



HART DISTRICT COUNCIL

Hart e-Government Strategy

July 2003

**Hart District Council
E-Government Strategy 2003**

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Hart District Council E-Government Strategy

1.0 Introduction

1.1 E-government plays a key role in helping local authorities to modernise the services that they provide – through the use of technology and modern business practises.

1.2 The Government's main target is:

That by 2005, 100% of dealings with Government should be capable of being delivered electronically, where there is a demand.

1.3 This strategy explains the vision and aims of Hart District Council in delivering modern, effective electronic services.

1.4 These are centred on three fundamental themes;



1.5 This paper supersedes the Council's first E-government strategy (April 2001). It will be reviewed every year, inline with the development of information and communications technology (ICT) and the expectations of our customers growing accordingly.

1.6 This strategy is the framework under which the Council's Implementing E-Government Statement II (Appendix B) sits. This was the Council's second successful bid for Government funding to help implement e-government at Hart. The IEG Statement gives a comprehensive overview of all of the Council's E-government projects to date, implementation schedule and anticipated costs.

1.7 Associated policies and plans are the Council's ICT Delivery Plan, Customer Access Strategy, Communications Strategy, Procurement Strategy and IT Security Strategy which are at differing stages of development.

1.8 This strategy is available on the Council's website: www.hart.gov.uk

2.0 Our Vision

2.1 Hart District Council's Corporate Plan 2002 sets out the Council's main themes and objectives. From the plan the Council's Mission Statement is:

"To secure provision for the needs and wishes of the Community of Hart"

2.2 The Council has the following principles that relate to e-government, drawn from its corporate plan:

- To continue to support e-government and particularly the use of the Internet where it can enhance the level and speed of communication internally and externally with the public.
- That expenditure is incurred only where it delivers tangible benefits to the Community.
- To ensure that greater investment does not exclude sections of the community.
- To work in public / private partnerships.
- To be a learning organisation - learning from past experience and by gaining knowledge from best practice.

2.3 The Council's overall e-government vision is:

For our residents, businesses, partners, Members and staff to have fast, easy and convenient access to the most appropriate electronic information and services available.

2.4 The Council is a member of the Hampshire & Isle of Wight e-Government Partnership which exists to help deliver seamless access to public services (see Appendix B for further information). The Council recognises that the joint delivery of elements of e-government, within partnerships, will bring down costs and add value to project outcomes. This is inline with the Council's principles above.

3.0 Theme 1: Transforming our Organisation

3.1

Aims
<ul style="list-style-type: none">• Move as one - all staff and members understanding the Council's vision and direction.• Work in partnership with other organisations to deliver joint mechanisms for service delivery.• To look for cost effective ways of providing existing communications technology• Modernise the internal business processes within the Council.• Improve employee satisfaction by enhancing ways of flexible working through the use of technology

3.2 Presently, the Council lacks some of the skills, structures and systems to move easily into electronic service delivery. Motivating change in service delivery will be essential for it to succeed and this must start with the Council's Members, employees and suppliers. The Council is planning to undertake a review of ICT, realigning its core infrastructure to enable the delivery of efficient, effective services.

Target 1:

- *To carry out a strategic review of ICT within the Council within the finance year 2003/04*

Skills and Training

3.3 The Council is working towards a continual ICT training plan for staff and Members which is targeted and cost effective.

3.4 The Council will continue to develop Members and staff ICT skills and awareness to embrace the information age because it will:

- a) rely on information - its collection, analysis, communication and use.
- b) rely on people who can communicate to and from other people and systems
- c) constantly improve processes and methods that require people to change

(Ref: Human Resource Management in the Information Age, Hays Management Consultants, 2001)

3.5 In the wider context, the Council help secure provision for staffing at one-stop shops; 'one stop people' - highly trained personnel enabled to operate web based information systems.

Target 2:

- *The Council will continue to invest in targeted training and development of Members and staff that is cost effective.*

Managing our Information

- 3.6 The Council does not currently have a corporate document management system. This is recognised as a business need - to help the Council become more efficient and effective in the storage, retrieval and presentation of information to the public. Also to be able to satisfy the Freedom of Information Act/data protection and security issues.

Target 3:

- *To procure and implement a corporate document management system by the end of the financial year 2004/05.*

- 3.7 Over 80% of the Council's information is spatially related, in other words, it is based on a street, property or piece of land. The Council uses a geographical information system (GIS) to digitally display and analyse spatial information on electronic maps. The Council has recognised that GIS is a useful cross departmental tool to help record and access our geographical information.

Target 4:

- *To procure and implement a corporate GIS by the end of the financial year 2003/04.*

- 3.8 The Land and Property Gazetteer (LPG) is a nationally led project which is key for enabling access to information in databases that relate to streets, land and property. The LPG will be a definitive list of all the streets and properties in Hart. The Council has progressed building it's LPG and is planning to finish implementation alongside the corporate GIS project.

Target 5:

- *To build and maintain a corporate LPG by the end of the financial year 2003/04.*

Remote Access to Systems

- 3.9 Members will require quick access to up to date information to fulfil their revised roles within the new Council structures

Target 6:

- *For all Members of the Council to have access to the Councils Intranet by the end of financial year 2003/04*

Target 7:

- *To fully assess the feasibility for appropriate staff to have the means to tele-work by end of financial year 2003/04*

E-procurement

- 3.10 E-procurement is basically buying goods and services electronically. To fully encompass this, the tendering process, as well as buying, will be considered.

Target 8:

- *Hart Council will work towards delivering e-procurement for reducing costs and will work in partnership with neighbouring authorities in the financial year 2004/05*

Target 9:

- *The Council will also seek guidance on delivering e-tendering in the financial year 2004/05.*

4.0 Theme 2: Improving the Delivery of Services to Customers

4.1

Aims

- Provide consistent levels of service to customers with a high standard of quality eg. giving 'right first time' answers to customer queries.
- Provide efficient services, which give value for money.
- Provide information and services in a way that make sense to the customer, that are joined up and seamless – eg. Services online that are geared around customer needs and not the structure of departments.
- Improve access and availability of information and services. Eg. Access geared towards the disabled and enhancing accessibility through one-stop shops in community locations.
- Add value to customer interactions by listening and anticipating their needs.

Access to Services

- 4.2 The Council consulted the public in 2001 on how they would like to access Council services (see Appendix B, page 21 for further details).
- 4.3 Over 70% of customers said that they had access to the Internet at home or at work, which is well above the national average.
- 4.4 The Council is developing a customer access strategy. This strategy will represent a set of business-driven choices about how and through what means services will be delivered to customers. Channel access choices for each individual service will then be worked into the Council's service plans.
- 4.5 Through the Council's role of Community leader it will, lobby for broadband services in rural areas of Hart District
- 4.6 The Council will continue to use a mix of electronic and traditional channels to ensure customer accessibility, which will be managed together for effective and efficient service delivery. This channel mix should change over time with greater acceptance of electronic channels and advances in technology.
- 4.7 A Countywide consultation exercise is planned within 2003 to gain a better understanding of how customers wish to interact with specific services. This work will be carried out by the Hampshire e-Government Partnership.

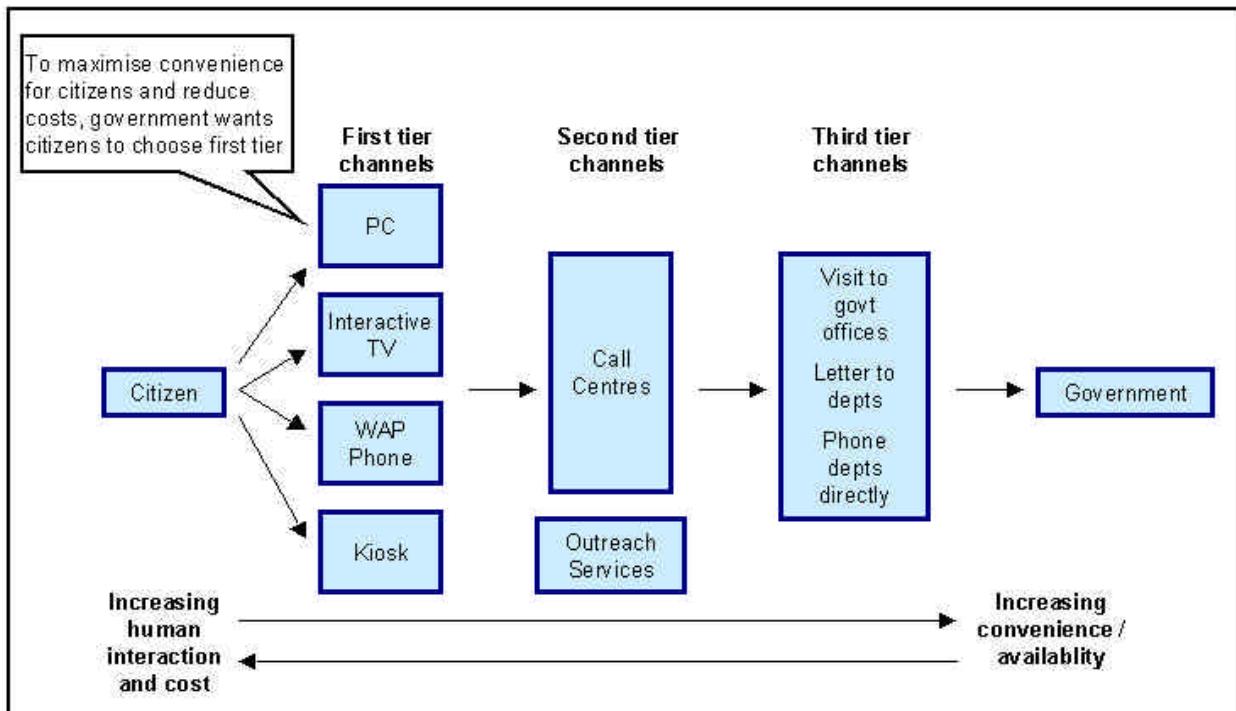
Target 10:

