



Local Government Association



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Towards a national strategy for local e-government

A consultation paper



access



Local Government Online



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Foreword

Local e-government can help transform the quality of local services and the organisations that deliver them. It offers huge opportunities – and huge challenges.

Local government is rising to this challenge. In councils up and down the country, e-government is already helping to make services more accessible, convenient, responsive and cost-effective; to make councils more open, more accountable and inclusive, and is enhancing their ability to lead their communities into the information age.

There is much to be excited about – but we know there is much more to be done.

Local Government cannot succeed alone. The recent White Paper – *Strong Local Leadership – Quality Public Services* – set out a vision for local services at the beginning of the 21st century, based on a partnership between central and local government.

Local e-government is an essential ingredient in delivering that vision. It can make a reality of joined up government, enabling us to build services around the needs of customers and communities, whether the services are delivered by local or central government, or by the voluntary or private sectors. It can open up all public services to greater engagement with, influence by and accountability to the individuals and communities they serve. And it can offer those individuals and communities the opportunities they need to exploit for themselves the benefits that modern technology can bring.

For this to happen we need a common understanding of local e-government, and a clear framework of standards, expectations, infrastructure and support within which local innovation and delivery can flourish.

This consultation paper sets out this framework, along with a model of local e-government, and a range of potential proposals to promote their effective delivery. We are grateful for the support provided by SOLACE, IDeA, SOCITM and others in its development.

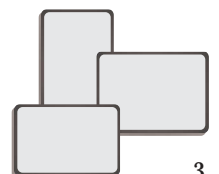
The consultation paper raises many important questions. Now we want to test out our propositions, and seek answers to our questions, through the widest possible debate with all those who lead, manage and deliver public services. A final strategy – reflecting the results of this debate – will be published later in the year.



Nick Raynsford
Minister for Local Government
& the Regions



Sir Jeremy Beecham
Local Government Association



1 *Local e-government and why it matters*

Who should read this document?

1.1 This is a consultation paper. It sets out our proposals for, and raises questions about, a national strategy for local e-government. We are seeking the views of those who lead, manage and deliver local public services. By 'local services' we do not just mean local government, but also the whole range of government departments and agencies, the community and voluntary sectors, and their private sector partners and suppliers engaged in delivering services directly to people and businesses in their communities.

1.2 This consultation paper concerns local government in England only. Though it maybe of interest to Welsh local authorities, the development of e-government within local government in Wales is a matter for the National Assembly for Wales.

The Government will be shortly publishing a separate e-democracy consultation paper which will describe in more detail how e-government will be used to help electoral modernisation and local democracy.

Why?

1.3 Because local e-government is fundamental in enabling you and your organisation meet your objectives. Because you will find ideas and information to help you implement your own e-government plans. And because your contribution to the debate can shape the strategy we are building to support local e-government.

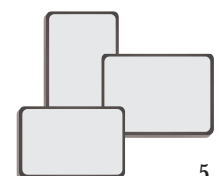
What is local e-government?

1.4 e-Government means exploiting the power of information and communications technology to help transform the accessibility, quality and cost-effectiveness of public services, and to help revitalise the relationship between customers and citizens and the public bodies who work on their behalf. e-Government is a central plank in the Prime Minister's "UK Online" vision of Britain as a modern nation, able to compete successfully in a global economy. To succeed, we not only need the highest quality of public services attainable, but also a vigorous civil society and an empowered population, at ease with – and able to exploit – the opportunities that modern technology can bring.

1.5 e-Government is about putting citizens and customers at the heart of everything we do, and building service access, delivery and democratic accountability around them. It is about using technology to break down social exclusion. It is about supporting the transformation of public agencies into more open, accountable bodies, which can enable and encourage citizens to exercise their rights and responsibilities, and to contribute to the modernisation of Britain. This underpins the Government's commitment to make all services electronically available by 2005, and to support Internet access for all.

1.6 Local e-government is the realisation of this vision at the local level, at the point where the vast majority of services are delivered. Customers and citizens have overlapping, inter-related needs. Patients of the National Health Service frequently claim benefits and pensions; they send their children to school (or go to school themselves); they travel by bus and tube and train; they walk in parks and forests and open country; they borrow library books and attend evening classes. Local e-government could transform our experience of dealing with public services in all of these areas. In many ways, it is already doing so, as the small selection of examples below illustrates. It can help transform the way public service providers do business, bringing huge gains in the efficiency and effectiveness of services. It can make genuinely joined-up, open and accountable government possible.

Local e-government can already:	
Make services more convenient	Manchester City Council tenants can order repairs online at any time of day or night. Smart, illustrated questions let them create a right-first-time entry in the right tradesperson's diary with personalised instructions such as 'knock loudly' or 'use the back door'.
Make services faster	In Tendring, electronic reporting has speeded up responses to roadside dumping and abandoned vehicles.
Make services more cost-effective	Middlesbrough's Public Private Partnership with Hyder Business Services will deliver joined up electronic services, whilst saving the council £2m per year.
Join related services to improve customer services	Lewisham's 'case based reasoning' systems join up knowledge about services across a range of agencies.
Improve customer satisfaction	Epsom & Ewell's call centre allows 80% of calls to be dealt with immediately by the call centre agent. Lost calls (where callers hang up without a response) have been reduced to less than 5%.
Promote economic regeneration	Cambridgeshire's contact centre is being located in the north west of the county, to promote job opportunities in an area that has suffered from agricultural decline.
Promote social inclusion	Northamptonshire's specially designed gateway highlights sites of interest to refugee communities, including over 10,000 world newspapers, black and ethnic minority sites, country and world government gateways. Around 75 refugees use it each day at the Central Library.
Improve staff satisfaction	Salford call centre staff find that focusing on customer service, and building relationships with customers, is more rewarding and less stressful than trying to juggle calls and administrative tasks.



Why a national strategy for local e-government?

1.7 The purpose of this national strategy is to clarify a common – and *ambitious* – vision of local e-government and to promote its delivery. We aim to:

- Create an environment within which local public service providers can develop a common understanding and a common language within which communities can identify, plan and deliver their own strategies with confidence.
- Identify what needs to be in place nationally for such local strategies to flourish.
- Identify the common priorities for developing e-government technology or joined-up delivery and allocate resources where necessary.

1.8 This document therefore sets out for consultation:

- A vision for local e-government (Chapter 2)
- The key players in delivering that vision (Chapter 3)
- Progress to date (Chapter 4)
- A model of the building blocks of local e-government (Chapter 5)
- An initial analysis of the individual blocks, setting out what is available or planned, and identifying priorities for new developments (Chapter 6)
- The opportunities and priorities for joining up national and local services at the local level (Chapter 7)
- The national technical and policy framework needed, the actions in place or required to deliver it and the support structures needed to guide and assist local authorities and their partners (Chapter 8)

Chapters 9 and 10 then address the financial and management arrangements necessary to deliver the national strategy. Chapter 11 summarises the questions for this consultation document.

