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One Year On

The national strategy
for local e-government

December 2003



Local Government Association

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Printed in Great Britain on material containing 75% post-consumer waste and 25% ECF pulp.

December 2003

Product code 03 LRGG01627

Foreword

Local e-Government can breathe new life into local democracy and transform local services. e-Government is central to our ambitions to reform and modernise public services and it is an integral part of the overall UK Online programme.

Since publication of the National Strategy last November we have seen much progress. The programme has proceeded at a rapid pace. We have established 23 National Projects, over 100 Partnerships, a new support and capacity function, launched our new e-innovations fund and our dedicated website has been a success. But we could not have done all this work on our own. We are grateful for the support provided by our partners, the Office of the e-Envoy, SOLACE, IDeA, SOCITM and other government departments in delivering the strategy.

Nor are we overlooking the significant work that individual councils and partnerships have carried out over the year to take forward the local e-government programme. Chapter One of the report celebrates some of the success stories in local government. Without councils' support the National Projects would not have been established or be starting to deliver their products.

We are aware that the 2005 target is a challenging one. This report also looks at the risks to the programme and what measures can and are being taken to avoid or mitigate these risks.

The report also outlines a vision of what an e-enabled local council will look like in 2005 from both an organisational and customer perspective.

Once again we would like to thank councils for working hard to make progress towards the 2005 target.



Phil Hope MP
Minister for Local e-Government



Cllr Paul Bettison
e-champion
Local Government Association

Introduction

Since publication of the National Strategy for Local e-Government a year ago, there has been significant progress towards the target of making all government services available electronically, in ways people will use, by 2005.

The National Strategy sets out a common framework, within which local strategies can be planned with confidence, describes what needs to be put in place nationally to help this happen, and identifies common priorities for developments in technology and services to reduce the costs to councils.

This one-year-on report looks at what has been achieved and the progress made by councils, by the overall local e-government programme, (which now includes over 20 National Projects and 100 e-government partnerships), and looks forward to 2005, and what meeting the target will mean for the e-enabled council.

Alongside the local e-government programme, central government's e-delivery programme is focusing on the delivery of a number of key services that are the most frequently used at national and local level. Government is also tackling some of the barriers to use, and on building the infrastructure to support the electronic delivery of information and services.

At a local level we know from the latest Implementing Electronic Government (IEG3) returns that every authority is engaged in implementing e-government and that many councils have shown an innovative and ambitious approach in their commitment to e-government.

e-Government is of course part of a bigger picture and one element of the partnership between local and central government to improve public services. Over the last year there have also been significant developments in other elements of the partnership, including:

- the provision of additional freedoms and flexibilities for councils, focusing on the use of the well-being power and the provisions of the Local Government Act 2003.
- The second generation of local public service agreements are building on the success of the first round to agree priorities for improvement locally
- The development of the Comprehensive Performance Assessments for district councils, improvement reporting for single and upper tier councils.
- Building on local strategic partnerships to develop more robust partnerships at local level
- The work of the Innovations Forum and shared priorities pathfinder projects, generating ideas that can be tailored to local circumstances

Local e-Government can underpin all of this. We are not promoting e-government for its own sake, but for the improvements it can offer in services, in cost-effectiveness and in the participation of people in the future of their communities. It is widely recognised that better management of information is one of the keys to the success of implementing policy at national and local level, and can make a real difference to providing vital public services. e-Government is important for improving services to vulnerable children and their families, and for older people. It is significant in tackling crime, in improving public transport, in education and the environment and in economic regeneration. Local e-government is about:

Transforming services – making them more accessible, more convenient, more responsive and more cost-effective. It does not mean that all services should be provided on the web to the exclusion of other ways of delivering them. But it does mean that we should use new technologies to make services in ways that are convenient to users. It can make services more accessible to people with disabilities. It can make it easier to join up local services and central and local government, (within councils, between councils and between councils and other public, voluntary and private agencies). It can help improve the customer's experience of dealing with local public services, whoever provides them.

Renewing local democracy – making councils more open, more accountable, more inclusive and better able to lead their communities. e-Government can enhance the opportunities for citizens to debate with each other, to engage with their local services and councils, to access their political representatives and hold them to account. It can also support councillors in their executive, scrutiny and representative roles.

Promoting local economic vitality – a modern communications infrastructure, a skilled workforce and the active promotion of e-business can help local councils and regions promote employment in their areas and the employability of their citizens. We want access to government services to be provided in ways, which match people's needs, not central and local government structures.

But as well as offering more choice, e-Government must provide more joined-up services that will have the benefits of being more efficient, offering a better service to customers and more being cost effective.

We hope that by highlighting the progress that has been made in implementing the national strategy for local e-government this one year on report will contribute to the development of a shared understanding of local e-government and the outcomes that government, local and central are working to achieve.

What is happening now?

THE AVERAGE COUNCIL NOW:

- Has 60% of services online and expects to get to 100% by 2005
- Has a Member and senior manager e-champion
- IEG strategy is delivering its agreed objectives
- Submitted its IEG3 return including corporate e-Government commitments
- Has an information website to SOCITM's 'content' standard
- Is working towards a single public access telephone contact centre
- Is developing Customer Relationship Management to handle transactions across multiple channels
- Is working toward e-procurement and other e-business solutions
- Is engaged with National Project programme
- Is part of a local e-government partnership
- Is concerned about capacity and resources
- Wants Government to develop:
 - Data protection
 - Authentication/security
 - Common solutions to reduce costs, uncertainty and implementation time

The success of local e-Government is vital to the Government's overall approach to improving public services. e-Government of course is not an end in itself but is an integral part of the bigger picture of improving public services, underpinning organisational change and responsiveness to the public. As local authorities handle 80% of people's dealings with government they are in a unique position to directly effect people's lives. How they interact with their customers in the services they provide is vital.

e-Gov for service users/citizens

Local government services by 2005 will be accessible at times and places most convenient to the customer. Customers will have more choice over the way in which they contact and receive public services: through interactive Digital TV, personalised websites, mobile technology, over the telephone, using smartcards, or face to face over the counter.

Service users and the general public are now starting to see local e-government in action. Below are a few examples of what is happening around the country.¹

¹ The majority of the examples in this document are taken from the joint SOCITM, IDeA publication Local e-Government now, 2003.

Delivering Joined up services

In the City of Bradford local residents will see an improvement in child protection. Bradford Area Child Protection Committee, in partnership with a supplier, has developed a pilot system to support inter-agency working of child protection. All parties involved, including social services, health, education and police, will have a real-time view of the exact contacts made and with whom, the information gathered, and the actions taken by the individual parties.

Making services more accessible

Kirklees Metropolitan Borough Council is improving access for socially excluded residents by working with the primary care trusts, community providers and suppliers to make health information and services available through digital TV.

Services delivered or supported electronically

Residents in the five Council areas covered by the Welland Partnership in the East Midlands have access to the planning portal that allows users to interact online with the planning team, by completing and submitting online forms. Four out of five of the Partnership's planning teams are online.

Services delivered Seamlessly

Road users in the Cheshire area should see an improvement in maintenance and safety on the major Pennine roads due to the County Council's use of telemetry via GPS to deliver integrated transport across the county, to streamline maintenance of the infrastructure, and to boost safety.

Making services open and accountable

Citizens of Carrick District Council can now contact their Councillors by email making them more accessible. The Council has implemented in the last year citizen access to service-based information via the Internet and all its councillors have council e-mail addresses.

Empowering citizens

Sunderland City Council have introduced 'electronic village halls' across the city where training schemes are offered which are designed to align with the skills needs of local employers.

e-Gov for Councils

Councils are transforming their services, making them more accessible, more convenient, more responsive and more cost-effective. As a part of e-enablement local authorities will also be offering high-class standards of customer service and efficient streamlined back office.

Below are some examples of what implementing e-government actually means to councils in their own words.

North Cornwall District Council



Rugged North
Cornish Coastline

North Cornwall District Council is fully committed to the e-Government agenda and with the other District Councils and the County Council in Cornwall have formed a partnership called the Cornish Key, which is striving to work together with support from Government to achieve many of the national strategy aims.

The Cornish Key initiative is working together on a number of strands, namely:

- a) to ensure all Council's websites are fully transactional, content management driven and accessible via a Cornwall Portal
- b) that the websites themselves are interfaced with back office systems through a centrally purchased middleware solution
- c) that the Councils work together to help the Government achieve a positive outcome from the national smart card initiative by trialling various public service card uses

- d) delivery of one solution in document management across all partners
- e) identifying the most appropriate CRM solution, particularly to be of use in small District rural authorities

Further funding has been made available to the Cornish Key to pilot a joined up approach across multi-agencies in delivering out-working, which is of particular relevance to a sparsely populated area.