- *To consult the public on specific service delivery options by the end of financial year 2003/04*

Target 11:

- *To formulate a Customer Access Strategy by the end of financial year 2004/05*

4.8 Diagram 1: Channels for interacting with government



Electronic Service Delivery, PIU, Sept 2000

Diagram 1 shows how the Government plans for electronic multi-channel access to be the first point of contact for customers.

Online Access

- 4.9 Web site and intranet development is strategically very important for the success of e-government. These platforms will become the base for the prime access channels; PCs, Digital TV, Kiosks and mobile platforms – and also be the base information point for staff dealing with queries in the Civic Offices or in One stop shops.
- 4.10 One of the themes of the Council’s corporate plan is sustainable towns and villages. Online access to information and services and will help avoid unnecessary travel, therefore supporting sustainable communities.
- 4.11 The Council is currently developing its content management mechanisms and will be redeveloping its web site this year.

Target 12:

- *To have re-developed and re-launched the Council’s website by the end of financial year 2004/05.*

E-Payment

- 4.12 Using the Internet to pay for Council services is essential for e-government to be realised. The Council will work with an appropriate supplier to provide authentication and payment transactions online.

Target 13:

- *The Council will enable the provision for customers to make secure payments over the Internet once proper interfaces with the back office systems are in place.*

Telephony

- 4.13 The telephone is the most used channel of communication as over 99% of our households have a handset – therefore it reaches most of the community at large. The Council is currently reviewing its telephony arrangements and will be working towards the provision of digital telephony and improving the customer experience when using the telephone.

Target 14:

- *To have procured a new telephony system that will enable the Council to review its customer contact operations by the end of the financial year 2004/05.*

Reception Contact Centre and Customer relationship management (CRM)

- 4.14 In a contact centre arrangement, frontline staff, are highly trained on information systems to answer a large variety of enquiries. Some local authorities, such as Three Rivers District Council, have such centres and can answer over 80% of customer queries.
- 4.15 A CRM system will be vital tool for accessing information and logging customer enquiries. The Council needs to go through a period of cultural change for this concept to fully work.. It is also a useful management tool and will help the Council build an understanding of its customers and their transactions.

Target 15:

- *The Council will secure the provision of contact centre arrangements at the Civic Offices and a corporate CRM system by the end of financial year 2004/05.*

One Stop Shops

- 4.16 One stop shops in key locations will help avoid unnecessary travel, as access to services and information will be more localised. This again is consistent with the Council's corporate plan on sustainable towns and villages.
- 4.17 Hart Council is working in partnership with members of the Local Strategic Partnership for the provision of one stop shops in Odiham, Hook and Yateley. Further one stop shop projects are anticipated in South Warnborough Village Shop and Eversley.

Target 16:

- *To continue to work with partners to help provide one stop shops in key locations.*

Marketing

- 4.18 The success of e-government will largely depend on the take up by the public. The Council will need to make people aware of e-services and make them attractive - there is a confidence factor involved.
- 4.19 The Council will need to consider the branding of its e-services and will also need to create mechanisms for message management.

5.0 Theme 3: Enhancing Democracy

5.1

Aims

- Be more inclusive, by consulting and involving the community in decision making.
- Be more accountable, open and transparent in the way we do business.
- Communicate our aspirations, raise awareness, inform and engage the community.
- Use appropriate methods, including e-voting, to ensure that people who wish to vote can do so
- Improve the ways in which we support the role of elected members.

Consulting the Community

5.2 Opening up Council information by electronic service delivery will greatly encourage involvement and consultation in decision making.

5.3 The community will see greater consultation happening through:

- Online polls and surveys
- Online comment and feedback facilities
- Online Surgeries

Target 17:

- *To build mechanisms for consultation to be carried out through the Council's new website in year 2004/05*

Freedom of Information

5.4 The Freedom of Information Act 2000 became law on 30 November 2000. The Act is being phased in over a number of years until January 2005 when it will be fully in force and will allow a general right of access to information held by all public authorities.

5.5 The Council has recently produced a Publication Scheme. The purpose of the Scheme is to let everyone know what information will be published routinely by Hart District Council, in the interests of open, accountable Local Government.

Target 18:

- *To be able to satisfy requests for information within 20 days, as per the Freedom of Information Act, by January 2005.*

E-Voting

- 5.6 Electronic voting is a powerful tool to help engage the electorate in Hart. E-voting options can include voting online, on the telephone and through kiosks at polling stations.
- 5.7 The Council will need central government assistance with the provision of e-voting within Hart.

Target 19:

- *The Council will work towards offering e-voting in the financial year 2004/05*

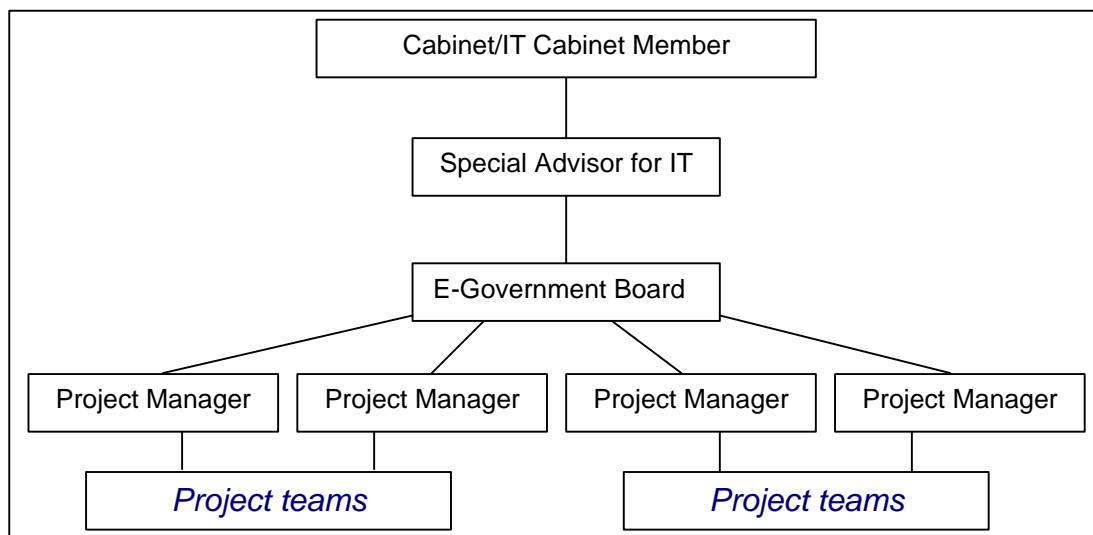
6.0 Management & Monitoring

Management structure for e-government

6.1 Below are our Officer and Member e-Champions that represent the authority:

Name	Title	Role/Responsibilities/activities
Lorraine Fullbrook	Leader of Council (Member e-champion)	Cabinet Member (Finance/IT Portfolio)
Roger Jones	Member (ICT/ e- Government Special Advisor)	Special Advisor for IT, E-Board Member
Mr Chris James	Officer e-champion	Head of Policy & Community Services / Chair of e-government Board / Member of Management Team

6.2 Diagram 2: Management structure for e-government



6.3 The Council's E-government Board, has the role of managing the implementation of the e-government programme. The E-Board reports to the Cabinet, through the Member Special Advisor, on e-government policy and ICT projects.

6.4 For individual project management arrangements the Council is following the principles of PRINCE 2, which is a recognised project management methodology.

Monitoring

6.5 The Council is monitoring the progress of e-government through the Best Value Performance Indicator 157. The figures and forecast of the Council's progress can be viewed in Appendix B (page 19).

- 6.6 An assessment of risks is included within the Council's IEGII Statement (Appendix B) – refer to page 22. The risks created for each e-project are currently identified through the Project Initiation Documentation and monitored through implementation phases.