What happens next?

1.9 This consultation paper is being sent to all Best Value authorities in England. At the same time, we are consulting local government representative bodies, the members and prospective members of Local Strategic Partnerships in the public, private, voluntary and community sectors, professional bodies and trade unions. This is to ensure that we get a wide range of responses from those engaged in delivering local e-government. Following consultation, we intend to publish a final strategy later this year.

1.10 If you would like to help shape the strategy, please send us your views on any of the issues raised in this paper. Please make sure that your response reaches us by **Friday 28th June**, as we may not be able to take full account of replies which arrive after this date. We will only acknowledge individual contributions if you specifically ask us to do so, but your views will inform the full strategy to be published later in the year.

1.11 We would prefer to receive responses by email, at lgol.nationalstrategy@dtlr.gsi.gov.uk

1.12 Alternatively, please send a copy of your response to:

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LGOL Programme Executive
Department for Transport, Local Government & the Regions
Zone 3/G5
Eland House
Bressenden Place
London SW1E 5DU

Tel: 020 7944 8744
Fax: 020 7944 4099

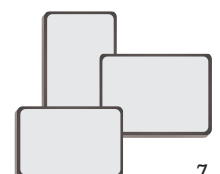
1.13 It would assist our analysis of the responses if you could set out your comments under the relevant chapter headings used in this paper and clearly mark to which paragraphs and/or consultation question refer. Furthermore, respondents should explain who they are and, where relevant, whom they represent.

1.14 The Department may wish to publish the responses in due course or deposit them in its own library or that of the Houses of Parliament. Should you wish your comments to be treated in confidence please clearly indicate this in your response. Nevertheless, all responses will be included in statistical summaries of comments received and views expressed.

1.15 This consultation paper (and the accompanying summary) is also available on the Department's Internet web site at: www.local-regions.dtlr.gov

1.16 If you have any questions or views on this consultation exercise you can contact Claire Steel at the above address or by email at: lgol.nationalstrategy@dtlr.gsi.gov.uk

1.17 We will also be organising a series of conferences, seminars and workshops during the consultation period. Details of these will be made available at: www.local-regions.dtlr.gov



2 A vision for local e-government

2.1 The recent Local Government White Paper – *Strong Local Leadership – Quality Services*¹ – sets out a vision of “strong, vibrant, innovative and responsive local government delivering the quality of local leadership and public services that their communities need.” In order to achieve this, councils will be freed up to deliver tangible improvements in services and to lead and empower their communities. Other public sector bodies will also be encouraged to work effectively with councils to make sure that strong local leadership can deliver services that are joined up and focused on meeting the real needs of customers.

2.2 The proposals contained in the White Paper, and this draft strategy both provide a framework to allow councils to seek new and more effective ways to deliver customer-focused services and lead their communities through the application of the Government’s four principles of public service reform².

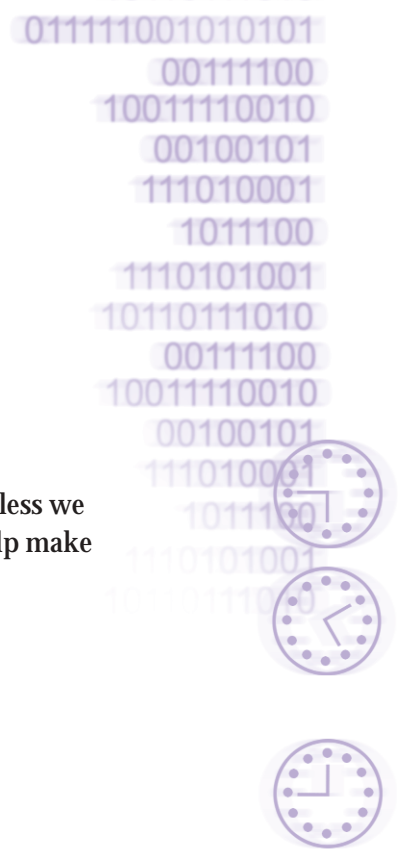
These principles are:

- ***national standards and clear accountability*** – and performance against targets so that people can see how their services compare;
- ***devolution*** – giving local leaders responsibility and accountability for delivery – and ***delegation*** to the front line, providing those who provide services the opportunity to design and develop services around the needs of local people;
- ***flexibility*** – to allow new means of action to improve services; and
- ***choice*** for all consumers of public services.

2.3 This emerging national strategy sets out to clarify the areas where national standards should apply and how local councils can take advantage of the infrastructure and products developed through national projects. Through the Implementing e-Government statements and reporting on performance indicators local councils will clearly set out the progress they are making. New technology has the potential to empower front line workers – to give them access to up-to-the-minute information and the means of fast communication to enable them to respond better to the needs of local people. New technology will also facilitate new ways of doing things and provide the opportunity to do new things for local people, to achieve greater flexibility in the way local councils handle local issues. And choice will be enhanced, by opening up new channels to access services and by connecting people to the full range of service providers.

1 www.local-regions.dtlr.gov.uk/sll/index.htm

2 *Reforming our public services – Principles into practice*, The Prime Minister’s Office of Public Service Reform, March 2002. See www.pm.gov.uk/opsr



2.4 The White Paper recognises that this vision will not be delivered unless we embrace the opportunities of e-Government. Local e-government will help make local services:

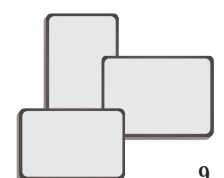
- more accessible
- more convenient
- more responsive, and
- more cost-effective

It will help to make the organisations that provide those services:

- more open
- more accountable
- more inclusive, and
- better able to lead their communities

2.5 To achieve this, the local public services of the future will look very different. They will be:

- **Joined up** in ways that make sense to the customer.
- **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.
- **Delivered or supported electronically**, facilitating faster, more reliable and better value services.
- **Delivered jointly**, where appropriate, by local and regional partnerships, and connected to a national infrastructure.
- **Delivered seamlessly**, so that customers are not asked to provide the same information more than once and service providers are better able to identify, reach and meet the needs of service users.
- **Open and accountable** so that information about the objectives, standards and performance of local service providers will be freely and easily available. Complaints will be easy to make, and responded to quickly and effectively. Citizens will be able to contact their local elected representatives electronically and participate in local decision making in many ways, including online discussion, live polls, webcasts, referenda and consultations.



- **Used by e-citizens through effective promotion of available and accessible new technologies. Local service providers will not only give everybody who wants it access to the Internet, but will also help them gain the skills they need to take advantage of the opportunities it offers.**

2.6 These seven factors represent critical tests of the success of local e-government. By 2005 the groundwork should be in place, with Internet access available to all, services available electronically (or e-enabled) and service delivery strategies and partnerships in place. Realising the full benefits of joint and seamless service delivery and the growth of e-citizenship may take longer, but must be regarded as the ultimate objectives of our strategy for local e-government.