The Council is also working on the National Land and Property Gazetteer and other gazetteer systems to form the bedrock of all of the above innovations.

These initiatives can only be made successful by organisations that truly involve all sections of their staff and do not see e-Government as a purely ICT issue. In North Cornwall we are proud of the fact that our website development does not sit in ICT and that its population is carried out by front line services.



KNOWSLEY MBC

Knowsley has developed its own approach to e-Government in a way that accords with the National Strategy's structure and objectives. The Knowsley IEG statements embed the reporting of the Council's progress around the now familiar "e", and Knowsley has been active in developing, learning from and implementing e-Government strategies from the Local Government On-Line Pathfinder, National Project and Regional Partnership initiatives.

The progress of e-Government in Knowsley has built on the firm foundations of the Community Information Programme, which was a forward thinking, programme of improvement, supported and led by a consistency of vision from Elected

Members and Council Officers. The continued achievement is successful because it balances the quick wins and targets of Electronic Service Delivery with service efficiency and service performance. This consistency of the communities voice and the Councils development has required clarity of vision and a broad range of knowledge on what is required, possible and available.

Knowsley has progressively invested in the “enablers” and “e-Business” aspects of the National Strategy's guidance as these are essential for the “Access Channels” and “Organisational Development”, and has embedded the technologies that are required for “Trust and Security” throughout the Citizens “Transactions” with the Council. The result is a highly flexible and interoperable approach to information system development, delivered in a coherent and cost effective sequence, which in turn leaves a robust technology landscape that facilitates current and future service delivery and flexible organisational design.

The approach to public-private partnerships is key to the National Strategy and is an area in which Knowsley has become established as a leader, providing project support and financial administration for the sub-regional (Merseyside Digital Development Agency) and regional (North West e-Government Group) partnerships. Knowsley has implemented a clear strategy for public-private partnership in promoting functional, best-of-breed partnerships in key areas of the broad range of competencies required to deliver the development and maintenance of the e-enabled modern organisation. A modern organisational skill in which Knowsley is successful is the relationship management amongst these contributors to value driven high quality services.

The National Strategy for local e-Government has found a close coupling with the direction of Knowsley MBC, and has added clarity to the underlying strategies of the Council. It has been a relatively simple task to converge the style, expression, and content of the Council's Community Information Programme with that of the e-Government and modernisation principles of the National Strategy.

LB Greenwich



Cutty Sark – an innovator of its time

The Council recognised the importance of e-government at an early stage and established a Member led Policy Commission to develop a strategic approach to the e-enablement of services. The work of the Policy Commission was fed into the Council's thematic best value review process, which involved a Council wide cross-cutting review of access to the Council's services entitled, '24/7'.

The outcomes of the work were initially picked up in the Council's Implementing Electronic Government Plan published in July 2001, which was subsequently revised in the 2nd edition published in October 2002, to articulate the agreed vision for access to the Council's services:

'To seek to provide high quality and improving services that meet the needs and requirements of the diverse community of Greenwich, that are effective, efficient, best value and delivered wherever, whenever and however it best suits them.'

This vision is supported by underpinning principles that seek to transform the Council's services through a programme of transitional projects, including those identified as key elements within the 'Local e-Government National Strategy'.

The breadth and comprehensiveness of the National Strategy fully reflects the significant degree of change associated with e-government transformation. In response to the National Strategy and to meet the Council's identified priorities, the Council has adopted an innovative incremental strategic partnership approach to transform its services, which can take account of the outcomes of the national and pathfinder projects, as well as make use of best practice from the public, private and voluntary sector. The approach has a number of benefits:

- Incremental – the approach does not require both parties to commit to significant resources at the outset. The sharing of the risks, costs and benefits can be agreed at the pace set by the partnership and the needs of the identified agenda.
- Incentives – each incremental step taken to incorporate further services within the partnership is based upon the ability of the partnership to demonstrate Best Value.
- Inclusive – the partnership is able to seek best of breed/fit solutions, but retains a single point of responsibility in the form of the 'service integrator', responsible for performance and delivery.
- Challenge – the partnership provides for the private sector to be directly involved with the development of the options and decisions associated with the e-government agenda.
- Flexibility – the standard terms and conditions of the partnership allow for resources to be transferred between service areas to match the changing needs of the Council and its partners.
- Customer Centric – the arrangements within the partnership allow for services to be developed in consultation with customers. To facilitate this, staff from the Council can be assigned to the management of the partnership to develop service delivery models.
- Governance – the Members of the Council remain as the key decision makers in respect of the agenda.

e-Gov for other partners

Councils work in partnership with other local services such as health, police and probation services, and voluntary groups, as well as central government. A few examples are below:

Social Care

Across the country people should be beginning to see improvements in social care. In Northampton the Alzheimer's Society has played a key role in framing the county's service for people with dementia.

Councils, particularly those in the South West, are working with the Department of Work and Pensions on Care Direct – a nationwide telephone help line for older persons services.

Crime and Disorder

In Sussex a major initiative is taking place to make the County safer for its residents. Sussex Crime and Disorder Data Information Exchange (CADDIE) a collaboration between the Police and local councils was set up to reduce crime and disorder and the fear of crime, within the Sussex Police Force area. Due to its success, CADDIE has generated interest from more than 20 Police Forces, Partnerships and individual agencies across the UK. CADDIE is a browser-based system for sharing data and information amongst partners, including police, fire and ambulance-related incidents.



Sgt Tim Hemsley and Cllr Bob Tidy,
Member cabinet member for e-government
East Sussex County Council showing
Phil Hope MP CADDIE

Learning

An initiative to raise literacy and numeracy levels across the country is being developed by the Department for Education and Skills working with 6 councils (Bracknell Borough Council, London Borough of Lewisham, Cumbria County Council, Oxfordshire County Council, Redcar, and Cleveland Borough Council and Wakefield Borough Council) to use ICT to raise attainment in literacy and numeracy at Key Stage 2.

Transport

To make travelling safer for residents of Barnsley Metropolitan Borough Council, the Council are working with the local police force using geographical information systems technology to locate problem areas in the borough's road network, to redesign labour intensive processes, and to create a safer travelling environment.

Common themes of successful implementation

The experience of these councils and others rising to the e-government challenge is that they:

- Are willing to innovate – investigate new technologies and to take risks. They recognise the potential of technology for improved corporate performance.
- Have a clear vision - they know what they want to achieve and have a plan to take the vision forward.
- Have strong leadership - the leadership of the council is committed to driving through the modernisation agenda and keep active control of the process.
- Are focused on delivery – they are committed to changing the way they interact with business and citizens, to match where possible their services to demand and to make them more accessible.
- Have strong links to the public and local communities – the Councils consult regularly and engage with many local partners to develop and improve their services.

The Local e-Gov Programme progress to date

HIGHLIGHTS OF PROGRESS MADE

Strategic Framework

- National Strategy published in November 2002
- Portal website www.localgov.gov.uk established in November 2002 to support the roll-out of the National Strategy programme
- 99% of councils report that they will achieve the 100% target by 2005. The robustness of recording progress in this area via BVPI 157 has been improved through the publication of a standard list of local authority interactions via www.esd-toolkit.org
- 100% of local authorities in England made IEG3 returns in 2003/04 detailing their strategy and programme of investment for local e-government.

Direct Support for Local Councils

- IEGs - With the IDeA, facilities to allow local authorities and fire & rescue authorities to submit IEG returns online 2003/04 have been established at www.esd-toolkit.org
- 25 Pathfinders created to test innovative ways of delivering e-enabled services. <http://www.localgov.gov.uk/pathfinders>
- 23 National Projects are taking forward pathfinder products and other effective products to provide common solutions for all local authorities to reduce costs, uncertainty and implementation time. <http://www.localgov.gov.uk/nationalprojects>
- Over 100 Partnerships created, so 99% of local authorities in England are now part of at least one e-government partnership. The partnerships are providing joined up service delivery and economies of scale. <http://www.localgov.gov.uk/partnerships>
- New £14m e-Innovations Fund launched in September 2003
- e-Government Support and Capacity contracts signed with IDeA
- In May 2003, building on the success of the 2002 local election pilots, over 1.5m voters in 17 councils were able to cast their vote electronically.