Summary of E-government Targets

Transforming our Organisations	
Target 1	➤ <i>To carry out a strategic review of ICT within the Council within the finance year 2003/04</i>
Target 2	➤ <i>The Council will continue to invest in targeted training and development of Members and staff that is cost effective</i>
Target 3	➤ <i>To procure and implement a corporate document management system by the end of the financial year 2004/05</i>
Target 4	➤ <i>To procure and implement a corporate GIS by the end of the financial year 2003/04</i>
Target 5	➤ <i>To build and maintain a corporate LPG by the end of the financial year 2003/04</i>
Target 6	➤ <i>For all Members of the Council to have access to the Councils Intranet by the end of financial year 2003/04</i>
Target 7	➤ <i>To fully assess the feasibility for appropriate staff to have the means to tele-work by end of financial year 2003/04</i>
Target 8	➤ <i>Hart Council will work towards delivering e-procurement for reducing costs and will work in partnership with neighbouring authorities in the financial year 2004/05</i>
Target 9	➤ <i>The Council will also seek guidance on delivering e-tendering in the financial year 2004/05.</i>
Improving the Delivery of Services to Customers	
Target 10	➤ <i>To consult the public on specific service delivery options by the end of financial year 2003/04</i>
Target 11	➤ <i>To formulate a Customer Access Strategy by the end of financial year 2004/05</i>
Target 12	➤ <i>To have re-developed and re-launched the Council's website by the end of financial year 2004/05.</i>
Target 13	➤ <i>The Council will enable the provision for customers to make secure payments over the Internet once proper interfaces with the back office systems are in place.</i>
Target 14	➤ <i>To have procured a new telephony system that will enable the Council to review it's customer contact operations by the end of the financial year 2004/05.</i>
Enhancing Democracy	
Target 15	➤ <i>The Council will secure the provision of contact centre arrangements at the Civic Offices and a corporate CRM system by the end of financial year 2004/05.</i>
Target 16	➤ <i>To continue to work with partners to help provide one stop shops in key locations.</i>
Target 17	➤ <i>To build mechanisms for consultation to be carried out through the Council's new website in year 2004/05</i>
Target 18	➤ <i>To be able to satisfy requests for information within 20 days, as per the Freedom of Information Act, by January 2005.</i>
Target 19	➤ <i>The Council will work towards offering e-voting in the financial year 2004/05</i>



Hart District Council

**Implementing Electronic Government
Statement**

October 2002

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INTRODUCTION

This statement sets out our vision for implementing electronic government (IEG) in Hart, our priorities for modernising services and our progress to date. It also addresses the resources that the Council will need and the risks associated with implementing our e-projects.

This document has been compiled with the involvement of the Leader of Council and Cabinet, management team, service managers and partners. The Council has also sought the views of local residents to help identify priorities for delivery.

This is an individual IEG statement and is not a part of a partnership bid. However, the Appendix includes a joint statement from the Hampshire E-government Partnership Board describing our commitment to delivering jointly elements of e-government.

This statement is to be published on the Council's web site, www.hart.gov.uk, and copies made available to all stakeholders and to the general public.

Name	Title	Contact
Chris James	Head of Policy & Community Services (Officer e-champion)	Tel: 01252 774452 Fax: 01252 774464 Email: chris.james@hart.gov.uk

1 Section 1: Vision

The Council's corporate mission statement is:

"To secure provision for the needs and wishes of the community of Hart".

We are committed to working towards this goal by modernising the Council and its services, with the help of electronic service delivery (ESD). We realise that technology is a key tool to help us along the way, and that to transform our organisation, we must consider anew the wider aspects of citizen-government interactions.

The Government's target is to achieve 100% of services available electronically by the end of 2005. With just over three years to go, we believe that the Council will change by that date. We are sure that continuous improvement will be a part of our culture well into 2006 and 2007.

The Council's e-government aims and objectives are centred on three fundamental areas; improving the delivery of services to customers, enhancing democracy and transforming our organisation.

Below are our e-aims and objectives, which are to:

e-Services

- Provide consistent levels of service to customers with a high standard of quality eg. giving 'right first time' answers to customer queries.
- Provide efficient services, which give value for money.
- Provide information and services in a way that make sense to the customer, that are joined up and seamless – eg. Services online that are geared around customer needs and not the structure of departments.
- Improve access and availability of information and services. Eg. Access geared towards the disabled and enhancing accessibility through one-stop shops in community locations.
- Add value to customer interactions by listening and anticipating their needs.

e-Democracy

- Be more inclusive, by consulting and involving the community in decision making.
- Be more accountable, open and transparent in the way we do business.
- Communicate our aspirations, raise awareness, inform and engage the community.
- Use appropriate methods, including e-voting, to ensure that people who wish to vote can do so
- Improve the ways in which we support the role of elected members.

e-Business

- Move as one - all staff and members understanding the Council's vision and direction
- Work in partnership with other organisations to find joint mechanisms for service delivery
- Modernise the internal business processes within the Council
- Improve employee satisfaction by enhancing ways of flexible working through the use of technology

In 2006, we expect our citizens to be able to have access to all tiers of government information and services through a variety of channels, where there is a demand.

Through our aims and objectives, local citizens will see tangible benefits and changes in the way we operate and serve them - saving them time, money, raising confidence, local awareness and empowering local communities to make a difference.

2 Section 2: Priority Outcomes and Services

Cross Cutting Priority Outcomes

Joined up Customer Service

Future benefits to citizens will stem from the Council's role of championing the community - not only better governance in our own areas of responsibility, but working with our partners to jointly address all of the needs within the community. It is through these partnerships that the Council will be able to deliver cost-effective services that are truly joined up.

We will be focusing our efforts towards the joint provision of local one-stop shops at key community locations across Hart District. Hart was one of the first authorities in the country to pilot one-stop shop initiatives in 1999 and we are actively working with the County Council, Town/Parish Councils and other public service providers on one-stop shop projects.

The Hampshire & Isle of Wight e-Government Partnership comprises Hampshire County Council, three unitary councils, eleven district/borough councils, the Strategic Health Authority, the Primary Health Trust and the Hampshire Fire and Rescue Service. The partnership has been granted £2m over the next 2 years to help deliver seamless access to public services.

Significant outcomes of the partnership are based around the Hampshire Public Services Network (HPSN) – a wide area network which already spans more than 800 sites around the County. The network will facilitate seamless telephony (through voice over IP) and data sharing. Other key outcomes include a countywide e-catalogue of services, e-forms and joint citizen relationship management (CRM) arrangements.

The outcomes of this partnership are key to the provision of one-stop shops within Hart and will help realise our e-Services objectives and add real value to customer interactions.

Social Inclusion

According to the Index of Deprivation 2000, Hart District has the lowest deprivation in the country. However, there are certain wards within Hart that suffer greatly from rural isolation and lack of access to services – some being amongst the worst in England. The Council will use ESD to help reduce these problems by making information and services available where people are – either by telephone, through access to web services (PCs, Digital TV or Kiosks), or at local one-stop shops.

We are aware, from initial consultation regarding access channels, that the telephone is likely to remain one of the most important communication channels to our citizens. In 2003, we will be reviewing our existing telephony arrangements to enhance customer services, which will particularly benefit citizens that rely on this channel as their only means to access public services.

The Council is also investing in a new web presence this year, to provide the necessary open structure, to facilitate convergence with other information providers and to create a way forward for translation on to other channels such as kiosks and digital TV. We will be gearing our online channels to be easily accessible to people with disabilities, such as citizens that are partially sighted.

We are committed to working with our Town/Parish Council's and the County Council in helping to deliver more locally based services and are planning to facilitate connection to key parish and/or community buildings to the HPSN, along with voluntary organisations, such as the Citizen's Advice Bureaux.

To help close the digital divide, we will be working with our partners to encourage provision for ICT skills training and also for free access to the Internet - available in appropriate local centres.

Democracy and Accountability

We wish to see a large increase in the number of the electorate that vote and believe that ESD would help raise our turn out rates. Key outcomes in using ESD to enhance democracy will be; providing e-voting and e-counting facilities, engaging citizens through e-consultation and web casting, in particular, of development control meeting.

We wish to enable voting via telephony, web and through kiosks at polling stations. We are currently exploring taking part in the 2003 election to pilot e-voting.

As a part of our new web site we will be enabling e-consultation, in a managed way, which will raise participation and engagement in issues that affect the community.