QUESTION:

- 1 Do the seven critical tests of future local services reflect an accurate and adequate vision of organisational and public aspirations for local e-government?**

3 Delivering local e-government

3.1 The vision of local e-government cannot be delivered by individual organisations acting alone. It requires partnerships at local, regional and national level, and between local and central agencies.

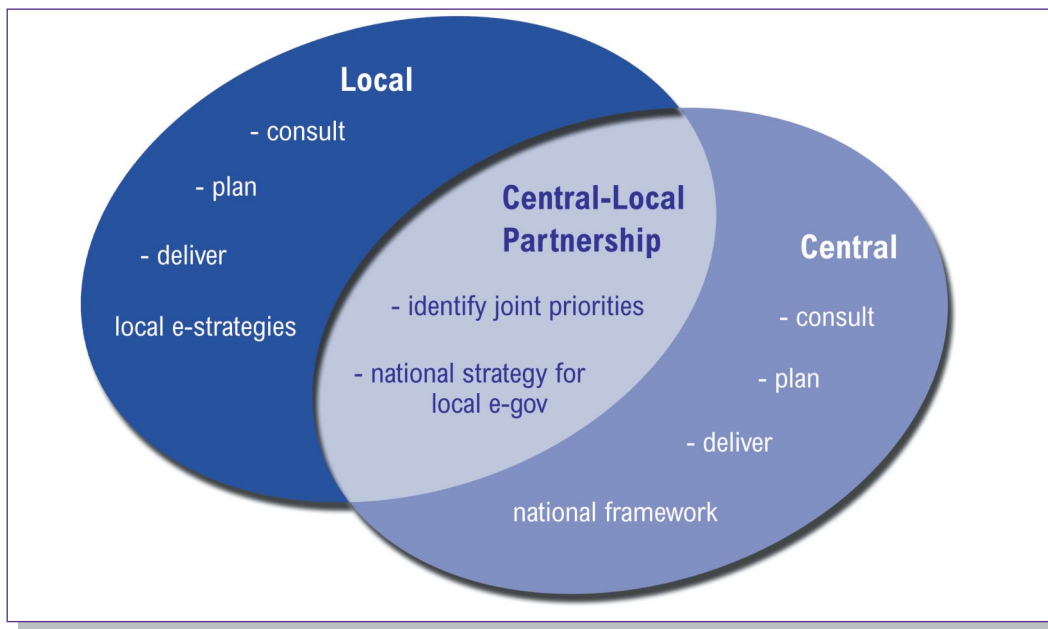


Figure 1 Central-Local Relations

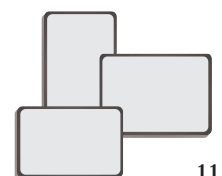
What is the role of local authorities...?

3.2 The White Paper highlighted the vital role that local authorities can play by bringing both democratic accountability and a point of focus around which all local public services can be joined together.

3.3 According to the UKOnline second annual report³, “The number of transactions involved [in local government] vastly exceeds those of the rest of central government put together.” Therefore the responsibilities of local authorities ensure that they have a key role to play in delivering improvements in each of the Government’s four priority areas of health, education, transport and crime reduction.

3.4 However, there are 388 local authorities in England. Each of these is a complex organisation, undertaking a wide range of activities (a typical Unitary Authority will provide over 700 different services). Each is autonomous, with its own local priorities, service standards and Council Tax levels set by councillors whose election provides a democratic accountability unique amongst local service providers. In promoting

³ www.e-envoy.gov.uk/ukonline/progress/



change we need to acknowledge this complexity and autonomy, and to provide a framework of standards, expectations and accountability within which local democracy and service delivery can flourish.

3.5 Local authorities are modernising themselves, to ensure that they are capable of meeting the challenge of delivering national and local priorities effectively, and also to help them exercise their responsibilities as leaders of their communities. Local authorities need to:

- exploit the opportunities of e-technology to transform the quality and cost-effectiveness of their own services, and to align and integrate them with those of other public and community bodies,
- work with education, regeneration and community organisations to ensure that their citizens have access to not only the technology and the skills, but also confidence to use it,
- work together in local partnerships, particularly in areas of two tier (county and district) local government, and
- collect and manage information in ways that make it possible successfully to build integrated local e-government.

The vast majority of local authorities have identified both elected members and senior managers as e-champions to lead their efforts in taking up these challenges.

... and of Local Strategic Partnerships?

3.6 Good governance depends on the interaction of local authorities with a range of other public, voluntary, community and private sector bodies. But it is precisely in the complex and changing interactions between these bodies that we see the greatest benefits from local e-government.

3.7 Local Strategic Partnerships (LSPs) have a key role to play. LSPs developed initially in the 88 most deprived areas of the country; the Government is now committed to supporting and facilitating their development across the country.

3.8 LSPs require central government departments and agencies, as well as local authorities and others, to commit to flexible, partnership working. To be effective, the partners need to operate within an environment that actively encourages and rewards partnership working and establishes a clear framework for the development of local e-government.



Local Strategic Partnerships

A Local Strategic Partnership is a body of stakeholders who will develop ways to involve local people in shaping the future of their neighbourhood and in how local services are provided.

They do so by bringing together under one coherent and understandable set of arrangements local residents, communities, businesses, and voluntary groups in order to develop co-operation and collaboration from all stakeholders. Most are being established on the basis of local authority district boundaries guided by local authorities of an area.

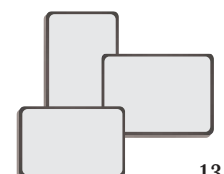
Their key functions are:

- To prepare a community strategy for the area, identify and deliver the most important things which need to be done, keep track of progress, and keep it up-to-date.
- To develop and deliver a local neighbourhood renewal strategy to secure more jobs, better education, improved health, reduced crime, and better housing, narrowing the gap between deprived neighbourhoods and the rest and contributing to the national targets to tackle deprivation.
- Bring together local plans, partnerships and initiatives to provide a forum through which mainstream service providers (local authorities, the police, health services, central government agencies, and bodies outside the public sector) work effectively together to meet local needs and priorities.

Can we see the joins?

3.9 We cannot foresee either the organisational shape of public service providers, or the technological opportunities that will emerge to support their work over the next ten to twenty years. However, the principles of customer service, social inclusion and democratic accountability must guide these developments. These in turn are underpinned by better use of information to support integrated, accountable, customer-focused service delivery.

3.10 Customers and citizens should be able to access public services with the minimum of fuss. For example, the UK Online Citizen's Portal (www.ukonline.gov.uk) provides simple, speedy way in to all public services for those who wish to use the internet directly. The portal uses common "life events", such as having a baby or moving home, to structure the way in which information



about and access to services can be joined up. It will, in time, be able to offer the citizen a single view of all his or her dealings with government.