The National Strategy was published in November 2002 following extensive consultation on a draft published in April 2002. The Strategy was aimed at strategic decision makers within Councils. It aims to create a common framework within which local strategies can be planned with confidence and describes what needs to be put in place nationally to help this happen. It also identifies common priorities for developments in technology and joined up services that will reduce the costs to councils.

The National Strategy sets out 12 workstreams, key areas are:

- support for individual councils
- support for national projects
- support for partnerships

Implementing Electronic Government Statements (IEGs)

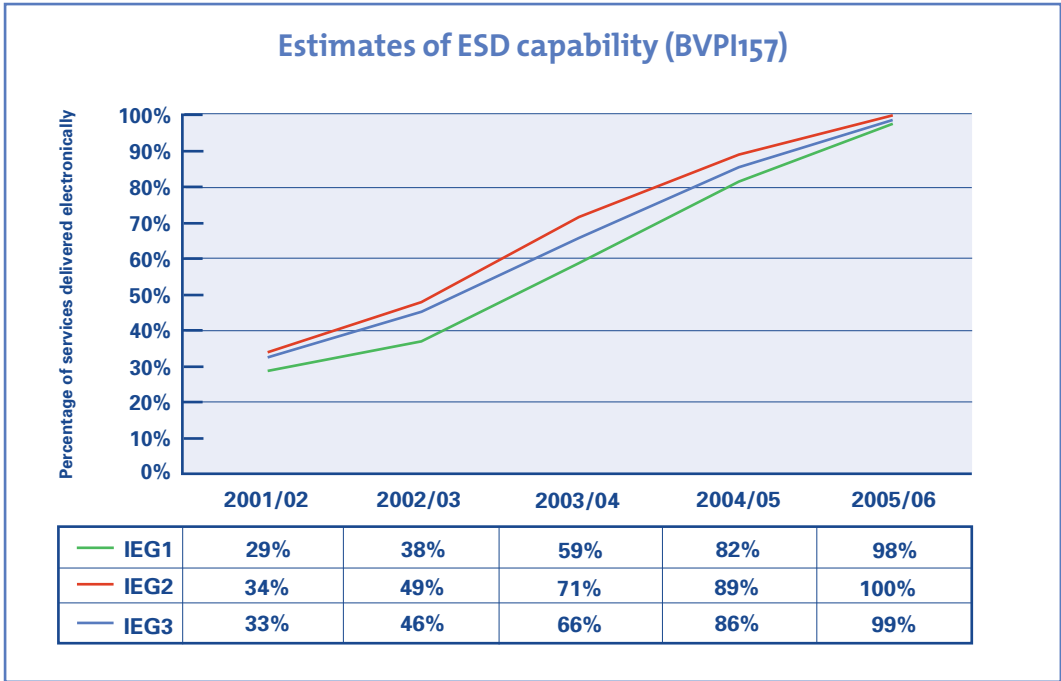
Implementing Electronic Government (IEG) statements are corporate plans which set out how local councils are approaching the task of e-enabling service delivery. To date, the IEG process has been extremely successful in engaging councils and in promoting a corporate approach to tackling e-government. At the national level, the IEG process also provides a valuable source of information from which the Government can monitor progress in implementing local e-government.

Round 1 of IEG statements in 2001 required councils to set out their plans for implementing e-government. Round 2 of IEG statements (IEG2) in 2002 emphasised the need for councils to provide evidence of progress in taking the e-government agenda forward and to demonstrate realistic plans of action and expenditure to meet the 2005 target. Round 3 of the IEG process (IEG3) simplified the submission process through the introduction of a standardised proforma format. The new format for IEG3 returns complies with Government commitments to reduce service plan requirements for public authorities. IEG3 emphasised the opportunity for self-assessment, benchmarking and measuring progress on key factors, including working towards the delivery of key technical building blocks and priority services through National Projects and partnership working. All Councils have submitted IEG3 statements in November 2003.

Based on unaudited out-turn estimates from IEG3 returns, local authorities in England now expect to be 66% e-enabled in 2003/4 (i.e. by 31 March 2004), compared to previous IEG2 estimates of 71% (**see graph opposite**). This represents a slight drop in expectations of progress by the end 2003/04 from the level forecast in IEG2 returns. In part, this is a direct consequence of the ODPM's efforts over the last twelve months to encourage increasing

rigour in the way that progress on the e-enablement of services (as measured by BVPI 157) is reported by local authorities. For example, support and standardisation of the measurement of types of service interaction for the purposes of calculating BVPI 157 is now available through the IDeA's ESD Toolkit (www.esd-toolkit.org). Use of this Toolkit to validate local recording of progress on the e-enablement of services is recommended in both the IEG3 guidance and Audit Commission guidance. Such increased standardisation around the calculation of progress in the e-enablement of local authority services makes IEG3 forecasts the most robust to date and present a national picture of authorities two thirds of the way to the December 2005 target by March 2004.

However, there is clearly a new atmosphere of "realism" amongst local authorities regarding their progress towards the 2005 target. In this respect, information from IEG3 returns will be used to identify problem areas where increased support can be offered. For example, this might include practical help with e-government implementation for struggling authorities, or increasing general engagement with National Project work and solutions.



**Implementing Electronic Government Statements (IEGs)
– Fire & Rescue Authorities**

44 of the 47 Fire & Rescue Authorities in England submitted an IEG statement for 2002/03. All Fire & Rescue Authorities are expecting to meet the 2005 target of 100% e-enablement of services. Overall, the Fire & Rescue

Authorities achieved 39% e-enablement of services in 2002/3 (based on unaudited out-turn estimates). This compares with the Authorities initial estimate (IEG1) of 38%.

After receiving the necessary assurances from the 3 authorities that did not submit Fire IEG returns in 2002/03, all Fire & Rescue Authorities received funding of £50,000 for 2003/04 via the e-Fire National Project. A separate Fire IEG3 guidance note and proforma has been published and the timetable for submission and assessment of returns has been aligned with that for local authorities. All Fire & Rescue submitted IEG3 statements in November 2003.

National Projects

In May 2003 over 400 people attended the first event showcasing our £80m programme of National Projects. www.localgov.gov.uk/nationalprojects. Crucial to our approach to National Projects is that they are run for, and by local government, based on practitioners' knowledge of what councils need. Projects are also expected to engage every council in England and all councils will be expected to have considered what the National Projects have to offer them. National Projects will not succeed if only a small group close to the project have benefited. They have made an encouraging start – over 100 councils are involved on National Project Boards, and over 300 have attended one or more National Project events.

The programme aims to ensure that all councils have access to key electronic services and building blocks, without having to build them from scratch. The projects have pulled together councils, central government, the private sector and others to define and deliver national solutions. These will help drive progress in local government, in key Government departments and in the wider UK Online programme by addressing two strands:

- ***priority services*** providing ways in which joint central-local electronic services can make concrete contributions to delivering the seven priority services areas identified by the Central Local Partnership
http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_608544-02.hcsp
- essential technical ***building blocks*** of the e-organisation and the national communications infrastructure.

A list of the current National Project deliverables can be found at Appendix A.

APPROVED NATIONAL PROJECTS

- Schools Admissions
- Customer relationship management (CRM)
- Local Planning Services (PARSOL)
- e-Procurement (NePP)
- Digital TV
- Council Tax and Business Rate Valuation (Valuebill)
- Working with Business
- Smartcards
- Crime reduction/Youth offending (RYOGENS)
- National Benefits Project
- Local Authority Websites (LAWS)
- Standards
- Workflow
- Fire Services
- Framework for Multi-Agency Environments (FAME)
- e-Trading Standards
- Knowledge Management
- e-Democracy
- Take Up & Marketing
- Revenue Collection and Online Payments (ePay)

Details on all the projects can be found via our website
www.localgov.gov.uk/nationalprojects

Examples of National Projects

e-Procurement National Project

The National e-Procurement Project (NePP) aims to support and advise all English local authorities with the aim to ensure 100% implementation of e-Procurement. We believe that the benefits by using 'e' tools are available to all and aim to give impartial and clear advice to all.

NePP deliverables include:

- A toolkit of advice, information and materials authorities can use – This will include elements within Change Management, Standards, Technical Requirements, Supplier Adoption and Regional Solutions – Case Studies of early adopters - Events, Workshops and Conferences
- Regular update of information to authority contacts

RYOGENS – Youth Offending/Crime Reduction National Project

RYOGENS (Reducing Youth Offending Generic National Solution) aims to develop a solution for local authority and youth justice agencies to work more effectively together to prevent crime and antisocial behaviour by children and young people.