Community development - (empowerment and capacity building)

There is a recognised need for all citizens to have more opportunity to make contributions to shape the community in which they live. The Council is currently running pilot citizenship days in a local school and is committed to further e-citizenship through better communication, knowledge and awareness with:

- Email & texting alert service – targeting citizens with relevant information: planned 03/04

- E-skills – Encouraging citizens to learn ICT skills, by promoting ICT learning centres - currently two in Hart. Also *The People’s Network*, National Project for free Internet access - Access to the Internet is free in Fleet & Yateley libraries - planned for Odiham in 2003.
- E-learning - online education web section for citizens and our Councillors - planned for 04/05

Local Priority Services

The national priorities for local governance are: Education, Health & Social Care, Crime Reduction, Transport, Employment, Environment, e-Citizens and e-Democracy. Our local priorities, emerging from consultation for our Community Plan, have strong links to the national priorities and are addressed below.

Local Strategic Partnership

The Local Strategic Partnership (LSP) is a multi-agency partnership that brings together, at a local level, the public, business, community and voluntary sectors. Their overarching aim is:

"to improve and promote sustainable development of the social, economic and environmental wellbeing of the communities of Hart District."

The LSP now has a steering group programme to meet and develop Hart's Community Plan by Easter 2003. The emerging key priorities from recent consultation are:

- Transportation
- Health & Wellbeing – including Leisure and Youth
- Community Safety
- Environment
- Affordable & Safe housing

The above issues are also being tackled, in regards to the cross cutting outcomes below:

- Social inclusion and tackling inequality & deprivation
- Community Development (empowerment and capacity building)

The table below shows the emerging local key priorities for the community plan, the main issues identified and the ESD outcomes that will assist in providing solutions.

Table 1 – Community Planning Issues & ESD Outcomes

Key Priorities & Identified issues	ESD Outcomes
<p>Transportation</p> <ul style="list-style-type: none"> • Tackling social exclusion – lack of access to services • Public transport 	<ul style="list-style-type: none"> • Local one-stop shops – currently in planning phase for Odiham, possible future provision in Hook and Yateley. Providing more information and services online – HDC new website planned 02/03. • Online - Bus & train times, dial-a-ride, taxis, concessionary travel info. Ordering travel tokens, booking travel online.

Table 1 (continued)

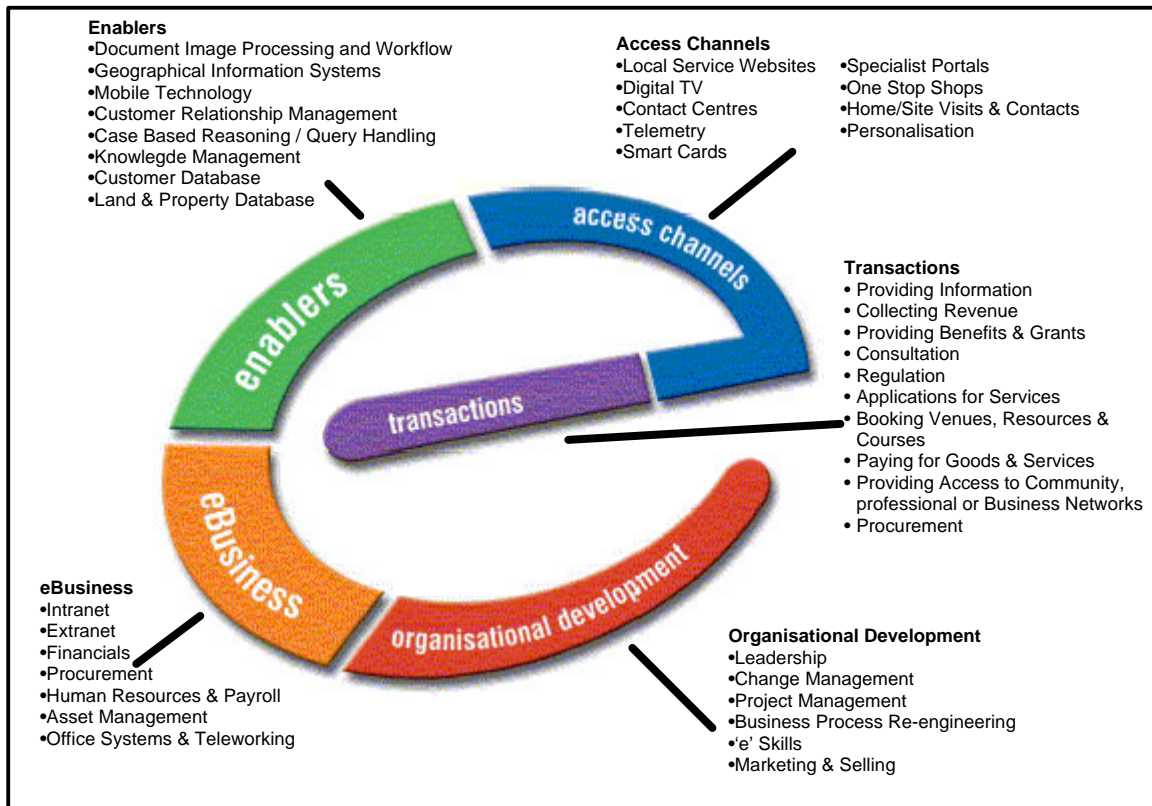
Key Priorities & Identified issues	ESD Outcomes
<p>Transportation (continued)</p> <ul style="list-style-type: none"> • Managing traffic congestion • Roadworks • Planning highway infrastructure & capacity building • Sustainability by reducing the need to travel, e.g. Infrastructure, spatial planning and transport planning. 	<ul style="list-style-type: none"> • HPSN enabling advanced telemetry for traffic control – planned for 04/05 • Online info. Fault reporting on Geographical Information System (GIS); online mapping system – currently being piloted at HCC • Using GIS to plan highway infrastructure/ capacity building. E-consultation platform on new website – planned 03/04 • Again, one-stop shops & online services. Homeworking/video conferencing – remote working for Council employees, future requirements are currently being researched - planned 02/03. Cycle route info online
<p>Health and wellbeing</p> <ul style="list-style-type: none"> • Healthy living <p><u>Leisure</u></p> <ul style="list-style-type: none"> • Access to shopping facilities • Leisure facilities <p><u>Youth</u></p> <ul style="list-style-type: none"> • Development of youth facilities. Youth clubs. • Leisure & entertainment facilities • Engaging & consulting • Careers & education 	<ul style="list-style-type: none"> • Linking with Primary Care Trust through HPSN. Linking with NHS Direct online. CAB/social services advice through online surgeries/one-stop shops. Online information: meals on wheels, luncheon clubs, careline. preventing accidents in the home, health and safety courses, food safety • Local shopping catalogues and ordering of services online. Small businesses online through business web portal – concept to be researched with business sector/partners • Information/booking online for leisure & entertainment –planned 2003. Tourist/local interest online – through Hants e-catalogue • Information online – SNAP discos on web. SCAM events, email & text service. Cyber café – currently one in Fleet. • Information/booking online for leisure & entertainment –planned 2003. Play/skate areas online. • Texting service likely to be important engagement mechanism. E-consultation on web. • Careers advice/e-learning materials online through Hants e-catalogue. Job vacancies online

Table 1 (continued)

Key Priorities & Identified issues	ESD Outcomes
<p>Community Safety</p> <ul style="list-style-type: none"> • Crime & Anti social behaviour • Street lighting • Abandoned vehicles • Neighbourhood watch 	<ul style="list-style-type: none"> • CCTV – currently extensively used in urban areas of Hart. Data sharing with agencies within the Community Safety Partnership e.g Police, Youth offending teams etc – through HPSN. Tracking, trends and analysis – through GIS upgrade planned 2003. Advice on home security online. Community Safety currently have section online giving comprehensive info. • Online fault reporting through HCC GIS mapping online – currently being piloted • Reporting online – planned 2003 • Neighbourhood watch online. Email & text alert service
<p>Environment</p> <ul style="list-style-type: none"> • Protecting the environment • Street cleansing • Traffic (see 'transport' above) 	<ul style="list-style-type: none"> • Online information on conservation, planning policies, energy efficiency, countryside, rights of way, waste & recycling, air monitoring, pollution control, environmental health, flooding, wildlife protection, contaminated land – much already on website including online air monitoring in Hook • Corporate GIS & LPG releasing much info for new website – planned 02/03. • Making and viewing Planning & Building reg. applications online – 03/04 • Level 1 National Planning Portal – Dec 2002 & level 2 by 03/04 • Also e-consultation platform – 03/04
<p>Affordable & Safe Housing</p> <ul style="list-style-type: none"> • Affordable Homes • Housing Benefit • Independence for older people 	<p>Hart Housing Association is the principal social landlord in the area, and also manages the Council's statutory housing service.</p> <ul style="list-style-type: none"> • Housing opportunities online, enabling 24 hour access to information. A customer contact point will be developed to be open in excess of normal working hours. A 24 hour emergency service is already available. Repair requests can be made via email. • Applying for benefits online through Hants e-forms project /National projects – planned 04/05 • Telephony Careline service. Online courses/advise on accident prevention. Staying put & handy man service – social services sharing data over HPSN. Clubs & societies for older people online – through Hants e-catalogue of services – 03/04

3 Section: 3 Self Assessment of Local e-Organisation

The National framework



This chapter assesses the progress that we've made so far in implementing e-government and the projects planned for.

