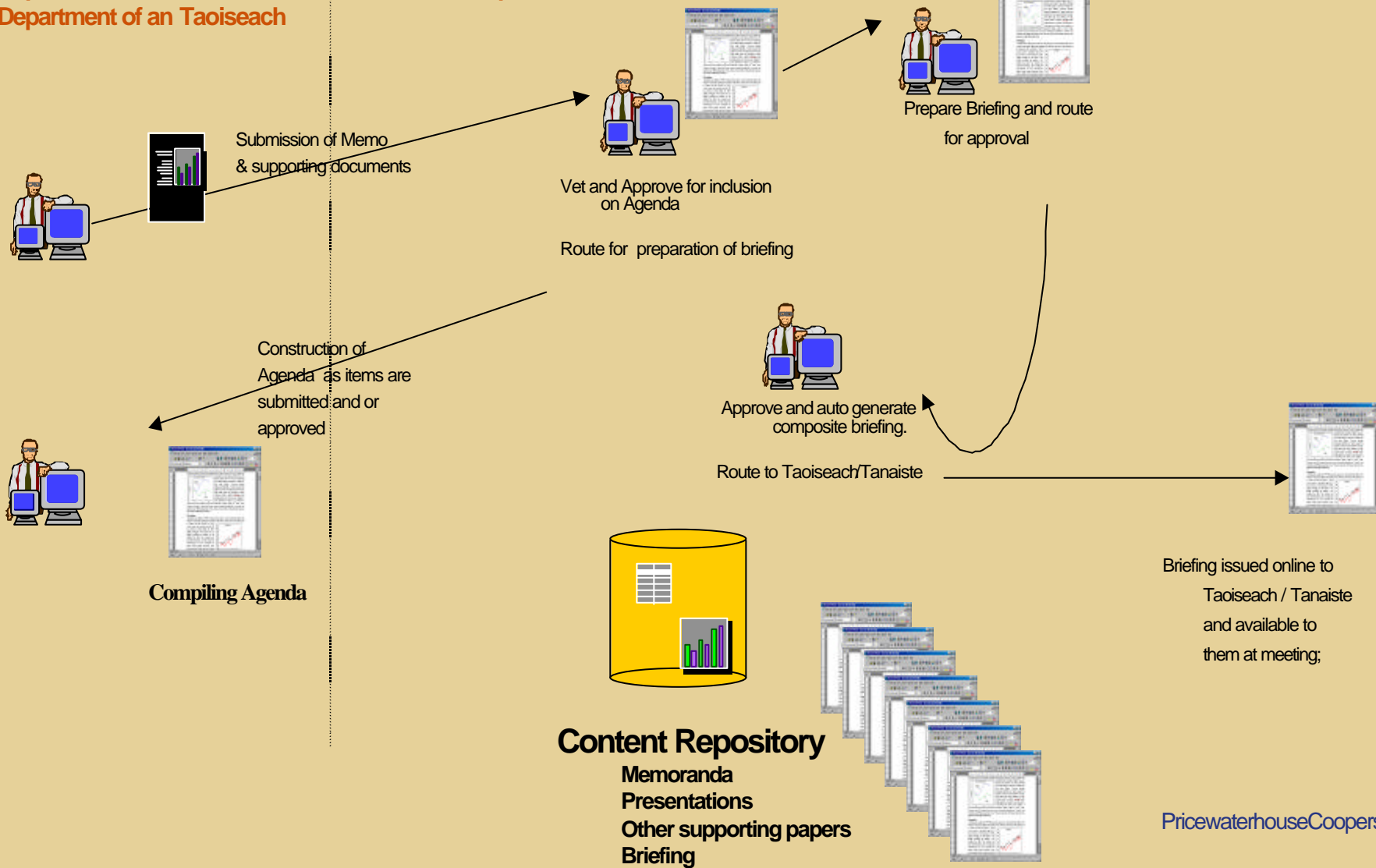
- Pre Meeting;
- Cabinet Meeting; and
- Post Meeting.

This vision represents the maximum scope to which current technologies could be deployed in this environment.

Outline of e-Cabinet Vision –Pre Meeting

Departments external to
Department of an Taoiseach

Department of an Taoiseach



***Pre-Meeting
Vision***

The pre-meeting vision is shown on the page opposite and consists of the following elements:-

Sponsoring Departments will use a structured layout, based around a family of templates, designed using an XML based authoring tool to prepare Memoranda for Government.

Consultation between Departments on draft Memoranda will take place electronically, with Departments being able to input observations directly into the appropriate section of the document.

Once approved by the relevant Minister for submission to Government, a Memorandum will be transmitted electronically to the Cabinet Secretariat using a secure point of access within each Department.

Once approved by the Cabinet Secretariat for inclusion in the Government Agenda, this fact will be communicated to Ministers electronically. Memoranda accepted in this way will be accessible in real time in a central electronic repository via a secure point of access to the E-Cabinet system in each Department.

Workflow and related processes will be put in place to allow for routing of memoranda within or outside Cabinet Secretariat for the preparation of Briefing notes for the Taoiseach.