It involves the safe sharing and analysis of professionals' concerns about individual children and young people between six 'core contributing agencies' – Youth Offending Teams, health, social services, education, police and probation. When the number or seriousness of concerns registered exceeds a risk threshold, action will be triggered.

The project is being run by a partnership of three local authorities – Warwickshire, Lewisham and Tower Hamlets. These authorities are piloting the key project early in 2004, with results being disseminated in March 2004.

The key project output will be a technological solution for the safe sharing and analysis of information. In one area the project will test the viability of generating anonymised data to feed to the Local Strategic Partnership for the purposes of crime reduction.

The second major output will be a toolkit, for use by others who want to adopt the RYOGENS solution. This will include guidance on data sharing and on change management as well as covering the technical issues. It will outline how RYOGENS can contribute to the establishment of Identification, Referral and Tracking schemes and to Youth Inclusion and Support Panels.

PARSOL – Planning Services National Project

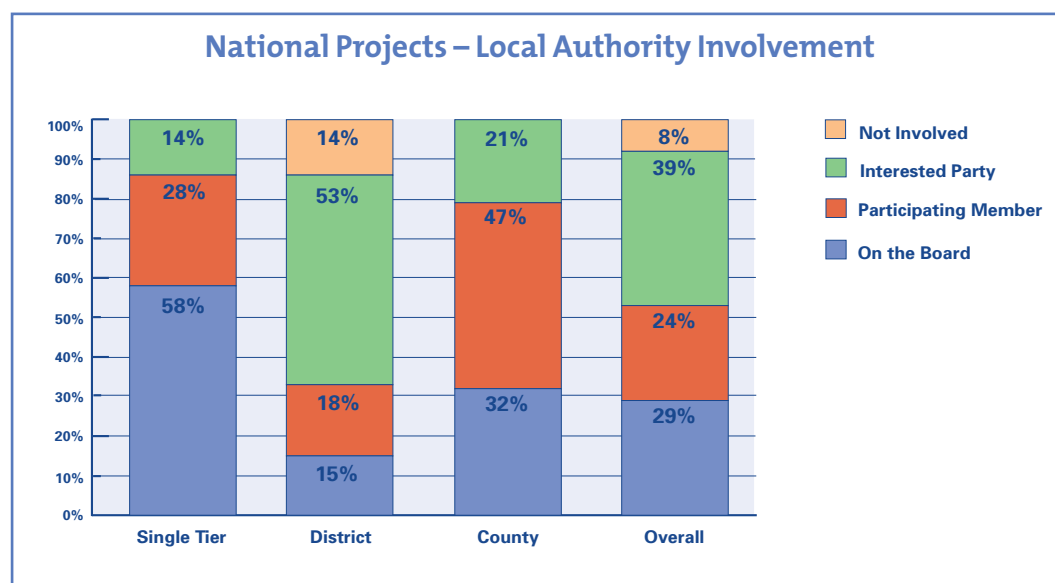
Planning and Regulatory Services Online (PARSOL) aims to help local authorities to ensure that they can receive and process planning and building control applications online by 2005. It will also allow the public to submit and track applications online.

This provision will apply to all sectors of the community and ensure that they receive seamless and consistent information, planning advice and e-planning services. A single access point will provide businesses and individuals with the service and will encompass inter-agency working through access to information on regulation and licensing together with a range of regulatory services.

These aims will be met through the development of core products:

- E-enabled systems to support the planning process (where they do not currently exist);
- Extension of services developed for planning to meet the needs of a range of regulatory services;
- Standards for the delivery of e-planning and regulatory services; and
- Toolkits to enable local authorities to implement the systems necessary to meet those standards in a cost efficient manner.

The project aims to build on the work already undertaken through investment in the Pathfinder process, Invest to Save budget and the planning Portal. A baseline survey into current e-planning provision has been undertaken as an early part of the project.



Pathfinders

Between June 2001 and June 2002, the Office of the Deputy Prime Minister (ODPM) funded 25 Pathfinder projects, with the aim of exploring and developing new ways of implementing e-government. The pathfinder partnerships involved 110 local authorities and many public and private sector partners. Pathfinders have developed generic solutions for a variety of technical, policy and management issues surrounding the implementation of e-government. They are spread across England, from Cornwall and Shepway in the south to Newcastle and Sunderland in the north. The Pathfinder Product Catalogue brings together over 60 products arising from their work and experience. Many of the Pathfinder products have formed the starting point for the National Projects. Further information on the Pathfinders can be found at www.localgov.uk/pathfinders

Partnerships

The development and support of Partnerships is a key strand in the National Strategy. Partnerships are intended to build capacity at a local level. They also deliver joined up solutions cost effectively. They complement support to individual councils and the support for generic solutions through National Projects.

Proposals for the first year of Partnerships were sought in January 2002. Over 100 were received and on 19 June 2002, 64 of these Partnerships were successful and were allocated £47m funding. A second funding round was announced in November 2002 for the remaining £26m. In this round, of the 123 proposals submitted, over 80 were allocated some form of funding.

All except four councils are part of one or more partnerships.

London Borough of Wandsworth – A Vision for Recycling the Riverside Waste Partnership

This Partnership includes the London Boroughs of Hammersmith, Fulham, Lambeth, Kensington and Chelsea and Wandsworth. It was formed to develop a joint municipal waste management strategy, as encouraged by the Government's "Waste Strategy 2000". The Partnership's strategy is waste minimisation and recycling litter, whilst utilising the River Thames for bulk transportation. Working in Partnership with each other and the private and voluntary sectors the Partnership focuses on the needs of their residents and local businesses to provide a sustainable water management service that should set a precedent for future waste management development in London.

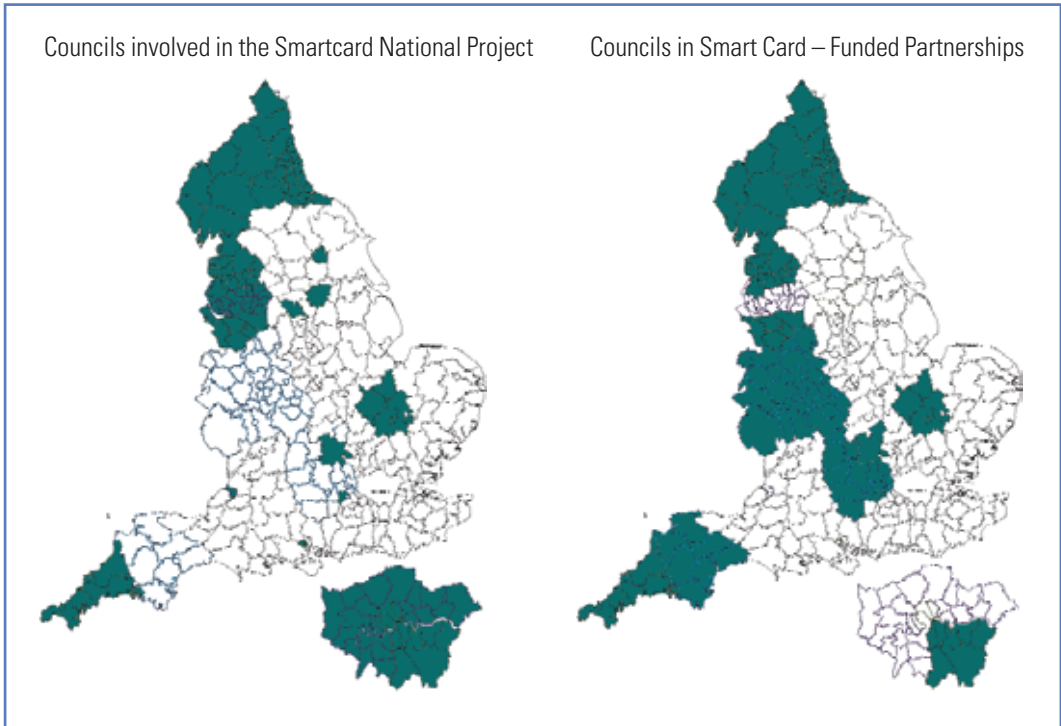
The partnership aims to construct a fully e-GIF compliant database of detailed waste issues arising within its area. This data will then be made accessible via websites, for waste managers, academics and the general public. The system is intended to act as a benchmark for other local authorities. It would also be available to them to reproduce.

Bracknell Forest – Community Smart Card Partnership

This Partnership consists of 13 Buckinghamshire local authorities and three commercial organisations. Together they are known as the ACTVaR Regional Smart Card Partnership. Working with private sector partners, the Partnership will demonstrate the possibilities of multi-application citizen Smart Cards.