The National route map above shows the elements that make up an e-organisation that we need to consider in our implementation. We have taken on board advice from IDeA and SOCITM by using the 'planning route' through the map - starting with the organisational development phase and ending with transactions with citizens.

3.1 Theme 1: Organisational Development

The Council is embracing the challenges that corporate governance and the modernising agenda is presenting to it. We have recently had a shadow Comprehensive Performance Assessment of the Council carried out to help us challenge our corporate governance.

We are also continuing the development our performance management framework and rolling service plans.

We are forging strong links with our local strategic partners and raising the need to work across internal and external boundaries.

Progress of the organisation

We have made several internal improvements that will help deliver our e-government and modernisation aims:

- We now have a Corporate Marketing and Public Relations team, which will become a communications hub.
- We have expanded our Corporate Human Resources and training team.
- We have a new Chief Executive who is highly engaged on e-government issues and brings with her a wealth of experience in modernising Councils.
- We have re-aligned our IT section and brought it into the heart of the Council by moving it from the Finance Department to the Policy & Community Services Department. This therefore ties the e-policy development closely with its implementation.
- We have dedicated staff to work wholly on e-government policy and information management.

The Council is in a transitional phase and restructuring is to be considered by February 2003. The change in structure will help secure the future delivery of e-government projects – moving towards a greater corporate focus and bringing with it more consistency and direction.

Management structure for e-government

Below are our Officer and Member e-Champions that represent the authority:

Name	Title	Role/Responsibilities/activities
Cllr Lorraine Fullbrook	Member e-champion	Cabinet Member (Communications Portfolio)
Mr Chris James	Officer e-champion	Head of Policy & Community Services / Chair of e-government steering group / Member of Management Team

- We have a joint Member/Officer ISIT working group, chaired by Councillor Roger Jones, which reports to the Cabinet on e-government policy and ICT projects. Members include both of our e-government champions, three members of the Cabinet and ICT technical/policy officers.
- We also have an Officer E-government steering group whose role is to manage the implementation of the e-government programme.
- For individual project management arrangements the Council is following the principles of PRINCE 2, which is a recognised IT project management methodology.

Change management

The Council's Human Resources team are raising awareness and providing opportunities for employees and Members to engage themselves in the areas of customer service, best value, consultation, the concept of change management and ICT skills.

The Council has in place an extensive induction programme for new staff. Continuous training programmes will be of greater important for staff as they rely on technology more, especially the enabler tools, such as the intranet, GIS and CRM systems.

Council staff are currently learning how to use our Intranet and we are building elements of content management, through Lotus Notes, so that staff have ownership of service information.

We will be carrying out a skills audit shortly to establish any gaps, which will follow the implementation of our new HR and payroll system this financial year.

Business process Re-engineering (BPR) Schemes

So far the Council has only considered BPR in the light of best value reviews. These reviews have addressed BPR in terms of improving back office administration to change the way a front line service is delivered.

The Council is currently building a comprehensive best value toolkit which will help best value teams to not only think of BPR in terms of improving administration, but in terms of meeting potential increases in demand and repositioning services around the needs of customers.

We will also draw from experiences from Pathfinder authorities and those that have fully implemented BPR schemes, so as not to ‘reinvent the wheel’.

National Standards

Table 2 – Central Government standards and Infrastructure projects

Central Government standards and infrastructure	2001/2	2002/3	2003/4	2004/5	2005/6
Level 1 = preparation and planning					
Level 2 = Implementation					
Level 3 = Fully in use					
Government Gateway The Council has identified this project area within its local e-plans. We will be waiting for a national lead on its roll out to local authorities and the further plans on its use.			1	2	3
UK Online Portal The Council currently links to the UK Online Portal through the web site and will be working towards further links through the use of standard XML schemas and Customer services.			1	2	3
Broadband Hampshire CC has rolled out broadband to schools in Southampton over the HPSN - we will be exploring opportunities for using broadband over the HPSN for remote sites, such as Parish offices, one-stop shops and CABs. Also waiting for National lead for rolling out broadband to more rural areas. We are currently researching the use of broadband for remote working for Council employees and Councillors			1	2/3	
Interoperability Framework <ul style="list-style-type: none"> • e-GIF XML Schema address – The Council asks system suppliers to comply to e-GIF standards and we are aware of the National schemas being developed • e-GMS metadata standards - we are working with all of the Hampshire local authorities to adapt the APLAWS catagorisation for the development of the Hants Service e-Catalogue 		1	2	3	
		1	2	3	

Table 2 (continued)

Central Government standards and infrastructure	2001/2	2002/3	2003/4	2004/5	2005/6
Level 1 = preparation and planning					
Level 2 = Implementation					
Level 3 = Fully in use					
LASER Local Authority Secure Electoral Registration This year we have replaced our Electoral Registration system to comply to BS7666 and to enable us to link the database to the LLPG and the National Hub. Electronic document management and processing is also enabled. <ul style="list-style-type: none"> • Register conforms with BS 7666 • Link to LLPG • Supply data to National Electoral Register Hub • Connect to National Electoral Register Hub data • Make Electoral Register available for authentication of addresses 	1	2	3		
Change of address Once our LLPG has been implemented we will be striving to offer a change of address service and will join with the post office and others to make it complete		1	2	3	

National Grid for Learning (NGfL) (Community Grid for Learning, Peoples Network)

- We are following the implementation of NGfL projects in Hart – We have two ICT Learning Centre provided by a local independent college.
- We are also keen to promote the work Hampshire CC are helping provide through the Peoples Network – for free Internet access in libraries – 10 terminal will be supplied within Fleet Library in January 2002, 6 in Yateley and 2 in Odiham.

3.2 Theme 2: E-Business

Schedule and milestones up to 31/12/2005

Table 3 – Hart Council, progress with e-business

Core Business processes	2001/2	2002/3	2003/4	2004/5	31/12/05
Level 1 = Preparation and planning Level 2 = Implementation Level 3 = Fully in use					
Intranet – Project lead: G. Weaver This year we have implemented a corporate Intranet framework through Lotus Notes, which helps content management and ownership of information. We are currently building this information base and training authors and editors on how to add and keep information up to date. This is set to evolve and increase as staff integrate this into their daily jobs and see the benefits. We are mainly building support information currently, but will converge service information after the new website is implemented.	1	2	3		
Extranet – Project lead: H Blackburn The Council has not yet implemented an extranet (a secure part of the website) , but will consider its use inline with new website proposals. There maybe a need for an extranet for Members and also our contractors and suppliers.		1	2	3	
Financials – Project lead: D Skelton We have implemented two systems this year, one for cash receipting and the other a financial management system – both are part of an Anite product suite. We are implementing the Council tax and NDR modules this year. These systems are BS7666 compliant and will be crucial for us to offer online payments to link to the back office. The suite also includes electronic document management functionality – yet to be implemented	1 1	2/3 2	 2/3		

Table 3 – (continued)

Core Business processes	2001/2	2002/3	2003/4	2004/5	31/12/05
Level 1 = Preparation and planning Level 2 = Implementation Level 3 = Fully in use					
Procurement – Project lead: B Daly The Council is currently talking to the IDeA regarding the Marketplace initiative, for offering e-procurement for low cost goods, such as stationary. We are currently creating an e-catalogue of suppliers for internal useage. We will be looking to The National Procurement team for advice on full e-procurement. For a small authority like Hart, the solution will probably lie with joining up with our neighbouring authorities for e-procurement to be financially feasible.		1	1/2	2/3	3
Human Resources and Payroll - Project lead: A Baker The Council has procured a new integrated HR and payroll system that will be implemented this year. The system will enable skills to be matched to jobs and appraisals to be logged.	1	1/2	2/3		
Asset Management - Project lead: T Gardner An asset management system can be added as a module to the Uniform spatial and GIS project. The Council is considering this product to manage its assets but may well choose to utilise the current functionality of the GIS system to electronically record & manage its assets.		1	2	3	
Office systems - Project lead: H Blackburn The Council has upgraded most office computers to Windows 2000 operating systems, through a mix of network computers and PCs. The Council has been testing alternative office products due to the changes in Microsoft licensing arrangements.					
Teleworking - Project lead: A Trigg The Council has been testing remote access to enable staff and Councillors to access the Council's LAN remotely. We have tested access through Citrix technology and are currently researching all of the issues for staff working from home. The Council is considering a pilot for inspection staff, spending large amounts of their working day out on site. Currently, 34 out of 35 of our Councillors have email facilities remotely. This project will continue to be progressed this year and next.	1	2	3		

3.3 Theme 3: Enablers

The enablers are the technologies and data management approaches which sit between the access channels and the core business systems and databases.

As a Council we have not yet invested heavily in this area, but we know that the majority of staff could make use of these tools, because they are not department or service specific, therefore greatly enhancing efficiency and effectiveness.