3.11 However, where services are e-enabled, but accessed through physical channels such as contact centres and one-stop shops, the picture is not so clear-cut. We would not want to see several competing and overlapping 'one-stop shops' in every high street. Local service providers must consider how they can improve access to services by joint delivery through single outlets whether they are hosted by local authorities, government departments or agencies, voluntary or community organisations, or local facilities like shops and post offices. However, there are limits to the capacity for such integration, set by:

- The capacity of staff to provide effective customer service across the vast potential range of services
- The enthusiasm of the public for integration. For example, do people really want to book their medical appointments at the same one-stop where they make their housing benefit claim?

The public sector is not a supermarket where everything can be checked out from the same trolley. It is perhaps more akin to a modern shopping centre, bringing together a range of specialist and mass-market providers. The transformation of processes and the restructuring of organisations and their physical delivery channels require a considered and strategic approach to identifying what customers want and where the greatest benefits of e-government lie.

3.12 Easy access to services is vital, but so is the customer's awareness of who is responsible for delivery, if accountability is to be promoted. Your local health and social services may have electronically integrated your care records, but if you cannot leave hospital because your local council says you are not well enough to be supported in your own home, who do you turn to? If your NHS appointment is delayed, voting against your local councillor is likely to be of limited efficacy.

3.13 Seamless access to joined-up services must be accompanied by clear branding of service providers and by effective championing of customer and citizens' rights.

The role of central government

3.14 Local authorities and LSPs will be best placed to ask which developments will have the greatest impact on their ability to deliver joined-up, accountable and high quality electronic services. Within the context of a national framework, local communities will provide different answers to these questions, and the shape of the



organisations that emerge will vary accordingly. The Government's role is to create the environment where this can happen.

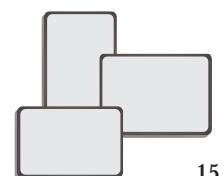
3.15 This environment will be shaped by central government's own partnership with local service providers. It comprises:

- priorities for local service delivery
- forward looking policies to deliver outcomes that matter
- a framework for strategic e-planning and delivery
- a common model of e-government
- technical standards and information sharing protocols
- a national infrastructure for electronic service delivery
- a framework to support partnership working
- the allocation of resources

3.16 Some parts of the environment may be created not by government itself, but by national organisations – such as the IDeA and SOCITM – or by pathfinder pilots acting on the public sector's behalf. The government is responsible for ensuring that the overall approach is coherent and comprehensive, in order to ensure that the full benefits of local e-government can be realised.

QUESTIONS:

- 2 How can local authority partnerships and LSPs be further encouraged to lead the development of local e-government, and to embrace the opportunity for transforming public services and their integration at the local level?**
- 3 Which services – national and local – should be joined at local level to bring the greatest benefits to local customers and communities?**
- 4 What obstacles to close joint working need to be tackled for this joining up to succeed?**
- 5 How can local service providers maintain strong branding and clear accountability whilst delivering integrated services?**



4 Progress to date

4.1 From the start, local government has responded positively and energetically to the challenge of e-government. We have seen a huge number of exciting innovations in authorities up and down the country. There has also been an active and productive debate about what local e-government can offer.

4.2 The vision of the future has been developed by a number of key documents published by, or on behalf of, local government, including the Local Government Association (LGA)'s *OK Computer?*⁴, the Department of Transport, Local Government and the Regions (DTLR)'s IEG Guidance and *Modern Councils, Modern Services, Access for all*⁵, SOLACE's *Sing When You're Winning*⁶ and SOCITM/IDeA *Local e-government now*.⁷

The local story

4.3 All local authorities in England responded to the invitation to prepare and submit Implementing e-Government (IEG) statements. Apart from demonstrating the commitment of local government and the progress being made, the statements indicated the way in which local government in general is approaching the task, and the barriers it perceives.

4.4 More than £200m of capital investment will be made available over the next two years to individual local authorities and partnerships to help them implement their plans (see Chapter 9). We are currently developing guidance for the future review and monitoring of IEGs, and will be consulting on this in due course.

4.5 The IEGs also report local government's self-assessment of the average availability of electronic services at 29% (as at July 2001). Based on the IEG statements, we expect local authorities to reach 45% by March 2003, 73% by March 2004, and 100% by the end of 2005. This is a proxy measure, as it does not assess the customers' use of, or satisfaction with, electronic services and it indicates that there is a great deal of progress yet to be made. However, it does indicate that local government is already exceeding the interim target of 25% availability by the end of 2002 set for central government departments and agencies.

4.6 The headline figures point to the wide range of local innovation and good practice underpinning the availability of services, the result of the significant investment of money and effort made by local authorities. In many cases, this progress has been driven by Best Value reviews of service standards and accessibility.

4 Summary available at www.lga.gov.uk/Publication.asp

5 www.local-regions.dtlr.gov.uk/egov/modcouncils/

6 Available for purchase at www.publications.solace.org.uk/acatalog/publications.htm

7 www.idea.gov.transformation/ieg/now.htm



How are Councils performing?

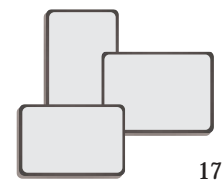
All councils submitted an IEG statement during 2001. Of these two thirds were assessed as satisfactory, a further 29% while satisfactory had significant weaknesses that were drawn to the authorities attention, and a small number were asked to revise and resubmit their statements.

Key messages from IEGs:

- Councils are starting from a strong base: the average estimated availability of electronic services is 29% (but with a large range from 5% to 65%).
- Councils are generally working toward a common, and effective, implementation model.
- Councils are working in partnership with each other and with other public sector agencies. Almost two thirds are working in partnership with the private sector.
- Money is a significant factor but authorities anticipate the need to invest around £2.5bn to deliver their programmes. This is a mix of capital and revenue. Most authorities anticipate savings in the longer term, but expect that these will often be needed to fund improvements to service quality and extra capacity to meet demand triggered by improved access.
- Councils want a clear national framework. This covers national infrastructure projects, national policy or legislative frameworks and integration with central government e-business projects.
- Councils consider lack of leadership capacity and skills in change management, project planning and business analysis to be significant threats to successful delivery.

4.7 The active debate, the IEG process, and the Government's targets, have all succeeded in ensuring a high level of awareness within local government. Recent research by the Audit Commission found that "Over 80 per cent of chief executives see e-government as essential or very important in helping them to deliver the modernising agenda and over 75 per cent of e-champions see improved or more accessible services as key objectives of their e-government strategies."⁸ However, the same research indicates that many councils have come to such awareness relatively recently, and see significant barriers to progress in the cost, lack of ICT skills and the scale of cultural and organisational change required.

8 Audit Commission, Councils and e-government, Feb 2002; www.audit-commission.gov.uk/itc/egovernment.shtm/



4.8 The Local Government Online Pathfinder programme involves more than 100 councils in 25 partnership projects⁹. These projects aim to develop, and make available to local government as a whole, learning and products ranging from e-government approaches to community planning, through comprehensive access strategies and back-office integration, to specific technology applications such as smart cards and digital TV. Projects such as these will enable us to make available to all local authorities some of the building blocks identified in Chapter 6. However, in order to deliver a national strategy, and to meet the 2005 target for *all* local services, we need to move beyond innovative pilots, to provide a framework and a model for the viable development of local e-government across the country.