The objectives of this Partnership, amongst other things, are to issue Smart Cards in and around Buckinghamshire that can be used in libraries, leisure, Adult Education and e-purse applications. The Partnership also aims to integrate the existing Bucks Adult Education smart card into the new scheme. By doing so the Partnership aims to demonstrate the transferability of the leisure application between its various constituent members. The Partnership will then disseminate the lessons learnt to the ACTVaR Councils and communicate the benefits to its citizens.

The maps below illustrate the local authorities engaged in developing Smartcard projects through the National Projects and Partnerships – just one of many similar projects being undertaken with Local e-government funds.



Greater Manchester e-Government Partnership

The purpose of this Partnership's project is to research the possibilities and benefits of creating a business and technical Information Retrieval and Tracking (IRT) hub for the Greater Manchester regions that would complement the work on the Greater Manchester portal. The Partnership will also enable the sharing and transfer of data between 10 local authorities for Social Care and Education, 14 Primary Care Trusts for Health, the Greater Manchester Strategic Health Authority, the Police, youth offending teams and the local Connexion project. This project will also research and provide guidance on security and legal issues and contracts between all parties and the proposed IRT hub.

e-Innovations

Local e-Government Minister Phil Hope launched on 16 September £14m of support for e-Innovation in local councils.

This new support will complement the work of individual councils, Pathfinders, National Projects and Partnerships that are already being carried out under the Programme, in particular, by driving forward "cutting edge" projects, which look beyond December 2005. However, there is a need to continue to challenge and develop thinking about local e-government by seeking new and innovative approaches to joined up working, effective service delivery and community engagement.

The first round of support for e-innovations will be targeting the following four themes:

- **E-Learning**
This theme includes the internal sharing of information and good practice, staff development and better use of e-government to assist service transformation (i.e. not mainstream education/schools).
- **Bridging the Digital Divide**
This includes using e-government in ways that help services to reach those socially excluded and in particular addressing the concern that e-government might lead to some people being further isolated from the support and services they need.
- **Emergent technology for better government**
Innovative use of ICT to improve services.

- **Local authority e-business**

Better use of ICT to improve internal business in councils, including service planning and performance management.

We held six half-day workshops in October and November 2003 to enable Local Authorities to discuss their ideas with ODPM and other councils prior to submitting their bids. These were well attended with over 300 people participating so we hope to have some good innovative projects to consider once the bids are submitted on 19 December 2003.

Support and capacity

Six of the Local e-Government Team act as regional representatives, to give advice and support to Councils in their regions. Details of the regional representatives and how to contact them are found on our website www.localgov.gov.uk.

In addition to the work of the regional representatives we have appointed a team member this year to work solely on the support and capacity building issues. We are also supporting the IDeA, over the next three years, to set up and run an Implementation Support Unit (ISU) and a Strategic Support Unit (SSU) to complement the work being carried out by our regional representatives. Further details can be found in Chapter 3.

Electoral Modernisation

At the ordinary local elections in 2003, 61 Local Authorities participated in a variety of electoral modernisation pilots. Of these, 17 authorities tested electronic voting using the following channels:

- Internet
- Interactive Digital TV
- Touch-tone telephone
- SMS text messaging
- E-voting kiosks

This was the world's largest ever test of remote electronic voting at public elections and all the pilots successfully delivered an election result. The systems proved to be popular with many voters too. On average, 27% of

electors in the pilot areas used one of the electronic channels to cast their vote. The impact on overall turnout was mixed, but on average an increase in turnout of about 5% was reported.

The Government intends, subject to new primary legislation, to hold further electoral pilots at the European Parliamentary and combined Local Elections in June 2004. It is anticipated that electronic voting channels will be available in one region.

Communications



Local e-Government Team
at SOLACE 2003 Conference

The local e-government team has had a busy year. The regional representatives have been supporting those Councils who needed to put in extra work on their IEG 2 statements and have attended a number of IEG3 workshops in their areas. They also continue to give their day to day support to Councils.

The LOCALEGOV website now contains details of all the National Projects, Partnerships and Pathfinders as well as IEG and e-innovation information and much more. It was also rated the top website in the recent Central Government Websites report.

We have produced pamphlets this year on National Projects and Pathfinders which include contact details for those wishing to find out further information. There are sections on our website for National Projects and Partnerships and the previous Pathfinders website pages have been transferred onto the local e-government website; they can now be found at www.localegov.gov.uk/pathfinders.

We also have an active exhibition and conference programme. As well as providing speakers at numerous local government and e-government related conferences, the team had stands at the Government Computing 2003 exhibition and the LGA , SOCITM and Solace Annual Conferences, as well as other smaller events.

Next year we intend to attend these conferences again, particularly with an increased presence at the LGA conference to showcase the National Project Product Catalogue.

We have also introduced regular meetings for the National Project and Partnership leaders to encourage and support them.

We have not left suppliers out of our Communications work. We held a series of events in March and October to brief suppliers on the local e-government Programme and how to work with councils. There were presentations from Councils as well as the ODPM team. Over 200 suppliers attended one or both of these events, and they were encouraged to get involved in National Project development. These events show that suppliers are key to delivering the programme whether big or small. As these events were successful we intend to hold a further event next April when we can report back on the results of the National Projects. Details of the April event will be posted on our website.

Since joining the OPDM Ministerial Team Phil Hope MP has been very active in meeting those engaged in e-government and visiting individual councils.

3

Risks to the Programme

We have identified 7 strategic risks to the Local e-Government programme by 2005. This chapter explains what action we are taking to remove or mitigate these risks.

LOCAL e-GOVERNMENT STRATEGIC RISK ANALYSIS

Risk	Probability	Impact
1. Lack of capacity at local level; strategic leadership, e-government specialisms and project management	Medium	High
2. Lack of ownership and understanding of e-government by service managers	Medium	High
3. Failure on the part of central government to deliver essential infrastructure or deliver the policy/ legislative structure – for example broadband, authentication/gateway and data protection	Medium	High
4. Failure to deliver joined up e-business plans – between central government departments and between central and local government	Medium	High
5. Failure of ODPM National Projects (and other programmes) to deliver the required products on time.	Low	Medium
6. Lack of resources to support all the work required	Medium	High
7. Low public take-up of e-services and lack of long term sustainability of local e-government projects /investments	Medium	Medium

1. Leadership and Capacity

To complement the work of the local e-Government team's regional representatives we are, in partnership with the IDeA, developing a programme of support around leadership and capacity building issues. The e-government support work complements other capacity building work

being undertaken for example under the auspices of the LGA/ODPM Capacity Building prospectus, which sets out details of the new programme to support continuous improvement in local authorities, and the Beacon Council Scheme.

The IDeA's Implementation Support Unit (ISU) aims to:

- Provide on-the-ground support to the expected 20 to 25 authorities that are identified via the IEG3 returns, and through regional knowledge, CPA reviews and the Intervention Unit.
- Engage with the individual authorities through a method which invests in understanding their background, using peer review, analyses their situation, and produces an action plan for adoption by the authority.

2. Ownership and Understanding

A second strand of the IDeA's commission is to provide strategic guidance to local authorities to improve the ownership and understanding of the e-government agenda. They aim to achieve this through the establishment of the Strategic Support Unit (SSU). Its aims are:

- To be a source of support and guidance on the key elements of the e-government strategy, providing in-depth knowledge to the local government community.
- The creation and focusing of a Unit within the IDeA to take a research and intelligence based view nationally, of methods, capability, and resources, and then actively to disseminate and promote the 'solutions' which are effective.

Each of the Unit's people will be a source of support and guidance on one of the 10 themes of the e-government strategy; providing in depth knowledge support and guidance, and support for specific authorities that are wanting to make better progress. Within each of the themes they will identify and draw on the work of the National Projects, successful authority and partnership change projects, relevant commercial providers within the market, and peer support mechanisms. The Unit will work closely with the ISU.

3. Joining up/National Infrastructure

We are continuing to work to provide central infrastructure.

Government Gateway

The commitment to providing a means by which citizens, businesses and organisations can undertake secure, authenticated transactions with

Central Government was made in the 1999 Modernising Government White Paper. Since then, the Office of the e-Envoy (OeE) has developed the Government Gateway in conjunction with their contractors selected for this purpose.

The use of Government Gateway for central government has primarily been volume use of a single transaction type, whereas in local government the requirement is to develop an approach which both provides a wide range of authentication levels and at the same time enable central and local government to be able to work together more effectively around individual citizen needs.