Table 4 – Hart Council, progress with enabler technologies

Enablers	2001/2	2002/3	2003/4	2004/5	31/12/05
Level 1 = Preparation and planning Level 2 = Implementation Level 3 = Fully in use					
Geographical Information System (GIS) - Project lead:R Percival The Council has been utilising a GIS system for 5 years and has built up electronic datasets that are key for certain services such as development control and grounds maintenance. GIS is also now used as a frontline tool at our Civic Office reception desk. The Council has drawn up a project plan to implement corporate GIS across the authority, which will entail upgrading existing arrangements, converting historical data and implementing an internet mapping tool. It will also directly interface with our Uniform planning system and LPG.	1	2	2	3	

Table 4 – (Continued)

Enablers	2001/2	2002/3	2003/4	2004/5	31/12/05
Level 1 = Preparation and planning Level 2 = Implementation Level 3 = Fully in use					
Electronic Document Management system - Project lead: TBA The Council will further review the use of document management systems and DIPS to enhance information management, its retrieval and to satisfy Freedom of Information/data protection/security issues. Although we currently have service DIP products in use, we do not have a corporate document management system. We are currently working on the best solutions to e-enable the viewing of planning and building applications online. Possibly through externalising the scanning process – using a managed service.		1	1/2	2/3	
Citizen Relationship Management – Project lead: E Cooper The Hants e-Gov Partnership has proposed a CRM solution as a part of the outcome for seamless access to public services across Hampshire. As this is a cross tier project, between the County and Districts etc. we will be taking advice from West Sussex Pathfinder and others who have implemented CRM systems. For this project to be a reality there will need to be a shift in the culture of the organisations involved - it may well take until 2005 to implement, especially within one stop shop arrangements.		1	1	2/3	3
Knowledge management - Project lead: J Scarborough Another project within the Hants e-Gov Partnership is the E-Catalogue of services. The County Council is currently building the framework for the catalogue to be managed intelligently within. Testing will take place this year and is likely to be rolled out next year. The Council is also developing within its intranet framework, content management on Lotus Domino. This will enable the replication of intranet information to the website – preventing any duplication of effort. Convergence between the e-catalogue of services framework and Lotus Domino is to be addressed.	1	2	2/3	3	

Table 5 – Hart Council, progress with Nationally led enabling projects

National Infrastructure Projects	2001/2	2002/3	2003/4	2004/5	2005/6
Connections with National Land and Property Gazetteer (NLPG) Level 1: committed to implement NLPG Level 2: in progress Level 3: linked to and updating NLPG					
We are currently at Level 1 for the NLPG. We have progressed work on a Local Land and Property Gazetteer and are cleaning the address level data. We are implementing a Gazetteer Maintenance system and loading address on to it.	1	2	3		
Connections to National Land and Information Services hub(NLIS) Level 1: registered, but not connected Level 2: starter system in place or requested Level 3: automated interface with NLIS hub					
Our connection to NLIS is at Level 2. We will be working with Hampshire County Council to help enable us for Level 3 – at present searches from HCC are not electronic.	1	2	3		

3.4 Theme 4: Access Channels

We are committed to broadening the channels that people can use to access our information and services. We have consulted the community on broad communication channels and are planning a second round of consultation to further inform our views on individual services - to help formulate our access channel strategy and rolling service plans. This consultation will be co-ordinated with other Hampshire authorities, as a county-wide attempt to gain an understanding of customer needs across the board.

From the initial consultation with the community, (see Appendix 6.2), the channel that citizens wanted to contact us most by was the telephone, shortly followed by online methods (either through a PC, a kiosk, or Digital TV). In fact over 70% said that they had access to the Internet at home or at work, which is well above the national average.

In the future, it is likely that citizens will be able to access public services in the following ways:

- Telephone - through a contact/call centre, text messaging:

Access is likely to involve extended hours, with possible joint out of hours and/or hot line facilities with other agencies.

The Council is reviewing its telephony arrangements and is planning to procure a new switch in 2003/04. We will be considering the possible future benefits of a managed service, through the HPSN, against other options.

- Online - through a PC, kiosk, digital TV:

Access to online services will be available 24 hours a day, 7 days a week.

The Council will be investing in a new website presence this year and will be looking at the APLAWS Pathfinder product set to help build an open and accessible structure – to be implemented in 2003.

The Hants e-Gov Partnership have negotiated an e-forms and workflow solution called Metastorm, which will enable the Council to use and publish a library of e-forms on the new website.

To compliment this, the Council will be implementing an e-Catalogue of public services in 2003, in partnership with the other Hampshire authorities. This will provide access to a wealth of public service information across the board.

- Face to face - at the Civic Offices & local one-stop shops:

Access to physical centres is likely to involve extended opening times in some locations. Some of the local centres may also be complemented with a kiosk facility – so that some access is available at these centres 24 hours a day.

The Council is currently working with the County Council and the Parish Council in Odiham as a part of a pilot one stop shop project. The Partnership recognises that the HPSN will be important in enabling access to cross-tier information and services within the e-Catalogue and the future joint CRM arrangements.

Further one-stop shop projects are being investigated within the parishes of Yateley and Hook.

Table 6 – Access Channels at Hart & Public Interactions

Public Interactions & Main E-Access Channel Take-Up	Actual (‘000s)	Forecast (‘000s)			
	01/02	02/3	03/4	04/5	05/06
<p>Telephone</p> <p>This channel accounts for the most number of interactions with the public. From the initial survey work, citizens still will want the choice in the future of using the telephone more than other channels.</p> <p>Quality With the implementation of a voice over IP solution, call centre arrangement, CRM and knowledge management, the quality of service through the telephone will dramatically increase.</p> <p>Weighting This is an important channel as over 99% of households have a handset – therefore it reaches most of the community at large. Volumes of traffic in authorities that have implemented call/contact centres have risen by up to a third!</p>	157,734	158,510	159,286	160,062	160,838
<p>Website</p> <p>The Council has had a website since 1997. Previous volumes on the channel have been small – mainly due to little advertising of the site in general and a need to transform the site - moving away from basic content and information to interaction and dynamics</p> <p>Quality Navigation on the site has improved but lacks a search facility. One area of positive customer feedback has been the response times for email requests arriving through the website. Quality will drastically improve with a redesign and restructure.</p> <p>Weighting The website is an important channel for Hart District due to a high number of IT literate citizens and the rural/urban split. Access through this channel can be multi-platformed, making it very powerful. ie the basis for transmission on digital TV, PCs, Mobile devices, Kiosks</p>	13,488	34,604	40,000	50,000	60,000
<p>Face To Face</p> <p>When referring to ‘face to face’ and ESD, they are described as: Front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home/site visits. At Hart we have two reception desks within the civic offices. Customer interactions can be a mixture of looking up manual records or using information systems to satisfy queries.</p> <p>Quality The customer face at Hart DC is a positive one, with highly knowledgeable, helpful staff. Consistency is an issue, and reception staff still need to rely heavily on some back office service staff to resolve queries.</p> <p>Weighting Face to face will remain very important, as a channel for easing the social exclusion issues, helping the elderly for example and providing access to services in our rural locations.</p>	55,000	57,000	58,000	65,000	68,000

3.5 Theme 5: Transactions

The number of transaction types that were e-enabled between citizens and the Council in 2001/02 was 20%. There will be a number of projects this year and next that will vastly increase this figure, which are:

- New Council website: This will e-enable more information provision, services and consultation online.
- E-enabling our leisure system this year to take payments and bookings over the website.
- Linking with the National Planning Portal in December 2002 (Level 1) and in 2003/04 (Level 2). We will also be enabling the viewing and making of planning and building regulation applications over the web in 2003/04 and we are currently investigating this advancements as a managed service.
- E-forms: This Partnership project will create a library of e-forms to be available on our web site and to frontline staff. This will also enable citizens not only apply for our services but to apply for services that other agencies are responsible for, such as Social Services, through the e-Catalogue of Services currently being built. These projects are expected to be completed in 2003.
- E-procurement: The Council will shortly be enabling the ordering of office goods online. Further investment to enable full e-procurement is planning for 2004/05.
- E-financials: The Council has accepted payment for goods and services via credit and debit cards for a number of years. Over 60% of our residents currently pay for their Council tax via direct debit. This year, since the decriminalisation of parking, 70% of parking fines are paid by card over the telephone. E-payments over the web is planned for 2003/04, once our new financial systems are fully implemented and the new website is complete.

The Council has used the IDeA's e-government tool kit to help establish the Best Value Performance Indicator (BVPI) 157 return. Due to the indicator taking no account of volumes of transactions, the return is deceptively low. We do however, believe that we will reach the 25% mark by March 2003.

Table 7 shows our latest BVPI 157 figures.