At the pre-Meeting stage this will bring many benefits such as:-

- enhancing document structure by use of standard templates for different memoranda types, to highlighting key information in the document and also assist drafting;
- providing guidance and help to Departmental staff in drafting memoranda for the Government, by integration of Cabinet Handbook (Cabinet Procedures) requirements with the memorandum drafting process, through prompts for mandatory/desired information and on-line help/guidance menus;
- facilitating better interaction between Departments in addressing differences of views.
- automatic compiling of a real time Agenda, of draft decisions, etc as soon as a memorandum is submitted to and accepted by the Cabinet Secretariat;
- integration of presentations and hypertext links where appropriate to clarify complex issues.

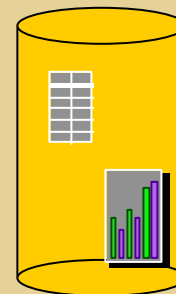
Outline of e-Cabinet Vision - Meeting



Print documents for Ministers
Run presentations for Ministers

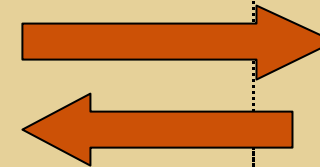
Cabinet Meeting Room

On Line Minutes
On Line Agenda
Personalised screens;
Customised Memorandum Views
On line Presentations
Personal Briefings for sponsoring Ministers
Messaging as required
Recording of Decisions



Outside Cabinet Room

Messaging to / from Ministers as required
Finalise Decisions



Cabinet Meeting Vision

The Cabinet meeting vision is shown on the page opposite and consists of the following elements:-