Central-Local Partnership

4.9 In 1999, the Central-Local Partnership (CLP) signed the Central Local Information Age Concordat¹⁰. This outlined the common objectives, expectations and responsibilities of the various stakeholders in local e-government, and established a forum to oversee its development.

4.10 Since then, central and local government have worked together to:

- Adopt the 2005 target for all local authorities
- Establish a Best Value Performance Indicator to measure local authorities' progress towards that target
- Include early achievement of the target in a number of the pilot Local Public Service Agreements¹¹
- Develop local targets, guidance and the Implementing e-Government framework
- Earmark £350m over three years (from 2001/02) for the Local Government Online programme
- Use the first £25m to deliver the Pathfinder programme (see para 4.8)
- Establish **info4local**, an effective and popular electronic news and information service, providing information on government policy and activities

4.11 In addition to the LGOL pathfinders, the Government has sponsored local innovation, through a variety of initiatives and funding streams, including the Invest to Save Budget and the Capital Modernisation Fund. The National Grid for Learning and New Opportunities Fund have also sponsored investment in Internet access and communications capacity in schools and libraries.

⁹ www.lgolpathfinder.gov.uk

¹⁰ www.e-envoy.gov.uk/publications/guidelines/cl_iag/concordat.htm

¹¹ Local authorities have piloted LPSAs, through which Government provides support, freedoms, flexibilities and additional resources in return for the achievement of stretching targets of service improvement. 11 of these agreements include accelerated e-government targets: Birmingham, Lewisham, Newcastle, Newham, Norfolk, Richmond-upon-Thames, Sheffield, Stockton, Sunderland, Surrey, and Thameside.



4.12 Local authorities and others have identified the lack of comprehensive information and the lack of co-ordination between programmes as major potential barriers to progress. We are examining the feasibility of ensuring that a database of government-sponsored e-initiatives is available on the web.

The national framework

4.13 The Office of the e-Envoy (OeE) is developing and co-ordinating much of the national infrastructure and technical standards to facilitate e-government. Major initiatives in the programme include:

- *The Government Gateway*
- *UK online*
- *The Government Portal*
- *Broadband*
- *Technical and data standards*

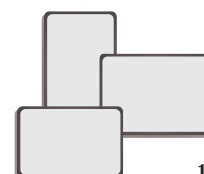
4.14 The Government's overall vision is being driven under the banner of 'UK Online', which encompasses the 2005 targets of universal internet access and electronic delivery of all government services and the ambition of making the UK the best country in the world for e-commerce by 2002. Further details of this programme can be found in Chapter 8 and on the OeE website (www.e-envoy.gov.uk).

4.15 The Performance and Innovation Unit is undertaking a study of Data Protection issues with the twin objectives of enhancing privacy and making better use of personal data. As one approach to achieving this, the OeE has developed an "e-Trust Charter" for electronic service delivery, setting out the overall principles and standards for how personal information should be handled across the public sector¹².

4.16 The OeE is also co-ordinating the drive for e-government across government. All government departments have produced, and are regularly updating, e-business strategies. To drive this work forward, the OeE publishes reports of the progress made. The latest report¹³ shows that by July 2001, 51% of government services were available online. This is expected to rise to 74% during 2002. Details of things you can do online now can be found at www.e-envoy.gov.uk/online_now.htm.

12 <http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf>

13 UKOnline Annual report 2001: www.e-envoy.gov.uk/ukonline/progress/



4.17 In the local government field, the Improvement and Development Agency (IDeA) are also driving significant national initiatives. These include:

- *The National Land and Property Gazetteer (NLPG)*
- *National Land Information Service (NLIS)*
- *The Local Authorities Secure Electoral Register (LASER)*

Further details of these initiatives can be found in Chapter 8 and on the IDeA website: www.idea.gov.uk.

Conclusion

4.18 Considerable progress has been made to the development of e-government. There is now increasing consensus and a body of practical experience around the use of Internet technology to support a variety of channels by which customers and citizens can access government. A broad common understanding has been reached that the greatest obstacles to be tackled are organisational and cultural, rather than technical. There is also a growing body of good practice in the broader aspects of local e-government, such as community planning, democratic participation, delivering access to ICT skills and economic regeneration. Local authorities consistently identify four key risks and challenges:

- Finding the capacity for effective change management
- Investment resources
- Securing take up of new service channels; and
- Improving the co-ordination of government activities

Other key issues include securing full interoperability and connectivity across the whole range of public services.

4.19 The progress made means that it is now possible to produce a national strategy for local e-government, whilst the barriers to successful local solutions mean that it is now imperative to do so.

5 A model of local e-government

5.1 Local e-government is complex, touching the political, cultural, organisational and technical aspects of everything that local authorities and other public service providers do. It is driven by pressure for change both from the bottom up – as the expectations of citizens and businesses increase – and from the top down – as government and councils seek to modernise their organisations. This produces a complicated set of overlapping priorities and programmes for change and a corresponding demand from those engaged in the process for some simplification, or a model by which the key elements can be grasped and their interactions identified.

5.2 In this section, we offer for consultation a model which aims to:

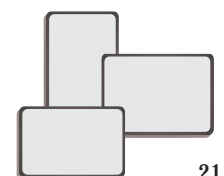
- Develop previous guidance, such as the “route map” offered for local authorities in *Modern Councils, Modern Services, Access for all*
- Provide a common tool for effective communication of the local e-government strategy to a variety of audiences, ensuring that all stakeholders have a clear picture of our common objectives
- Provide a framework within which local authorities and other public service providers can develop their own local e-government – with guidance on how to do so and pointers to further information and help
- Identify each of the constituent elements, and, where appropriate, indicate progress, planned developments, and accountability for delivery, and
- Provide a basis for identifying gaps as potential priorities for new initiatives

5.3 The model has three key parts:

- the e-organisation
- joining it up: priority outcomes
- the national framework

The e-Organisation

5.4 At the heart of the model is the e-organisation. Here, based on work originally developed by the IDeA, we seek to identify the building blocks with which local authorities – and other public services – can build and implement their own e-strategies. The blocks are grouped in five themes, which reflect the route map to e-government upon which local authorities based their Implementing e-Government statements.