Table 7 – Best Value Indicator 157, progress with e-enabling transactions

BVPI return		Actual	Forecast			
Transaction Type	Total types of interaction	2001/2	2002/3	2003/4	2004/5	31/12/05
• Providing information:	42	40%	50%	60%	85%	100%
• Collecting revenue:	21	60%	70%	70%	80%	100%
• Providing benefits & grants:	7	0%	0%	0%	50%	100%
• Consultation:	15	10%	10%	20%	90%	100%
• Regulation (such as issuing licences):	9	22%	22%	44%	100%	100%
• Applications for services:	13	7%	7%	20%	60%	100%
• Booking venues, resources & courses:	27	20%	20%	40%	80%	100%
• Paying for goods & services:	31	20%	30%	40%	65%	100%
• Providing access to community, professional or business networks:	27	10%	10%	20%	50%	100%
• Procurement:	11	10%	10%	40%	80%	100%
TOTAL:	203	20%	23%	35%	74%	100%

4 Section 4: Resources

The greatest financial investment to e-enable the Council's services is envisaged to occur within the next two financial years, 2002/03 -2003/04.

The Council has given realistic consideration to the capital and revenue implications of IEG and our capacity to deliver. As a small authority, that has not received any revenue support grant for the last four years, we are actively pursuing external funding and key partnerships to help realise our e-goals.

The figures below consider capital and revenue implications, where possible. For some projects, still to be scoped, the financial implications are given as estimates.

Currently, there is a large funding gap in the Council's available resources to implement these projects. The total estimated cost of e-government for Hart is £2.31m (capital and known revenue costs). The funding gap is in the region of £980K. It is therefore vital for the Council to take every opportunity to find joint project delivery mechanisms – through private and public partnerships.

The costs of organisational change are not included at this stage.

Table 8 – Costs by project

Project Cost Summary		2001/02	2002/03	2003/04	2004/05	2005/06
		£'000s	£'000s	£'000s	£'000s	£'000s
	Project					
1	Elections system upgrade	30				
2	Web Site/Intranet	20	100	30	30	30
3	E-Catalogue of Services		20	20		
4	E-Forms		20	20		
3	Increase Network and Server Capacity		0	200	30	30
4	Upgrade Data Backup		47	7.5	7.5	7.5
5	GIS, Conversion of data, upgrade of Uniform		100	106	26.4	26.4
6	Land & Property Gazetteer		43	9	9	9
7	New Financial systems	261	200	190		
8	Telephony & Associated Voice Services			100	40	30
9	Leisure Database systems		86			
10	Middleware to integrate business systems			50		
11	Human Resources & payroll system		32	10		
12	Document Management & DIPS			60		
13	Planning Online			40	40	40
14	Teleworking	5	5	8	10	10
15	Citizen Relationship Management				40	
16	E-Democracy – e-voting pilot			10		
17	Information Points			10	10	10
18	E-Procurement				25	10
	TOTAL	316	653	870.5	267.9	202.9

Table 9 – Expenditure by funding source

Expenditure by Funding source	Actual (£'000s)		Forecast (£'000s)		
	01/02	02/03	03/04	04/05	05/06
Resources					
£200k IEG money in 02/03 and 03/04		200	200		
Financial contributions from EU funding					
Financial contributions from other sources of Government funding, such as Invest to save(ISB)			20		
Financial contribution from public-private partnership		36			
Financial contribution to or from partnership projects undertaken with other organisations, including ongoing project work with government depts or agencies that have an element of service e-enabling		40	60		
Resources from internal revenue and capital budgets to improve quality of services through e-enablement.	316	377	590.5	267.9	202.9
Total	316	653	870.5	267.9	202.9

The table below shows how the Council has planned to spend the IEG funding for this year and next.

Table 10 – Spending the IEG - funding Schedule

IEG spend schedule		2001/02	2002/03	2003/04	2004/05	2005/06
		£'000s	£'000s	£'000s	£'000s	£'000s
Project						
1	Land & Property Gazetteer		43			
2	Web site/Intranet		100			
3	Leisure system – online bookings		50			
4	GIS, Conversion of data			100		
5	Information Points			10		
6	Telephony & Associated Voice Services			40		
7	Middleware to integrate business systems			50		
Total			193	200		

We do not have realistic estimates of likely financial benefits from implementing our e-projects or how potential savings would be re-invested, at this stage.

Qualitative Benefits

Benefits include staff being released from menial parts of business processes and enabled to provide more qualitative and valued aspects of services.

The benefits for customers are clearly that they will receive seamless integrated services, when and where they require them.

5 Section 5: Risk Assessment

Risks and countermeasures

Key: Internal = Int
 External = Ext
 Impact and Probability = VeryHigh (VH), High(H), Medium(M), Low(L), Very Low(VL)

Table 12 – Risks and counter measures

Risks	Int or Ext	Imp act	Proba bility	Countermeasure/mitigating action
Lack of Clear Vision, Objectives and Strategy				
Lack of Political will/engagement	Int	H	L	<ul style="list-style-type: none"> need to (re)engage Members and identify key supporters and members champion Members to be a key audience in communications plan.
Lack of engagement with Chief Officers	Int	H	L	<ul style="list-style-type: none"> continue communications with Senior Managers demonstrate benefits to Services through the achievement of quick wins ensure that plans for the implementation of the ICT Strategy address key issues of senior officers
Extent of communications of Vision and Strategy at all levels	Int	M	M	<ul style="list-style-type: none"> Communications Plan will identify different audiences and mechanisms for communications
Strategy becomes static	Int	M	L	<ul style="list-style-type: none"> build into the programme a review of Strategy to ensure that it remains dynamic and relevant
Technology fails to deliver improvements expected by citizens				
Universal Broadband capability not available to support the developments	Ext	M	M	<ul style="list-style-type: none"> reduce levels of aspiration and design e-government around available bandwidth develop demand and capacity within the community to encourage Telcos to respond
Need to progress HPSN (Wide Area Network) as foundation to delivering electronic government targets	Ext	H	L	<ul style="list-style-type: none"> aim to reduce cost of HPSN through Hants E-government partnership
Technology may not be "future proof"	Int/Ext	M	M	<ul style="list-style-type: none"> HPSN is a managed service for data. Have managed service for future telephony arrangements Introduce standard desktop
Legacy systems may not be suitable for delivering services electronically. (e.g. inability to integrate to overall systems architecture)	Int/Ext	M	M	<ul style="list-style-type: none"> Identify potential scope of problem from ICT inventory Electronic Service Delivery Strategy will identify those systems that may inhibit progress to delivering services electronically. Policy parameters set for new systems to ensure capability of supporting electronic service delivery County/neighbouring Las aiming to agree set of technological standards/protocols.
Lack of capacity to deliver (People/Skills)				
Potential lack of skills/expertise to support/implement new technologies	Int	M	M	<ul style="list-style-type: none"> development of competency model, staff appraisals and implementation of training/recruitment programme
Large Change Programme required to transform the Council	Int	H	H	<ul style="list-style-type: none"> ICT Strategy to identify change issues that will need to be addressed and the mechanisms for achieving change
Lack of skills/capacity to support Strategy implementation <ul style="list-style-type: none"> Programme/Project Management Skills Change Management Skills Knowledge Management Skills 	Int	H	H	<ul style="list-style-type: none"> Buy in assistance for review, programme/project and change management skills
Current working practices not flexible enough to support new ways of working	Int	L	L	<ul style="list-style-type: none"> new policies and procedures to support flexible working.
Staff may not have sufficient skills in using technology	Int	M	M	<ul style="list-style-type: none"> minimum training standards set for all staff in use of technology

Table 12 – Risks and counter measures (continued)