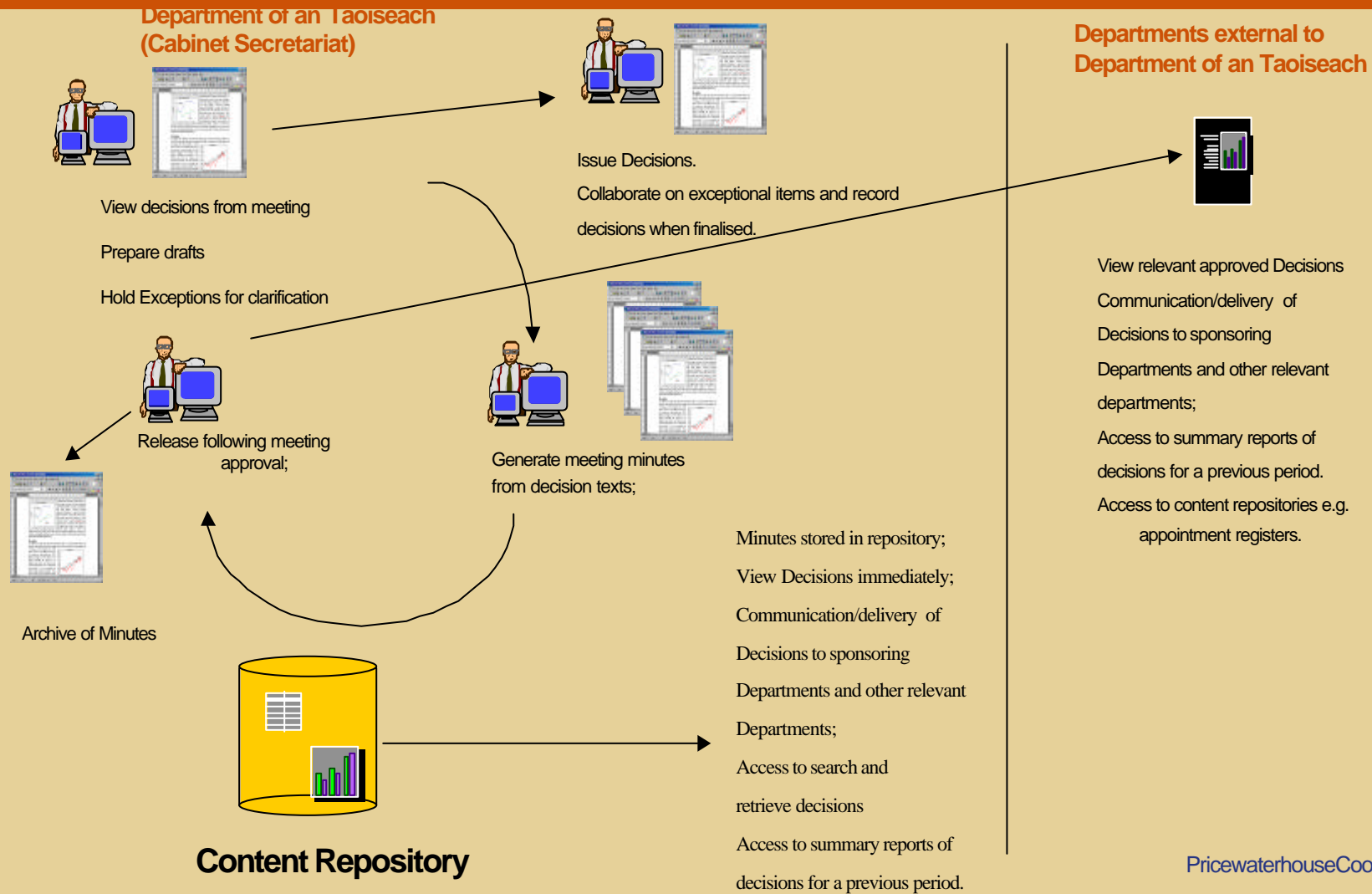
At the Meeting

- Each Minister will have his/her own touch screen terminal at the Cabinet table from which s/he will be able to access all relevant documentation. This may be either a collapsible/adjustable flat screen, or, as in RTE, inset beneath the table and angled so as to be viewable through a glass tabletop. There will also be a central agenda monitor to track progress during the meeting, i.e. displaying the agenda items under discussion at any particular time.
- The Agenda and supporting documentation will be available on screen for each Minister. Ministers will have the choice to bring documents with them, to use only virtual documents accessible on screen or to have copies/extracts of documents printed for them en marge of the Cabinet meeting - or combinations of all three approaches.
- Personal briefing in relation to Agenda items can be made available electronically by a Minister's staff - this would be confidential to the Minister in question. An integrated e-mail facility will enable Ministers to receive (and reply to) urgent messages and to communicate informally while a meeting is in progress.
- There will be a central agenda monitor to track progress during the meeting, i.e. displaying the agenda items under discussion at any particular time. Minister's terminals can break away as required e.g. to examine some particular aspect of detail relevant to a proposal.
- Each Minister will have the option of having his/her screen layout customised to suit their own preferences – including how they wish to have the overviews of the Memoranda presented to them.
- It will be possible for the Secretary General to the Government to record Decisions on the system at the Cabinet Meeting (ePinks);

At the Meeting stage this will bring many benefits such as:-

- the ability to create “virtual documents” for Ministers. This means that memoranda can be structured or viewed in different ways according to individual Ministers' preferences. This includes the layering of memoranda 'Views' so that summary information is presented with greater clarity of the key issues and more detailed information accessed only as required

Outline of e-Cabinet Vision – Post Meeting



- Enhanced support at the cabinet table through improved memorandum formats, provision of minister's personal briefings and integrated messaging facilities;
- Option to bring substantially less paper or dispense with paper entirely.

A Sample for illustrative purposes only of what the e-Meeting screen might look like is included in **Appendix IV**.

Post Meeting Vision

The post meeting vision is shown on the page opposite and consists of the following elements:-

- Decisions will be communicated electronically to sponsoring and other concerned Ministers.
- Each Department will have access to an electronic database with decisions sent to it by Cabinet Secretariat to facilitate subsequent monitoring and follow up.
- Workflow and related processes will be put in place to:-
 - Provide automatic notification to recipients of dispatch of decision
 - Confirmation of receipt of decision (not to be fully automated – will require user action to acknowledge receipt)
 - Ensure that Government decisions continue to be uniquely identifiable following transmission, whether printed or stored electronically.
 - Provide each Secretary General of a Department with on line self service access to composite records and reports of all Government decisions transmitted to that Department. This will replace the present monthly advice provided by the Cabinet Secretariat to Secretaries General.
- Draft Minutes will be automatically constructed and once finalised, stored electronically. Printed copies of Minutes will continue to be available for archival and related purposes.
- Certain follow up procedures can be automated. For example, the notices for publication in *Iris Oifigiúil* can be issued electronically and, once an on-line publication of *Iris Oifigiúil* is available, can be directly published to it. Similar type considerations can apply to presentation of documents to the Houses of the Oireachtas.
- Where decisions require further action e.g. by the President, workflow procedures can be developed to support this electronically.
- New information resources can be created. For example the Cabinet Secretariat does not have a need any longer for some of the manual

registers of appointments that have been inherited from earlier years. Where continuation of such a Register would be of benefit to any particular Department (e.g. Diplomatic for the Department of Foreign Affairs, Judiciary for the Department of Justice, Equality and Law Reform), the content to compile that resource will be made electronically available to the relevant Department.

At the post meeting stage this will bring many benefits including:-

- Automatic communication and alerts of decisions taken at Cabinet meeting;
- Automation of processes and elimination of paper decision texts and summary advice notes;
- facilitating Departments in having electronic access to relevant decisions and in the compilation of other information repositories such as appointment registers etc.

Stakeholder Interviews

Following development of the draft 'Vision' a round of consultation interviews was undertaken with a representative selection of Ministers and Secretaries General.