The National framework

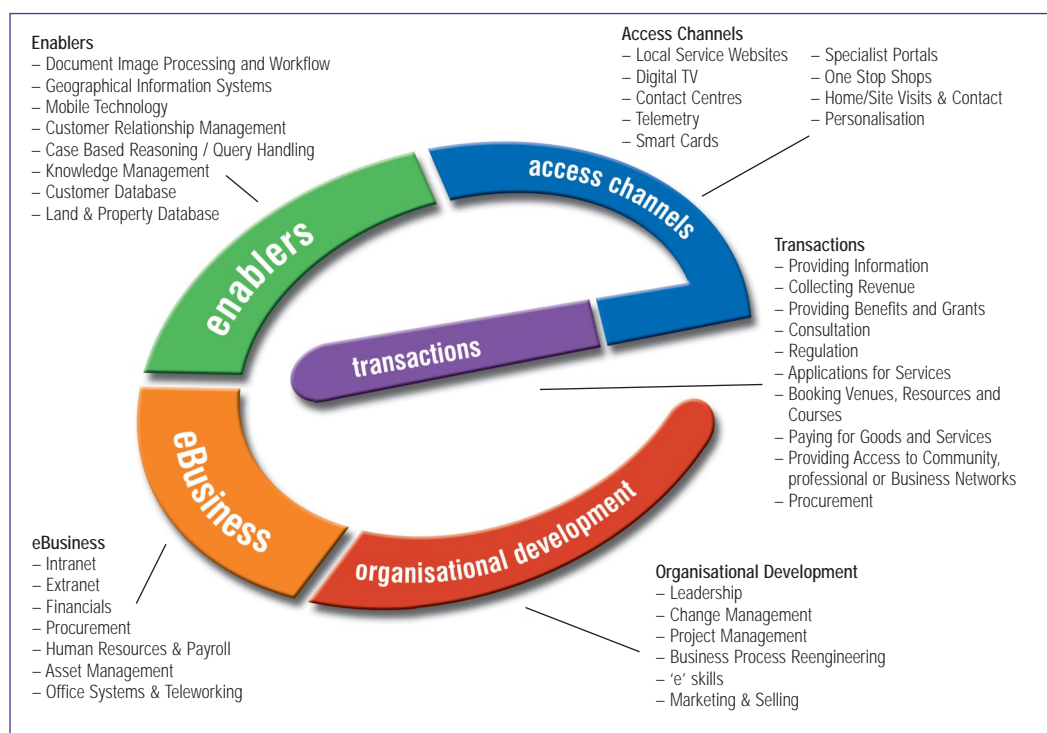


Figure 2 local e-organisation

5.5 From the citizen's perspective, service outcomes are experienced through their day-to-day transactions with councils and other local service providers. Working through the model from the citizen's standpoint, it is possible to analyse how:

- a given priority service might be realised through a variety of generic, **e-enabled transactions** (such as providing benefits and grants);
- these transactions might be conducted through a variety of **e-enabled access channels** (such as DTV or One-Stop Shops);
- the channels can be supported by a range of **enabling technologies** which facilitate effective, integrated information management (such as Customer Relationship Management and Geographic Information Systems);
- service delivery can be underpinned by a suite of core, **e-enabled business systems** (such as intranets, financials and e-procurement); and
- successful delivery depends on **organisational leadership and capacity** (including the capacity to lead and manage change and to re-engineer major business processes).



5.6 From the standpoint of the organisation, of course, the direction of travel might be reversed. The primary message from those involved in developing local e-government is that clear and committed leadership is a vital ingredient of success. Preparing the organisation for fundamental change, re-engineering core business processes, creating integrated databases and the capacity to manage information corporately, are all just as important in implementing the higher profile web sites, contact centres and one-stop shops.

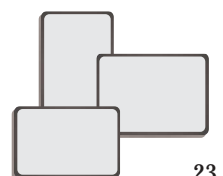
5.7 Regardless of the starting point, the themes are interrelated and developments in each area need to be considered in their place within the big ‘e’ picture. Local priorities, cultural drivers and technical constraints will push different organisations to start in different places. Not all of the individual building blocks will be relevant, or of equal importance, to all organisations. Individual organisations may not need to implement them all, and will not implement in the same order. What is important is that the leaders, managers and e-strategists within each organisation are aware of the bigger picture, that effort is directed across each of the five themes and that decisions about the use of individual building blocks are made consciously in the context of an overall e-strategy.

5.8 From the national perspective, the building blocks model allows us to analyse where there are gaps in the availability of building blocks, and where Government sponsored projects could make the greatest impact on the capacity of local authorities successfully to implement their e-strategies. This analysis, and the proposals for priority developments which flow from it, are set out in Chapter 6.

Joining it up: priority outcomes

5.9 The point of local e-government is not just to deliver services electronically, but also to support local governance by improving the quality of services and the strength of community leadership. The priorities for local e-government are therefore those of local governance itself. For the purposes of this consultation paper, we have used an amalgamation of the Government’s four key priorities – education, health, crime and transport – together with the six priorities developed by the LGA, namely:

- Supporting children and their families
- Assisting schools to match the excellence of the best
- Helping the hardest to reach into work
- Helping older people live independent lives
- Delivering higher quality, more reliable bus services
- Transforming the local environment



Government's priorities for local service delivery

Education

- Transforming secondary education.
- Improving recruitment, retention and quality in the teaching profession.
- Improving access to higher education.
- Raising standards in primary education.

Health

- Improving older people's care.
- Narrowing the health gap.

Crime

- Reducing crime and the fear of crime.
- Tackling drug abuse.

Transport

- Local transport as set out in the 10-year plan (increasing bus and light rail usage, reducing accident rates and reducing congestion).

5.10 The Government is committed, through the Central-Local Partnership, to agreeing with local government a single set of priorities for local services. This process is currently underway and the outcome will be reflected in the Spending Review 2002. It will also be reflected in the final version of this strategy for local e-government and in further funding decisions.

5.11 The priorities contribute to, and are informed by, the cross-cutting outcomes of:

- Customer service

Services structured around the needs and convenience of the customer, delivering "right first time" outcomes with maximum cost-effectiveness

- Social inclusion

Not just avoiding the "digital divide", but harnessing the power of e-government positively to tackle exclusion from services and communities

- Democracy and accountability

Encouraging openness and scrutiny across the public sector and encouraging active democratic participation