We have agreed with OeE that developing ways of rolling out the ability to use Government Gateway for local authorities in both local and centrally integrated transactions requires a different approach. The OeE is committed to providing a form of contract and connection which any council will be able to use within a stable price range. There will also be set transaction charges.

In order to ensure that the Government Gateway meets local authority requirements, both internally and externally, the OeE and ODPM is consulting local authorities to ensure that all councils can use the Government Gateway with ease both technically and organisationally.

At a consultative meeting with councils in September 2003 it was agreed that there was a need for a fit-for-purpose authentication system for local government. The attendees of the meeting agreed to form 3 groups to take forward the Gateway in the local government context.

The workstreams cover:

- Technical architecture
- Business process
- Policy, long-term Governance and dissemination.

Our aim is that Councils should be in a position to make an informed decision about engaging with the Gateway by summer 2004.

Data sharing

One of the most challenging issues on the e-government agenda is that surrounding the information which local and central government keeps on individuals.

The legislation and case law on data protection is complex. However, it is possible to provide some background on the principles, which are used in among these decisions, and some of the key reports and legislation. The Department for Constitutional Affairs has issued guidance to local authorities on data sharing best practice. This will go some way to demystifying this complex subject. The guidance can be found on their website at www.dca.gov.uk/majrep/datasharing/update.htm. In addition the Children's and Young Persons Unit at the Department for Education and Skills have issued three documents relating to information sharing and young people including a set of protocols these can be accessed at the CYPU website. <http://www.cypu.gov.uk/corporate/publications.cfm>

We are continuing to work with the Department of Constitutional Affairs to see what further steps can be taken to help local authorities, including looking at whether or not we need to change existing legislation. Each National Project is also considering data protection issues in the context of current national law and guidance.

4. Joined up e-business plans

We are seeking to achieve joining up through the e-Government Delivery Programme (eGDP) chaired by the OeE, pulling together and prioritising central government business plans. The eGDP includes local authority representation to ensure local governments' plans are included. Government is also tackling some of the barriers to use and on building the infrastructure to support the electronic delivery of information and services.

The local e-government programme board is ensuring joined up central government by including representatives from other government departments, a list of these can be found in Appendix C. Also National Projects such as Multi Agency Working (FAME) and Smartcards are ensuring engagement with the relevant government departments in the local e-government agenda.

On-Line Government Store

Take up of web-based public services as opposed to private sector services in the UK, on the web lags behind other leading edge nations. This is in part because the proliferation of public sector websites is confusing to people – unless they know exactly what they are looking for. The large number of websites also means that resources are spread thinly, restricting investment in transactional capacity. Through a new portal the online government store will address this by offering citizens a virtual one stop shop for government business. The Store will be rolled out over the course of the next year.

The Store will comprise franchises covering different customer segments for example motorists, parents and older people. The Store overall, and each individual franchise will need to work in partnership with local councils to ensure high quality local content. ODPM and LGA are working with the OeE to ensure the implications for councils are fully addressed.

The Home and Community franchise, being led by ODPM, will include a number of local services. Over the next year the franchise team will work with councils to develop the store content. The Franchise project board includes representation of the Local Websites National Project, the local e-government Standards Body, and the Take-up National Project to ensure their contribution to the successful roll out of the store is maximised.

5. Failure of National Projects to Deliver

It is important to ensure that the National Projects programme delivers products, which are fit for purpose in good time for authorities to use them to meet the 2005 targets.

We are addressing this by:

- Having within ODPM a dedicated programme management team led by an experienced programme manager.
- Holding monthly project panel meetings to progress the projects.
- Ensuring that each project has an ODPM 'champion' who supports the project board.
- Receiving quarterly highlight reports from each project.
- Holding monthly meetings with all the project leaders to discuss issues and ensure networking between projects.
- Requiring all National Projects to use Prince 2 or an equivalent project management methodology.
- Ensuring that each project has a clear communications and dissemination strategy which includes engaging with as wide a range of local authorities as possible throughout the life of the project, so authorities will be well informed about the products and prepared for them when they are delivered.
- Looking at the potential for co-ordinated marketing of the National Project products
- Encouraging as wide a range of authorities as possible to engage with the projects to ensure that they deliver common solutions

6. Resources

The Local e-Government Programme has an overall budget of £675m, which is a considerable sum of central government money to be dedicated to one policy area. But it is only part of the total amount that will need to be invested by government.

Local authorities themselves estimate about £3 billion in total will have to be invested to achieve the 2005 target.

e-Government is about change management and modernisation, so Councils will be using their existing budgets to take forward much of this work. Implementing e-government can bring real benefits in productivity gains and reduced physical costs such as cutting the number of council buildings needed through introducing flexible working.

The ODPM is working closely with councils and suppliers to improve value for money.

- Pathfinders and National Projects aim to make it easier and cheaper for councils to procure e-government solutions through developing common specifications, routemaps to help councils plan implementation and by working with suppliers so that they can deliver products tailored to the local government market.
- Local e-Government Partnerships aim in part to improve councils' buying power through aggregating demand. Partnerships are also benefiting from the competitive market place for e-government services over the last 3-4 years.
- The National Procurement Strategy and the work of the Strategic Partnerships Taskforce have also provided valuable support to councils in improving their procurement of e-government services.
- Local and central government must engage more effectively with suppliers so that they can take an active part in developing appropriate local e-government solutions. We have been supporting and encouraging participation by businesses large and small in the programme. The major players are already participating in the National Projects.
- Through exhibitions like Government Computing 2003 we have established a presence for other players. For others, particularly those new to local e-government, we have introduced the Suppliers Forum, to provide a regular briefing on what's happening in the programme.

7. Take-up

Delivering e-government services in ways that people will use is a key part of the ODPM's PSA4 Target. Problems around take-up are shared across the public sector and it is hoped that this will partly be addressed by the Online Government Store. Public take-up of the new services and access channels that are being supported through the Local e-Government programme is key to the sustainability of this investment beyond 2005.

Analysis of councils' IEG2 Statements demonstrated that local authority take-up strategies are perhaps the least developed element of their approach to e-government. Over the next two years councils will need to develop their channel strategies to include take-up, and in particular to have ambitious plans for managing movements between access channels for local services.

e-Enabled services are used if people know that they are available, are designed in ways that meet their needs and deliver what they want to the standards that they expect. In general, public services are different to private services in that there is less innate need (or indeed resources) to artificially stimulate service demand. Furthermore, many public services are mandatory or regulatory, where the public have no choice but to use them. As such, replicating private sector take up strategies in the public sector without modifications are unlikely to be successful. Hybrid models are needed which take from the best of both private and public sectors and apply it to the local authority situation.

To address issues around the take-up and sustainability of e-services, a National Project looking at issues around the Take-Up & Marketing of e-services has been commissioned. This is due to report by autumn 2004. The workstreams within this project can be broadly categorised as:

- defining take-up metrics, i.e. defining a national framework for measuring the take-up and impact of e-services;
- identifying key online services, i.e. which services work best with particular access channels;
- customer segmentation, i.e. identifying the audiences for different types of e-services, including issues of social inclusion;
- marketing the benefits of e-government to the citizen.
- proof of concept, i.e. testing the products of this National Project locally.

Local e-Government in 2005

The satisfaction of local communities with their public services will reflect the success of local e-Government.

Key issues measured locally and nationally will be -

- The availability of e-enabled services, particularly in key priority areas;
- Their take-up (which in turn reflects the ease of access and quality of services offered); and
- The value for money provided by local e-government
- Joined up services for citizens.

Councils by the end of 2005 expect to have:

Leadership

- Council leadership which is improving the Council's services and understands what needs to be done to achieve this.
- An approach to e-government which is an integral part of the Councils forward vision.

Transformation Service

- Services that are easy to use and cost effective to run.
- Services built with the public in mind. They will have invested in back office systems that will enable existing or new systems to interact with each other to offer a seamless service to the public.
- Engaged with other public services for example, health authorities, Police, and also with voluntary groups to make public access to all public services easier and more efficient.

Local democracy

- Made use of e-government to increase the opportunities for the public to engage with them.
- Systems in place so that local people will find it easy to make a complaint about council services.
- Improved communications with local councillors and between local councillors and the public.

Social inclusion

- Made themselves accessible by all, when and where they need to contact them.
- Ensured that their websites and other technology are disability proofed.

Promoting local economic vitality

- A website where local businesses can find information that is pertinent to them.
- An e-procurement system in place that local businesses find easy to use to place orders, win contracts and make payments.
- Developed a strategy to stimulate local and regional growth through improving access to citizens and local enterprises to broadband infrastructure and implementing broadband access to all public services.