The following is a summary of some of the main issues identified in the consultation process :-

- **Secretaries General** were generally positive about the proposals and the benefits which would accrue to Departments, particularly the process efficiencies;
- They commented on the importance of the training which would be required, both for civil service users and for Ministers for use at the Cabinet table;
- They also underlined the importance of not interfering with the culture of the Cabinet meeting;
- **Ministers** were generally engaged and positive about the proposals and benefits which would accrue from the Vision as proposed; They clearly saw the benefits which would accrue to Departments and acknowledged the importance of leading the way in this area though some felt that the main benefits would be to their Departments rather than themselves.
- They stressed the need for flexible training options prior to introducing these changes (as the majority are not significant users of technology);
- They stressed the culture and style associated with the Cabinet meeting and the importance of not adversely impacting on this;
- The majority felt that they would still require some paper, albeit less,

in order to be able to prepare for the meeting;

- The majority expressed a preference for facilities to access paper copies to facilitate them briefing themselves especially when travelling, out of town / at home.

Benefits of Redesigned Processes

Benefits to Ministers

- Ministers will have enhanced supports at the Cabinet Table such as the ability to view documents in ways which suit their preferences, integration of personal briefing with Agenda items, e-mail / messaging facilities.
- Ministers will not need as much paper at Cabinet Meetings. The improved structure of documents will facilitate “on-line” perusal, and there will be a back up capacity to print documents or extracts en marge of meetings. The capacity to customise the look and feel of memoranda according to individual preferences will also be a benefit.
- Use of ICTs will make communications between the Cabinet Secretariat and Ministers on a wide range of Cabinet matters, quicker and more efficient.
- There will be real time access to the Agenda as it is automatically compiled and items are approved to it.
- It will be easier to arrange presentations at Cabinet to explain complex issues. Presentations can be simplified and embedded in Memoranda and their use, where appropriate, can be proportionate to the complexity of issues under discussion and the time available to Cabinet to conduct its business.
- Decisions can be communicated more speedily after Government meetings.

Benefits For Departments

- The authoring tool will support integration of the Cabinet Handbook requirements into the drafting process. This means that, through the use of templates where appropriate, there will be extensive guidance available to even the most novice drafter from the beginning of the process.
- Elimination of the need for sponsoring Government Department to send 30 copies of every Memorandum for Government to the Cabinet Secretariat;

- Departments will be able to send urgent messages to their Minister during Cabinet meetings and to provide briefing, on a confidential basis to each Minister, through the system.
- The provision of direct access to Cabinet agenda and supporting memoranda as they are approved by Cabinet Secretariat provides better support to ensure that Ministers and their Departments can often review items earlier in advance of the Cabinet meeting.

Many of the benefits under the headings of “Generic” and “for Ministers” will be benefits for Departments also, including the efficiencies which the system will bring to the process.

Benefits to Cabinet Secretariat

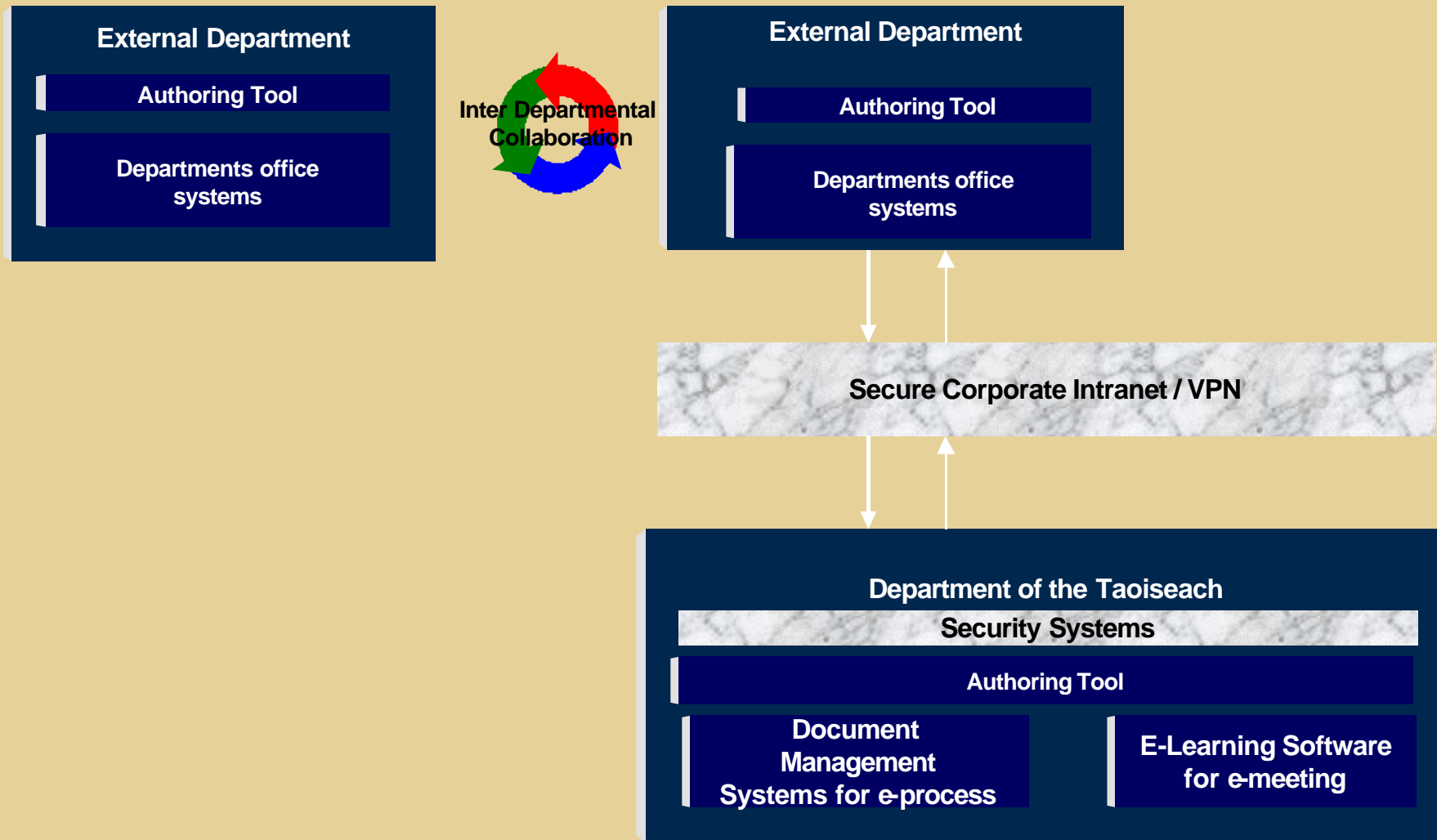
- Elimination of the need for sponsoring Government Department to send 30 copies of every Memorandum for Government will also benefit Cabinet Secretariat;
- Elimination of the need for the Cabinet Secretariat to send, by hand, to every Government member, copies of memoranda, agendas, decisions etc;
- The introduction of electronic workflows which will be quicker and more efficient;
- The capture, electronically, of all records relating to the cabinet process. This will result in a comprehensive electronic archive and in possibilities for the creation of new information resources.
- Automation (or semi-automation) of aspects of the process, and improved supports for the business process generally;
- Improved communication with Ministers and Departments.