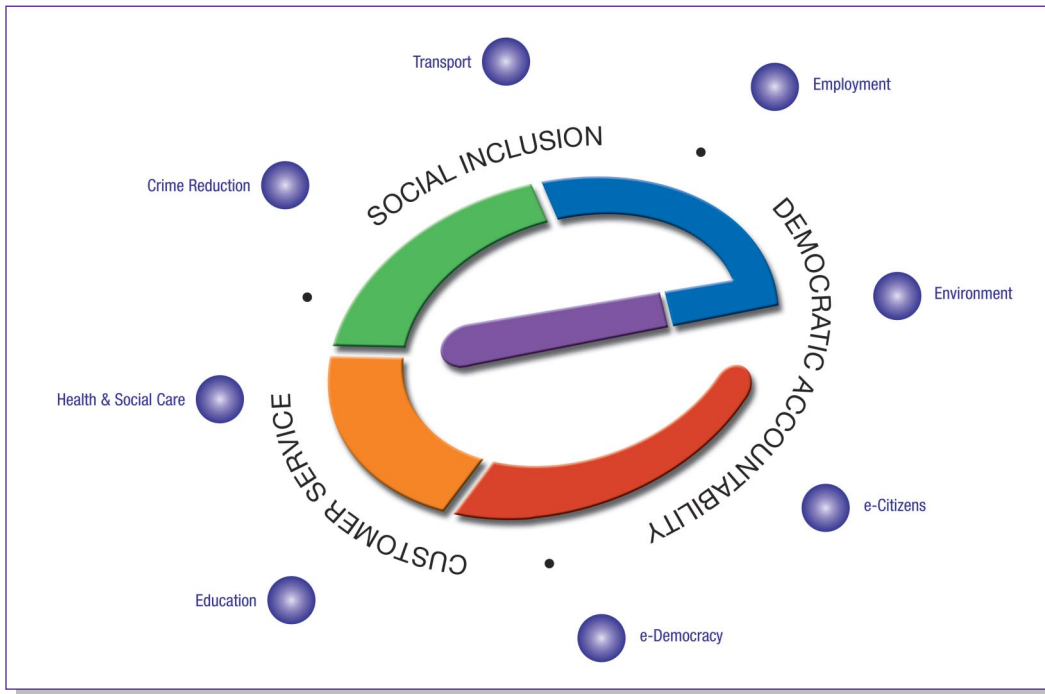
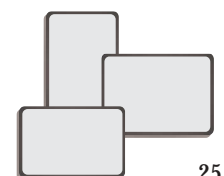


Figure 3 The 'e' service outcomes and priorities

5.12 To the priority services we have added the issues of e-Citizenship and e-democracy (see figure 3). By e-Citizens we refer to the drive to empower local populations, to give them the skills, confidence and opportunities they need to exploit the opportunities that e-enabled access to information and influence that local e-government should bring. By e-democracy we mean not only the capacity to vote electronically in local and national elections, but the use of the Internet and related technologies to facilitate the engagement of citizens in consultation and community planning.

5.13 Defining priority services here does not pre-empt the local community consultation and priority setting process that underpins community strategies and the work of LSPs, nor does it exclude local initiatives in other service areas. Rather, it provides a basis for national direction and assessment of progress. In Chapter 7, we indicate areas where joint central-local activity could make significant contributions to these priority service areas and seek views on what more could be done.



5.14 Local authorities cannot build local e-government in isolation. The model is therefore completed by placing the e-organisation and its priority outcomes within the national framework of:

- **Standards** – In order to allow public services to develop integrated e-Government solutions, a comprehensive set of technical and non-technical guidance and standards, together with a supportive legal framework, are essential.
- **National Infrastructure** – These are the components to be developed either centrally or locally, which both remove barriers to local e-Government development and facilitate joined up government.
- **Partnerships** – The full benefits of e-Government cannot be realised by local authorities working in isolation. Partnerships between government, private and voluntary sector organisations are a key means of joining up services, sharing skills, dispersing risk and making better use of resources.
- **Support** – The need for support in delivering this agenda is enormous. Support for learning, organisational development, change management, and e-skills will be identified and developed.

Progress and proposals relating to these four areas is set out in Chapter 8.

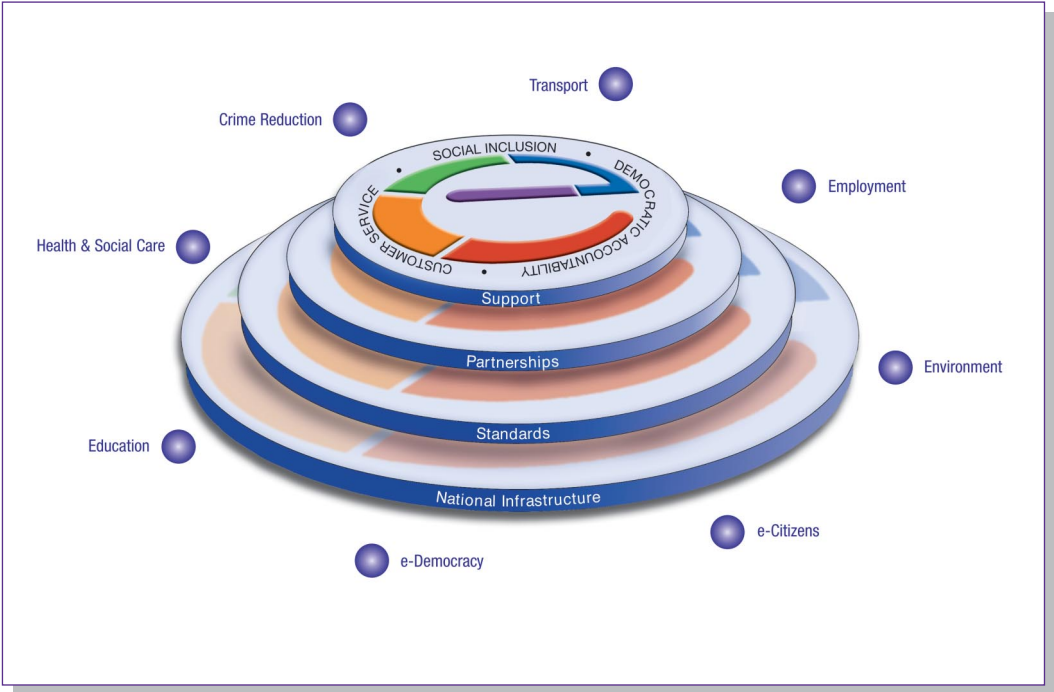


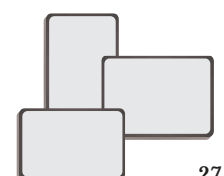
Figure 4 The local e-organisation within the National Framework

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QUESTIONS:

- 6 We aim to provide a model that is sufficiently clear to facilitate communication, but sufficiently detailed to be of practical use to practitioners and policy makers. Does the model proposed fulfil this ambition? Are there any important issues omitted, or are any of those included redundant?**
- 7 Without being unduly prescriptive, how can we ensure that the model is used consistently as a basis for planning and performance management across local government and the wider local e-government sector?**



6 *Building the e-organisation*

6.1 We hope that the building blocks (see Figure 2) will provide a useful checklist to assist individual councils and other organisations in developing and implementing their local e-government strategies. However, they also perform a vital function for the national strategy, by giving us the basis to assess where key blocks are not currently available in forms suitable to meet the needs of local service providers and where government intervention to support new developments could have the greatest impact. This, in turn allows us to identify the highest priority developments, and to allocate Local Government Online resources to best effect.

6.2 The LGOL Pathfinder programme was designed both to develop effective solutions for many of the building blocks, and to amass and share learning on the practical issues involved for the benefit of local government as a whole. Pathfinders were officially launched last June. They involve more than a hundred English local authorities in 25 partnerships.