Administrative processes do not support e-ways of working				
Current policies and procedures do not currently support/recognise the development of 'e-government'.	Int	H	L	<ul style="list-style-type: none"> develop understanding of where current policies may not support the development of e-government. This may include: technical policies, Data Protection, working practices (Flexible Working), use of IT, Health and Safety develop new policies where appropriate
e-government not fully recognised within other Council Plan (eg BVPP, Dept Service Plans)	Int	L	L	<ul style="list-style-type: none"> ensure that officers responsible for the development of other Council plans are kept informed of the development of e-government involve key officers 'champions' in departments in the development and implementation of the ICT Strategy ensure that e-government is a key aspect of Best Value performance reviews and the development of other Council plans.
Unwillingness to change policies and procedures	Int	M	L	<ul style="list-style-type: none"> Include in change management plan
Operational/Service Processes do not support e-ways of working				
Many services are delivered in partnership	Int/Ext	M	L	<ul style="list-style-type: none"> identify key partners in service delivery and include within communication plan work with partners to achieve electronic service delivery understand partners aims and objectives and ensure that are included within projects
Lack of resources within services to devote to the implementation of e-gov	Int	H	M	<ul style="list-style-type: none"> effective Programme Management will identify and secure resources to implement eGovernment
Inability to support extended access hours (24x7)	Int/Ext	M	M	<ul style="list-style-type: none"> need to identify impact of extended access on service delivery and support services.
Failure to meet the expectations of customers	Int/Ext	M	M	<ul style="list-style-type: none"> manage expectations of customers in external communications – do not over promise.
Technology Failure	Int / Ext	H	M	<ul style="list-style-type: none"> ensure effective and adequate testing.
Disaster/Catastrophic Failure	Int/Ext	H	L	<ul style="list-style-type: none"> develop IT Service Continuity plan
Customers Dis-satisfaction				
Do not currently know what customers require: - Availability - Access Channels	Int/Ext	M	L	<ul style="list-style-type: none"> consultation with customers on an on-going basis to ensure that electronic service delivery and access channels meet customer needs
Customer Requirements may Change	Int/Ext	M	M	<ul style="list-style-type: none"> Ensure that customer feedback is an integral process within electronic service delivery and that this feeds into the development and implementation of strategy
Electronic Service Delivery may expose 'latent' demand.	Int/Ext	H	H	<ul style="list-style-type: none"> need to ensure that 'back-office' improvements are linked to enhancements in access. need to manage expectations as to the service that the Council can deliver.
May not be able to deliver joined up services to customers needs	Int/Ext	M	L	<ul style="list-style-type: none"> work with partners and other authorities/agencies to understand common priorities and deliver joined up services
Need to avoid service inequality arising out of inequality of access	Int	M	L	<ul style="list-style-type: none"> ensure that same quality of service is delivered regardless of access means maintain existing access channels as long as there is a significant demand or removing them would create inequality
Lack of Funding				
Not enough resources to deliver electronic service delivery	Int	H	M	<ul style="list-style-type: none"> need to deliver quick wins to release further resources for electronic service delivery consider alternative methods of financing (including managed services, PPP etc.) work with partners to share cost and risk as well as to deliver
Over dependence on competitive funding	Int	H	H	<ul style="list-style-type: none"> identify and join up all sources of funding both internal and external
Failure to deliver 'best-value'	Int	M	L	<ul style="list-style-type: none"> projects will only proceed where a robust business case has been demonstrated

6 APPENDIX

6.1 Hampshire and Isle of Wight Authorities Partnership IEG 2 Statement.

The authorities within the partnership cover a population of around 2 million and comprise a county council, three unitary councils and eleven district and borough councils. There has been a history of joint working and partnership between the public sector within the area and the requirements of the central government's 'E-Government' initiative has strengthened the need to explore joint approaches in order that targets can be met in a seamless and cost-effective way. The authorities within the area have received recognition of their partnership approach from the ODPM, formerly DTLR, who have granted them £2m, paid over two years to develop their approach in this area.

This e-Government partnership is particularly well placed to develop and trial new and innovative approaches to service provision due to its size, its mix of local government structures and its history of co-operative working. The IEG2 process is seen as a way to ensure that such a partnership approach enables the strategic vision of the participating authorities, so that, benefits may be derived from a single approach in areas where there is a shared commonality of strategic vision.

It is therefore the intention of all authorities within the partnership to continually share and review their e-government plans to ensure that common strategic intentions are matched by a commonality of approach to their solution and implementation. This should help ensure that not only is central government's timetable met but it is done so in the most cost effective way possible.

Individual partners or groupings of partners will take a lead on specific areas to share expertise and developments once they are proven. Such an approach has benefits for the citizens within the partnership area since in many areas of service delivery best practice delivery systems can be adopted which demonstrate to citizens a seamless approach across the partnership to service provision.

By working together in this way, the partnership will deliver:

- Seamless access to public services
- Stimulation of the local economy
- Improved return on collective investment in ICT and e-government.

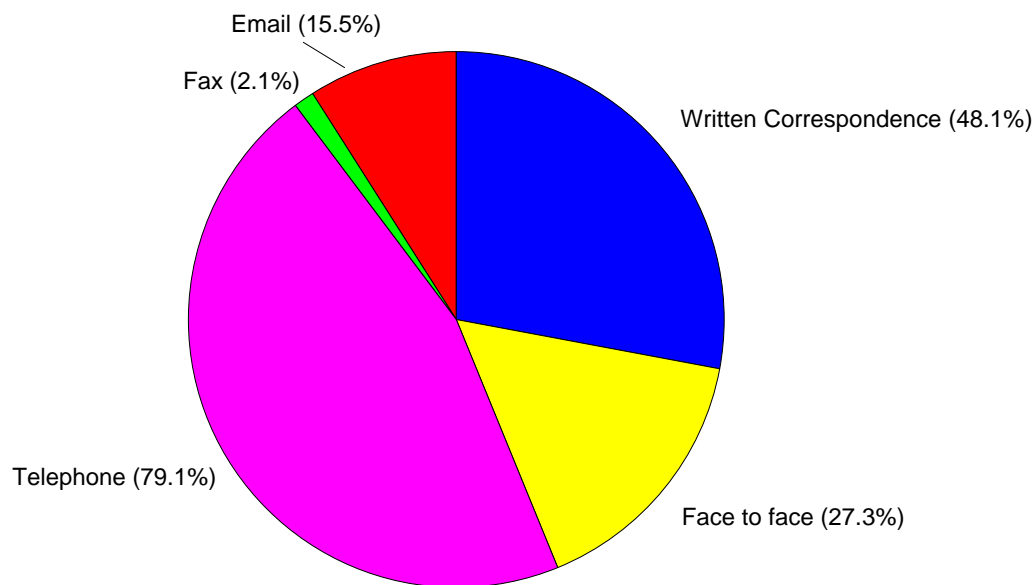
This goal of seamless access to public services in the region is particularly important since many citizens live in one area and work in another, or send their children to school elsewhere in the region. However the envisaged approach will ensure that there is a commonality of approach across local authority geographic and organisational divides.

6.2 Access Channels: Consultation Results

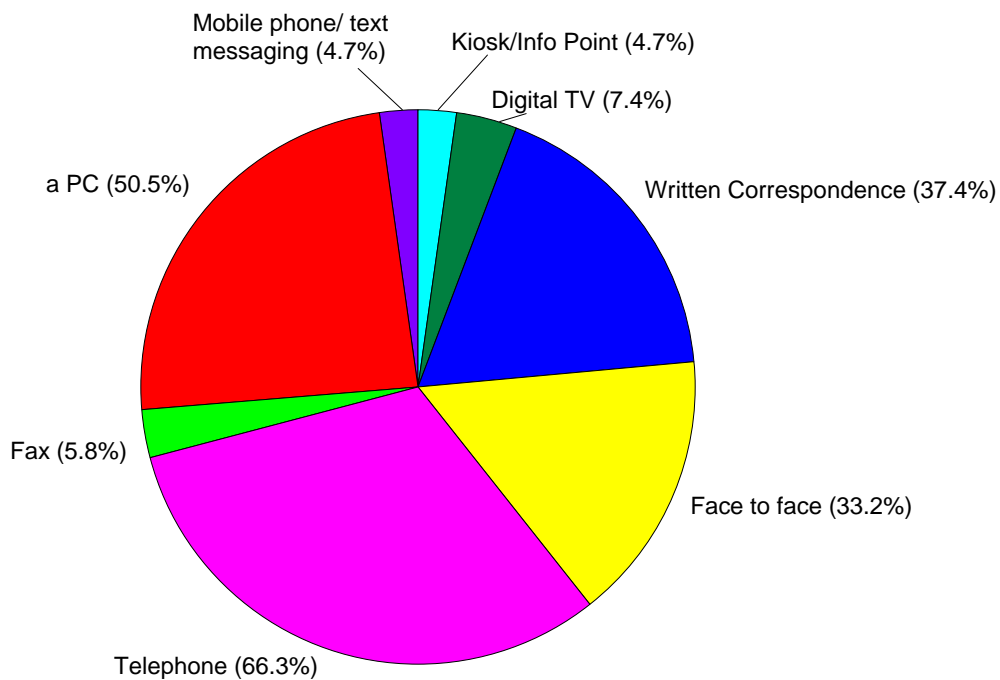
Communications Questionnaire: How can we serve you better?

January 2002

1) How do you contact the Council?



2) How would you like to contact the Council?



6.3 Glossary of Terms

BPR:	Business Process Re-engineering
CABs:	Citizens Advice Bureaux
CRM:	Citizen Relationship Management
DIPS:	Document Image Processing System
ESD:	Electronic Service Delivery
GIS:	Geographical Information System
HPSN:	Hampshire Public Services Network
ICT:	Information & Communication Technology
IEG:	Implementing Electronic Government
LAN:	Local Area Network
LLPG:	Local Land & Property Gazetteer
LSP:	Local Strategic Partnership
NGfL:	National Grid for Learning
Voice over IP:	Voice over Internet Protocol (telephony over data wires)
WAN:	Wide Area Network
XML:	Extensible Mark up Language