Benefits for Stakeholders

Generic

- This model can be applied elsewhere in Government, not just to e-Cabinet. Wider application of the tools used to support the e-Cabinet model, to other purposes will result in significant economies of scale in terms of cost, training and implementation effort.
- There should be a qualitative improvement in Memoranda for Government. Memoranda are often over discursive. The technology proposed should lead to enhanced Memoranda for Government, with greater clarity of the key issues.

Supporting the e-Cabinet Model



- Electronic dissemination of memoranda, decisions and other notifications relating to the Cabinet process will speed up communications and provide much greater efficiencies than are possible in the existing manual system.
- The use of new technologies has the potential to improve the consultation process at the drafting stage. Apart from the obvious benefits of speed of communication and direct input of observations into drafts, electronic communication is more conducive to dynamic dialogue and should be helpful to Departments when seeking to resolve differences of views about issues.

Overview of Technologies to support the e-Cabinet Model

We have conducted extensive research into technologies available in the market to determine the appropriate solution mix to support the e-Cabinet Model. We identified 3 main groups of tools appropriate for the model as follows:-

- e-Collaborative tools which facilitate process automation, workflow and content management; and
- e-Meeting and learning tools which facilitate the running of an electronic meeting. This includes facilities for developing agendas, conducting breakout sessions for discussions, facilities for group recording of views, and messaging services.
- An authoring tool will be required for the deployment of the templates to allow the creation of the memorandum content in sponsoring Departments.

The core of the solution needed to support the e-Cabinet model is shown overleaf and will support the e-Cabinet as follows:-

- A Content Authoring tool will be used to design structured layouts which will be deployed in Departments. These layouts will be used to prepare the content of the Memoranda which will be submitted to Cabinet;
- An e-Process / Workflow and Document Management package will be used for the automation of the current Cabinet Secretariat processes. This software will enable routing of tasks, preparation of briefing documents, construction of agenda and decisions as well as providing a repository for storage and version control of all documents within the Department of the Taoiseach.
- An e-Meeting or learning tool will be used to run the Cabinet meeting electronically, making presentations, recording decisions, providing facilities for breakout sessions for discussions when relevant and messaging services for communicating with colleagues and Departments.

Deployment of the Technologies

- The Content Authoring tool will be deployed in all Departments.
- The e-Process / Workflow software and e-Meeting / e-Learning software will be used within the Department of the Taoiseach only, however all other Departments will have access to their own content repository (subject to appropriate permissions) to view relevant Memoranda and Decisions. Integration between the Content Authoring tool and the e-Process/Workflow software will be required.
- Investigation of how the authoring tool will be deployed will be carried out during the design stage of the change programme. This will evaluate whether the authoring tool will reside centrally e.g. on a DOT website or be deployed out to all Departments. This will include how facilities will be provided to each Department in order to allow them store the information generated prior to submission in an information and access control environment appropriate to the sensitivity of the material being prepared and stored.
- The Government VPN will be used as the basic communications infrastructure for the e-Cabinet model.
- Security systems will be deployed within the Department of the Taoiseach and in external Departments as necessary, to secure the e-Cabinet systems.