Conclusions

Good progress is being made towards the 2005 target. Councils are committed towards reaching the target but there is further work to be done. We will continue to measure the progress made by local authorities, through the BVPI 157 indicator and IEG statements.

In supporting local authorities to meet the targets, the ODPM and partners will be working both through its own and government capacity and support programme and that provided for local government as a whole.

One of the aims of e-government is to reduce the number of times citizens have to go to different departments for services or be passed on to other agencies. One means of measuring progress to more joined up approaches has been through the adoption of targets to achieve first time resolution [FTR] of all council enquires. A number of authorities are adopting their own targets including some which have generated these as stretch targets through their Local Public Service Agreements (LPSA).

Many councils are also systematically surveying users of their services to find out the customers satisfaction with the service they received. So that there is no reduction in service delivery standards through the use of e-government methods some councils have adopted this as a LPSA stretch target.

Beyond 2005

By 2005, if the central infrastructure is in place, local authorities will have reached 100% e-enabled delivery within their organisations. This will have been achieved through some fundamental changes to the way in which services are delivered to citizens through joined up services. There will also be common land and property references and single accounts for citizens, businesses and other organisations. For example, this will enable the “notify one tell many” reporting of a change of address.

However, although the initial target will have been reached, there is an expectation of further development from the momentum, which has already been established. There are a number of ways in which this progress will be made, particularly if it is supported by local government as a whole. There will be further opportunities for example to replicate the joined up working for citizens and business at a local level, to be taken further to join up service delivery between central and local government. This joining up can bring more citizen satisfaction, greater take up of services. This is the longer term vision that motivates the programme and the examples quoted in this report and significant reductions in back office costs.

Appendix A

National Projects Deliverables

Below is an example of the deliverables that councils can expect from the National Projects. It is constantly being updated and an up to date list can be found on our website www.local.gov.uk and the individual project websites.

Project	Lead Authority	Project end date	Product	Website
LAWS (Local Authority Web Sites)	West Sussex County Council	31st March 2004	Starter Kit	www.laws-project.org.uk
			Content Management System	
			Information Architecture and Standards.	
			Organisational Development best practice and guidance	
			Community Engagement including community modules, best practice guidance and toolkit.	
IDTV (Digital TV)	Kirklees Metropolitan Borough Council	31st August 2004	Starter Kit including Standardised Digital Interactive Television publishing tools for Local Authorities.	www.digitv.org.uk
			How to Guide	
			Commissioned Research	
			Online Forum	
CRM (Customer Relationship Management)	London Borough of Tower Hamlets	31st March 2004	CRM Vision Statement and roadmap	www.crmnp.org.uk www.workflow.org.uk www.nepp.org.uk www.parsol.gov.uk www.local.gov.uk/nationalprojects
			CRM Business Case Models	
			CRM Business Specifications Model	
			Transformational Change Self Help/Assessment Toolkit and framework	
			CRM Capacity Building	
			CRM Academy	

Project	Lead Authority	Project end date	Product	Website
CRM (Customer Relationship Management)	London Borough of Tower Hamlets	31st March 2004	CRM LA Environmental Scan CRM Legal Compliance Standards CRM Information Management Standards CRM Customer Care Standards CRM Suppliers Forum & Database CRM System Functional Specification Model CRM User Requirements Specification Model Support & Operational Framework Integration Assessment Toolkit CRM IT Integration Guide CRM Application Adapters Proof Of Concepts	www.crmnp.org.uk
Workflow	Knowsley Metropolitan Borough Council	31st May 2004	Local Authority Existing Workflow Practice Survey Case Studies of up to 5 Best Practice Authorities Studies of vendors serving the Local Authority Workflow Marketplace Six Local Authority 'Workflow' Transformation Projects Proof of Product Project reports Workflow Toolkit	www.workflow.org.uk

Project	Lead Authority	Project end date	Product	Website
e-procurement	London Borough of Newham	31st March 2004	<p>Standards paper and advisory service</p> <p>Change management proofs of concept and lessons learnt</p> <p>Case studies, advice and guidance on all matters relating to change management and e-procurement</p> <p>Diagnostic tool to guide authorities to the correct solution for them, discussion paper and best practice.</p> <p>Overview of solutions and requirements specification guidance and vendor list</p> <p>Guideline to Supplier Adoption, exemplar materials and case studies</p>	www.crmnp.org.uk
PARSOL (Local Planning Services)	London Borough of Wandsworth	31st March 2004	<p>Accessible Planning Services including Web-Based Planning Enquiry Script Module, demonstrator systems and procurement design and construction.</p> <p>Interactions, Standards and Toolkits including Best Practice Review Report, PARSOL toolkits, demonstrator systems and survey report.</p> <p>Technical Infrastructure including Extranet Frameworks, XML schemas and mobile demonstrators.</p> <p>Regulation and Licensing including definitions and self assessment processes.</p>	www.parsol.gov.uk

Project	Lead Authority	Project end date	Product	Website
Valubill (Business rate council tax and valuation)	London Borough of Newham	31st March 2004	XML Schema	www.local.gov.uk/nationalprojects
			Business Supporting Information	
			Starter kit - business case	
			Starter kit - implementation guidelines	
			Starter kit - user guides	
FAME (Multi-Agency Information Sharing)	London Borough of Bromley	1st October 2004	Information-sharing protocols	www.local.gov.uk/nationalprojects
			ICT solution developed	
			Toolkit for multi-agency information sharing	
			Full programme rollout	
			Research & lessons learned	
RYOGENS (Reducing Youth Offending Generic Solution)	Warwickshire County Council	31st March 2004	RYOGENS technical solution	www.ryogens.org.uk
			RYOGENS toolkit	
Smartcards	Bracknell Forest Borough Council	31st March 2004	Business Case support including financial models and legal issues	www.local.gov.uk/nationalprojects
			Standards including standards for security, interoperability, technology and links to European standards	
			Procurement models including identifying and developing a best practice procurement model for smartcards and smartcard systems for all local authorities	

Project	Lead Authority	Project end date	Product	Website
Smartcards	Bracknell Forest Borough Council	31st March 2004	<p>Links to central initiatives including identifying relevant central Government and national initiatives with existing or potential links to smartcards. This will include developing additional uses for the Connexions card, pilot initiatives in local areas and a model for deploying smartcard applications nationwide</p> <p>Commercial applications including investigating the benefits of adding commercial applications to smartcards with local authority functions. This work will involve investigating the kinds of commercial application that may be technically and publicly appropriate, establishing the potential revenue generation and small-scale trials</p> <p>Cross region delivery applications including pilot schemes to deliver a range of services across local authorities of varying size and environment</p> <p>Legal / data issues including examining the legal issues around data protection, credit/debit and e-purse facilities, competition and public procurement and security breaches.</p> <p>A Smartcard Starter Pack that can be picked up by any local authority and used to deliver a smartcard scheme in their area quickly and cost-effectively.</p>	www.local.gov.uk/nationalprojects