Integration across other initiatives

There is a separate initiative underway to develop an IT strategy for the Office of the Attorney General and Chief State Solicitor's Office. This IT strategy is being carried out by PricewaterhouseCoopers and has developed recommendations in relation to the architecture for legislation drafting. The legislation drafting process is a joint initiative with the Office of the Attorney General and the Houses of the Oireachtas and the architecture recommended comprises an XML authoring tool and collaborative records/document management solution. The XML authoring tool is likely to be deployed into all Departments to staff involved in the legislation drafting process.

This architecture is very similar to the architecture being recommended for the e-Cabinet model. In addition the XML authoring tool has the potential to be used for other applications in Government departments.

We recommend that this e-Legislation drafting & publication initiative and the Department of the Taoiseach e-Cabinet Project co-ordinate their efforts to ensure effective integration and leveraging of similar technologies. The benefits of this approach will include a reduction in software licence costs if the same tools are selected, reduction in the impact on users if the same tools are used for different purposes and a reduction in the training effort required during implementation as well as obvious benefits from having similar software architectures.

Document Life

The authoring tool is a key enabler of the e-Cabinet Model and will

Cycle and Selection of Authoring Tool

support the development of a Publishing Architecture. The Publishing Architecture describes all the structured layouts needed within the e-Cabinet system. The most important structured layout is that of the Memorandum as this will be used in all Departments by those responsible for preparation and submission of documents to Cabinet.

We considered two main options in developing our recommendations for selection of an authoring tool:-

- Mainstream Office System tools familiar to users; or
- XML Authoring tool;

In conducting our evaluation we **rejected** the option of using a Mainstream Office System tool. Whilst in general these tools are familiar to users and very easy to use with little training, these tools do not fulfill the requirements of reuse, repurposing or longevity for the e-Cabinet and are not suitable for use in the e-Cabinet model.

In conducting our evaluation of XML authoring tools we considered the view that XML authoring tools are more focused towards the publishing or developer community. These tools have evolved however and many of them now have a more user friendly interface. In addition XML is **the** standard for creating structured documents and sharing data and is the leading means to fulfill reuse, repurposing and longevity requirements.

Based on this evaluation we are recommending that an XML authoring tool is selected.

This recommendation is in line with Irish Public Sector initiatives such as OASIS and BASIS as well as emerging recommendations from the IT Strategy for the office of the Attorney General.

With the use of an XML tool, the structured layouts outlined in this report will be facilitated through the creation of XML document type definitions.

Research

Technology Research

The team conducted research into e-Collaboration technologies and trends in order to identify the extent to which each of these tools enable collaboration through their functionality and how they could be applied to the e-Cabinet process. We identified the main groups of tools appropriate for the e-Cabinet vision as follows:-

- e-Collaborative tools which facilitate process automation, workflow and content management; and
- e-Meeting tools which facilitate running an electronic meeting with facilities for loading documents, breakout sessions for discussions, messaging services for communicating with meeting participants.
- An authoring tool for the deployment of the templates to allow the

creation of the memorandum content in sponsoring Departments

Boardroom Research

The team also conducted an investigation into the extent of usage of e-collaborative technologies in the boardroom, by high profile private sector companies. Our findings indicated the following:-

- With one notable exception, there was little evidence of use of e-Meeting tools within the boardroom;
- Calendering & scheduling, Intranet and video-conferencing are the primary means of collaboration in the boardroom environment;
- Email is extensively used both within organisations and the boardroom;
- Some use is also made of workflow and personal digital assistants;
- Overall, the technical quality of the technologies in use was considered excellent/ satisfactory except for mobile phone technologies which were rated as poor.

Our conclusions on appropriate technologies to meet the e-Cabinet requirements

From our research we identified a long list of potential software tools to meet the requirements of the e-Cabinet model. We have refined this list to identify the leading tools to be considered for selection in the next phase of this project.

These are as follows:-

Authoring Tool

- SoftQuad X-Metal
- Bladerunner / Interleaf Quicksilver
- Morphon

E-Process / Workflow and Document Management Tool

- Documentum
- PC Docs (Hummingbird)
- Softco Enterprise
- Pace Xten

E-Meeting / E-Learning Software

- Centra (Symposium)
- Lotus Software (LearningSpace and Quickplace)
- WebEx (Meeting Center)

There is considerable activity in the marketplace with acquisitions, product line changes etc and this list may need to be updated when the Request for Proposals is being developed and target suppliers are being refined. This full long list is included in Appendix I.

Implications of the e-Cabinet Model

Implications of E-Cabinet Model

Products

There is no single product that will provide all the functionality outlined in the e-Cabinet vision. As a minimum there will be the following:-

- Authoring Tool from XML stable of products;
- Workflow / process automation tool;

- e-Meeting tool;
- Security products; and
- Potentially an On Line Help Authoring tool;

Human Resources

Implementation of these new technologies has implications for Cabinet Secretariat, IT and other divisions within the Department of the Taoiseach. We estimate that the new systems will require the following additional staff in order to support them.

Security : 2-3 people will be required to manage and maintain all the security policies, procedures and systems.

e-Cabinet Systems 2 people will be required to support, manage and maintain the new systems including Help desk support.

Cabinet Secretariat : Additional resources will be required within Cabinet Secretariat in order to project manage the implementation of the e-Cabinet. We have identified a requirement for 3 resources for programme and project management. These are fulltime for the duration of the implementation but are not required beyond the implementation timeframe. In addition a member of Cabinet Secretariat will be required to have the sole function of carrying out the role of IT facilitator at the Cabinet meetings, at least in the initial stages.

There are a number of options to meet the Security and support staffing requirements. Chief among these are outsourcing of the support whereby external suppliers could be responsible for security and support of the systems. Part of the outsourcing option could include support being provided within the Department of the Taoiseach's offices and not from an external location.

Memorandum Structure

The structure of the memoranda will be determined by the templates which will be designed centrally and deployed in all Departments using the Authoring tool. Templates or Document Type Definitions will be created during the implementation phase under the guidance of Cabinet Secretariat and memorandum content will be created using these templates. It will be necessary to ensure there is one point of responsibility for maintenance of the structure of the templates. While we anticipate that the requirement for changes to these templates will be low, we recommend that responsibility for any changes lie centrally within the Department of the Taoiseach. The following is an outline of the nature of the tasks involved:-

- Updating the Data Standards within the Memorandum when new requirements are identified ;
- updating and modifying existing data definitions or values as required such as changes in Department Names, changes in Memoranda types etc;

- Identifying if changes are required to the memorandum structure and managing the process of sourcing expertise to make the changes. Responsibility for these tasks could reside with the IT facilitator within Cabinet Secretariat or with those responsible for supporting the systems.

Metadata

The memorandum structure will include the definition of any metadata which should be used. The metadata used should be based on the principles of the Dublin Core and any extras which are required by the Department. The use of metadata will provide a rigorous structure which will be common to all documents contained within the e-Cabinet system and will greatly facilitate;

- the creation of information resources;
- search of information and,
- archival and subsequent retrieval processes

Common Standards

The authoring tool will facilitate implementation of a single version of the Memorandum structure across all Government. This introduces a common standard immediately, eliminating the issues associated with different versions of word processing packages and different interpretations of what is required in the memorandum.

Implementation of the Cabinet Handbook into Processes

The process of submitting documents to Cabinet is laid out within the Cabinet Handbook. A significant benefit of the e-Process system, specifically the Authoring tool is that the procedures can be seamlessly implemented into the structure of the memorandum, guiding users to adhere to the processes and procedures in a user-friendly manner.

User Training

A key impact and benefit regarding the use of content models for information creation is that the user is enabled to follow the discipline of structured information creation. While the structure of the memo should be such as to support extensive flexibility, this structure is likely to primarily involve the 'Up Front' part of the memo and further into the body, revert to allow more discursive style where necessary.

There will be issues associated with this change in approach, as this will be different to the current method of information creation. This change will need to be handled as part of the overall change management process and in particular user training to all Department staff who will be responsible for operating the new e-Cabinet processes and all staff who will be using the content authoring tool to create memoranda.

Training of Ministers / Cabinet meeting attendees

The deployment of technologies to the Cabinet meeting table will require significant user training to ensure that all Ministers and meeting attendees are comfortable with the technologies and satisfied with the training they received. There are a number of options for deployment of

the meeting technology which should be considered as part of the implementation planning step for the next phase. These include:-

- Deployment of the technology in one phase with screens provided to all Ministers. Once Ministers are comfortable with the technology, future developments would take place to tailor the screens to each Minister's requirements.
- Deployment involving only one Department but with all facilities available.
- Deployment of the meeting technology in 2 phases, the first phase will not deploy screens to meeting attendees only to the Cabinet Secretariat facilitator. The meeting will be displayed on the meeting screens.

Each approach has its pros and cons and these should be discussed in more detail and evaluated during the planning phase mentioned above.

IT Facilitator

A member of Cabinet Secretariat will be required to have the sole function of the role of IT facilitator. This may require infrastructure to enable the facilitator to operate the technology without compromising the privacy of the meeting itself.

Costs

The costs to Cabinet Secretariat for this change programme have been estimated as £2.68m (€3.4m) Capital Costs. (a detailed breakdown is provided). The detail of the full costs are shown in the body of the report. It should be noted that the costs for the security elements and the XML authoring should not be solely attributed to the e-Cabinet as they will be part of a broader environment and used for a broad range of strategic projects of which e-Cabinet is only one.

When implemented, this model will comply with security requirements appropriate to national security status. In addition the authoring tool has the potential to be used elsewhere across Government Departments for other requirements e.g. Legislation drafting. Finally the e-process and e-meeting software also has the potential to be deployed to other users for other meetings e.g. MAC meetings.