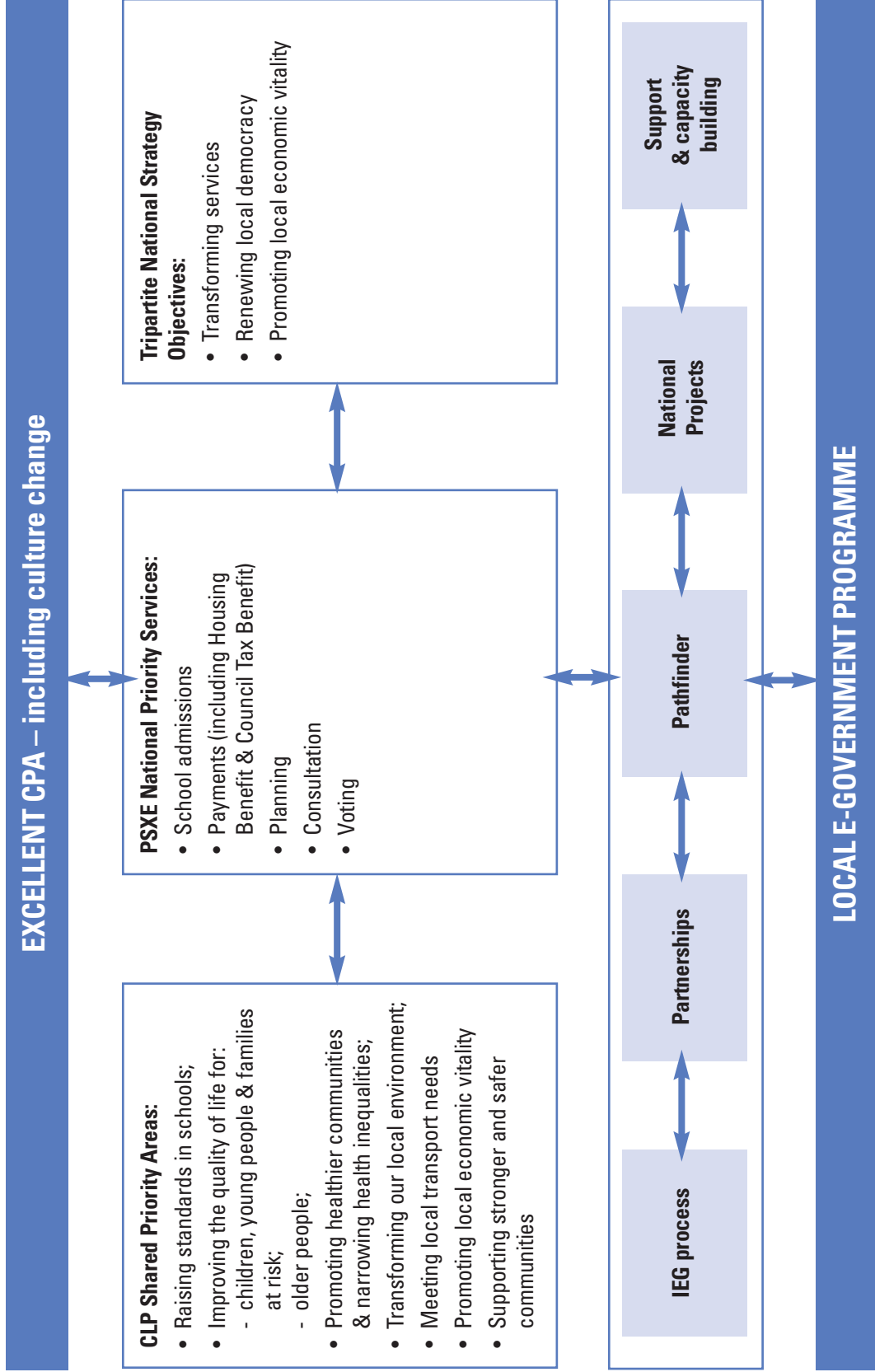
Project	Lead Authority	Project end date	Product	Website
e-Fire	Greater Manchester County Fire Service	31st March 2004	<p>An architecture for knowledge management and data sharing for the capture and provision of appropriate risk information to support an integrated risk management model.</p> <p>The provision of a range of tools – to be used by citizens or fire service staff – to promote fire safety in the home and the wider community, and to provide ready access to local fire brigade Community Fire Safety services by a variety of access channels.</p> <p>The provision of a range of tools – to be used by business, building owners/occupiers and employers and fire service staff – to promote fire safety in buildings and to comply with existing and future law.</p> <p>A firefighter recruitment website available via the proposed national portal and from local brigade web sites</p> <p>A national fire service portal through which citizens, business, voluntary sector and government (local, regional and central) may gain access to a broad range of services</p>	www.localgov.gov.uk/nationalprojects
Schools Admissions	London Borough of Wandsworth	1st October 2004	<p>Implementation of the Local Admissions System to an initial set of 10 Boroughs (Phase 1) and the remaining Boroughs (Phase 2).</p> <p>Development and implementation of the Pan London Register communications hub. This will allow the Local Admission Systems to communicate.</p> <p>Development of a suitable web portal to allow Parents/Guardians self-service access.</p>	www.localgov.gov.uk/nationalprojects

Project	Lead Authority	Project end date	Product	Website
Working with Local Business	Barnsley Metropolitan Borough Council	31st March 2004	<p>Introductory Guide on Business Requirements</p> <p>Process Maps - Practical and down-to-earth maps that include best practice case studies and focus on event management.</p> <p>Project Database - Information for local authorities through a website.</p> <p>Standard Local Authority Business Database schema - the establishment of common database standards</p> <p>Standard Local Authority interface with at least one National Agency</p>	www.workingwithbusiness.org.uk
e-trading standards	Warwickshire County Council	1st October 2004	<p>An information architecture that enables the sharing of existing data from within the Trading Standards community and where possible from other relevant sources.</p> <p>An analysis toolkit to interrogate data and re-present it to meet agreed outcomes.</p> <p>A consultation portal.</p> <p>Produce a sustainability plan.</p>	www.localgov.gov.uk/nationalprojects
Standards Body	London Borough of Bromley	31st March 2004	<p>Research and maintain an information repository of e-government schemes</p> <p>Assess how these schemes impact on, and contribute to, local e-government standards</p>	www.localgov-standards.gov.uk

Project	Lead Authority	Project end date	Product	Website
Standards Body	London Borough of Bromley	31st March 2004	A standards catalogue mapping existing standards and identifying gaps to be filled	www.local.gov-standards.gov.uk
Action to be taken to ensure 'standards gaps' are filled.				
Publicising local e-government projects and best practice				
Support and high quality advice to Councils, their partners and suppliers on the interpretation and adoption of local e-government standards				
Processes for agreeing and accrediting local e-government standards and projects that complement the national standards framework				

Appendix B

The Route Map to the E-Enabled Council



Appendix C

Local e-Government Programme and Project Management

This appendix describes the local e-government programme and project management responsibilities

Programme

Senior Reporting Officer: Geoff Tierney
 Programme manager: Julian Bowrey
 Team leader: Anne Wood

Local e-government Programme Board

Chair: Philip Ward (until 28 November 2003)

The Programme Board provides strategic oversight of the Local e-Government programme and the implementation of the National Strategy.

Membership

Body Represented	Current Attendee(s)
Chair – ODPM Head of Local Government Performance Unit and e-Champion	Phillip Ward (until 28 November 2003)
ODPM – LGCM Divisional Manager	Geoff Tierney
ODPM – LGCM e-Government programme manager	Julian Bowrey
ODPM – LGCM Team leader	Anne Wood
Representative from ODPM e-Business Team	Ken Kitson
Representative of the O-eE	John Blundell
Representative of the DCMS	David Potts
Representative of the DfES	Susan Thomas
Representative of the DoH	Sir John Pattison
Representative of the HM Treasury	Paul Johnston
Representative of the DWP	Susan Lingwood
Representative of the Home Office	Jean Lawlor
Representatives of the Local Government Association	Nick Easton
	Liz Hobson
Representative of the IDeA	John Thornton
Representative of the SOCITM	Jim Haslem
Representative of the SOLACE	James Hehir

Representatives of Local Authorities	Stephen Fletcher, Taunton Deane
	Colin Sinclair, Sunderland MBC
	Paul Rigg, West Sussex CC
Secretariat ODPM	Geraldine Hill
Other members of the e-government team will attend as appropriate	

Executive Steering Group

Chair: Geoff Tierney

The Executive Steering Group is charged by the Programme Board to monitor the implementation and delivery of the e-government programme. It reports to each meeting of the Programme Board on its activities and recommendations.

Membership

Body Represented	Current Attendee(s)
Divisional Manager, LGCM (Chair)	Geoff Tierney
e-Government programme manager, LGCM	Julian Bowrey
2 Representatives of the Office of the e-Envoy	Nigel Pommills
	Julie Gash
Representative of HM Treasury	Rita Patel
3 Representatives from Other Government Departments	Paul McGahon – DfES
	Roger Staton – DoH
	Michel Leimon, DTI
Representative from the Local Government Association plus 3 further local government representatives to be nominated by LGA	Nick Easton
	Liz Hobson
	Jos Creese – Hampshire CC
	Glyn Evans – Birmingham City Council/SOCITM
Representative from ODPM e-Business Team	Steve Baker, East Northants DC
2 Representatives from IDeA	Ken Kitson
	Richard Derham
Secretariat ODPM	Martin Ferguson or John Thornton
	Sabitha Kumar
Other members of the e-government team will attend as appropriate	

Individual Projects

	Project Board	Project Lead
Individual councils (IEGs)	Executive Steering Group	Peter Blair
Partnerships	Executive Steering Group	Janice Morphet
Support and Capacity	Executive Steering Group	Roger Clarkson
National projects	National Projects Panel (initiation) Executive Steering Group (strategy and monitoring)	Caroline Stanger
Support for innovations	Executive Steering Group	Chris Haynes
Communications	Communications sub-group	Pippa Brown

Programme Architecture