The new model will therefore have wider benefits than the Cabinet processes alone extending to Government Departments in general. The costs should be evaluated in this broader context.

Next Steps and Implementation Planning

We recommend that the overall implementation programme is comprised of the following main work packages:-

- Implementation Planning workshops;
- E-Cabinet Model Implementation;
- Security Implementation;
- Overall Project Management , Communications, QA, Training and Change Management, to be carried out by Cabinet Secretariat.

The hardware necessary for the e-Cabinet model will be included in the e-Cabinet Model implementation work package.

The Network infrastructure required to operate the e-Cabinet model will be provided by the Government VPN initiative.

We recommend that the next step is to carry out the Implementation planning phase and to conduct a small number of focussed workshops (1-2) at which the following will be discussed and agreed:-

- Change programme procurement approach, including agreement of the appropriate work packages to facilitate going to market for implementation as well as integration with other initiatives such as VPN project, Basis, Oasis and e-Legislation system.
- Overall timetable of change programme following discussion and agreement of the above;
- Benefits of conducting a select number of Vendor demonstrations and planning of same if applicable;
- Discussion and planning of the work required to produce the RFT's for the Change Programme.

Representatives from the Department of the Taoiseach, CMOD and potentially a select number of external Departments should be involved in these workshops.

Timeline to completion

We estimate that if the specification and selection starts in early 2002 then phase 1 implementation could be in progress in 2003.

Structure of the Change Programme

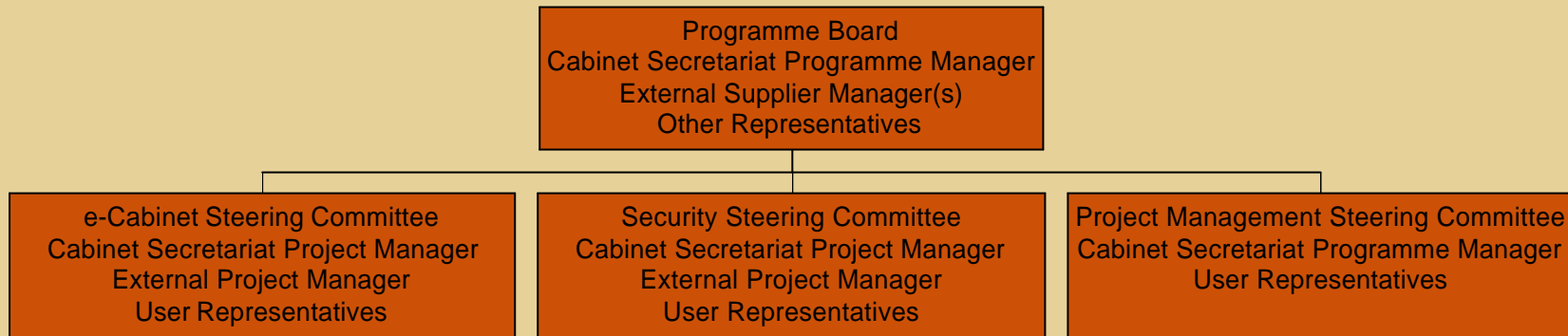
We recommend that the structure outlined on the page opposite is adopted to implement the change programme.

This is a large change programme to be undertaken by the Department of the Taoiseach. In order to achieve a successful outcome we believe it is best structured in work packages. This will enable logical work packages be grouped together and minimise the number of external suppliers involved in the programme.

Agreement of the work packages should be finalised during the Implementation Planning step, however we recommend the following:-

- **Package 1** e-Cabinet Software, Hardware and related services required to implement the e-Cabinet;
- **Package 2** Security Services including design, specification and selection;
- **Package 3** Security Infrastructure Implementation;
- **Package 4** Overall Programme Management, Communications, QA, Training and Change Management,

Programme Governance



to be carried out by Cabinet Secretariat.

Summary of Costs

Costs

The costs for this change programme to Cabinet Secretariat have been estimated as £2.68m Capital Costs. (€3.4m)
The full costs per work package are detailed further in chapter 6 of this document.

Programme Structure

We have recommended the following Programme Governance for the programme and project management of the various initiatives. This Governance consists of:-

- An overall Programme board consisting of the programme manager and managers of each work package including the Department appointed managers and any external supplier managers;
- A board for each work package consisting of the overall 'Lot' managers and managers of any project forming part of the 'Lot' – both Department appointed and any external supplier managers.

Each 'Lot' board will report to the Programme board.

The detailed elements of this structure should be finalised during implementation planning but the following responsibilities are appropriate:

- The Programme Board should be charged with the directing and overseeing the change programme from a strategic perspective. Specifically it is responsible for resolving any issues arising in the projects which can not be resolved by the project boards, as well as ensuring effective integration across projects. The role of this board should also include any necessary linkages to other projects outside of Cabinet Secretariat which are relevant and an example of this is the Content Management project.
- Overall programme progress will be reported to this board by the programme manager.
- Each work package board will be responsible for overseeing the projects contained within their respective Lot.

This structure is outlined on the opposite page.