6.3 The next stage of the pathfinder programme concentrates on ensuring pathfinder products and learning are deployed throughout local government rapidly and to best effect. The Pathfinders are currently specifying individual products, including learning and training materials, business re-engineering tools, e-procurement solutions, Customer Relationship Management applications, smart cards, web sites and digital TV applications. Full details will be made available on the Pathfinder website.¹⁴

6.4 All pathfinders will be invited to continue formal dissemination work until April 2004 (subject to satisfactory progress) beyond the end of their projects, and will be supported by the DTLR in doing so. Pathfinders will be expected to maintain a local website with links to the national pathfinder website, run local dissemination events, participate in national dissemination activities and continue to mentor other councils. All the pathfinders have agreed to produce a final end of project report to ensure there is a record of their work. We will commission a process evaluation of the pathfinder programme, to ensure lessons are fully captured and disseminated.

Transactions

6.5 The generic transactions included in the model are those of the current Best Value Performance Indicator 157 for local authorities.

¹⁴ www.lgolpathfinder.gov.uk

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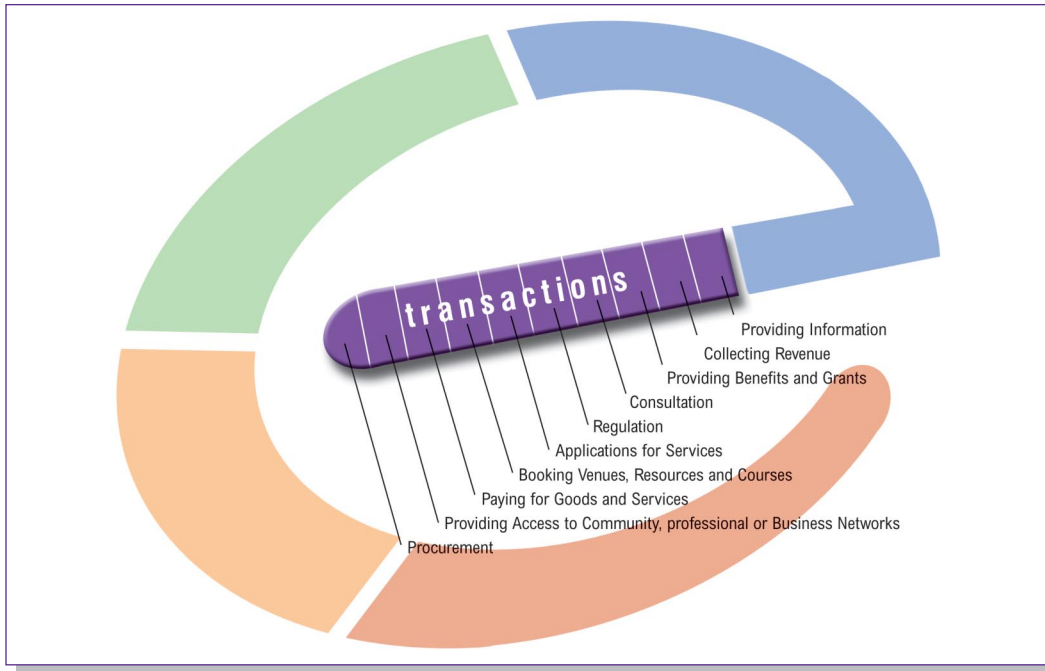
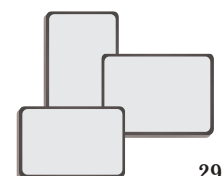


Figure 5 e-transactions

6.6 Many authorities have already used this set of transactions to assess the availability of electronic services, and to plan developments, within their IEG statements. However, we are aware that many authorities used alternative analyses, covering the same issues, but often with fewer categories. In calculating BVPI 157, the interactions are equally weighted regardless of the potential volume of individual types of interaction between the citizen and the local authority. Also, BVPI 157 does not apply to all of the government departments and agencies that will be involved in joint delivery through LSPs. Three questions arise:

- Could the set of transactions be usefully rationalised?
- Should the indicator weight the transactions to reflect volumes?
- Could a common set of transactions be adopted, not only by all local authorities, but also across the public sector?

6.7 The availability of electronic services itself tells us nothing about how often they are used, or what it feels like to use them. There is a case for considering whether BVPI 157 should be supplemented by one or more of the following additional measures:



- to assess take up of e-enabled services,
- the extent to which services are joined up,
- the quality of customer service, or their satisfaction with the outcome

6.8 Finally, the measurement of progress in implementing e-government needs to be integrated with the Corporate Performance Assessment framework being developed for local authorities by the Audit Commission. It will be difficult to recognise an authority as ‘high performing’ or ‘striving to improve’ its services if it is not also implementing e-Government in ways that support excellence in service delivery combined with better choice and access. At the other end of the scale, some councils with a poor historic record have been able to use technology and strategic partnerships as a platform for organisational improvement.

Best Value Performance Indicator 157

The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.

‘Types of interactions’ means any contact between the citizen and the council including:

- Providing information;
- Collecting revenue;
- Providing benefits and grants;
- Consultation;
- Regulation (such as issuing licences)
- Applications for services;
- Booking venues, resources and courses;
- Paying for goods and services; and
- Providing access to community, professional or business networks; and procurement.

This is not an exhaustive list as there will be others, depending on local circumstances.



Best Value Performance Indicator 157 *(continued)*

100%: should be defined within the authority's e-government strategy to take account of local circumstances based on the full list of services for which the authority is responsible and the types of interactions relevant to each service.

Enabled: this presumes that all services are capable of being enabled for electronic delivery unless there is a legal or operational reason why this cannot be done.

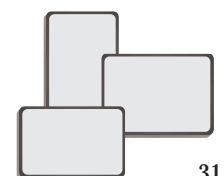
Electronic: means delivery through internet protocols and other ICT methods and includes delivery by telephone if the transaction carried out is electronically enabled i.e. the officer receiving the call can access electronic information and/or update records on-line there and then.

Target setting: Local. National target is 100% by 2005. All local authorities are expected to achieve this level.

Scope: Metropolitan Authorities, London Boroughs, Unitary Authorities, County Councils, District Councils, Council of the Isles of Scilly, Common Council of the City of London, National Parks Authorities, National Broad Authority, Greater London Authority, Passenger Transport Authorities, TfL, London Development Agency, Joint Waste Disposal Authorities, Fire Authorities in England and Wales.

Access Channels

6.9 Access channels are the various routes through which people might contact, or be contacted by, local service providers. The list of channels below is not exhaustive, but are the main ones. But given the speed in change in technology, we are keen to consider proposals related to all innovative vehicles. Such channels need to offer greater choice and convenience for customers, whilst also supporting appropriate authentication of users and security for public service systems. Facilitated access to systems at public sites is particularly important as a means to introduce citizens to technology through personal assistance and hand-holding, thereby helping reduce social exclusion.



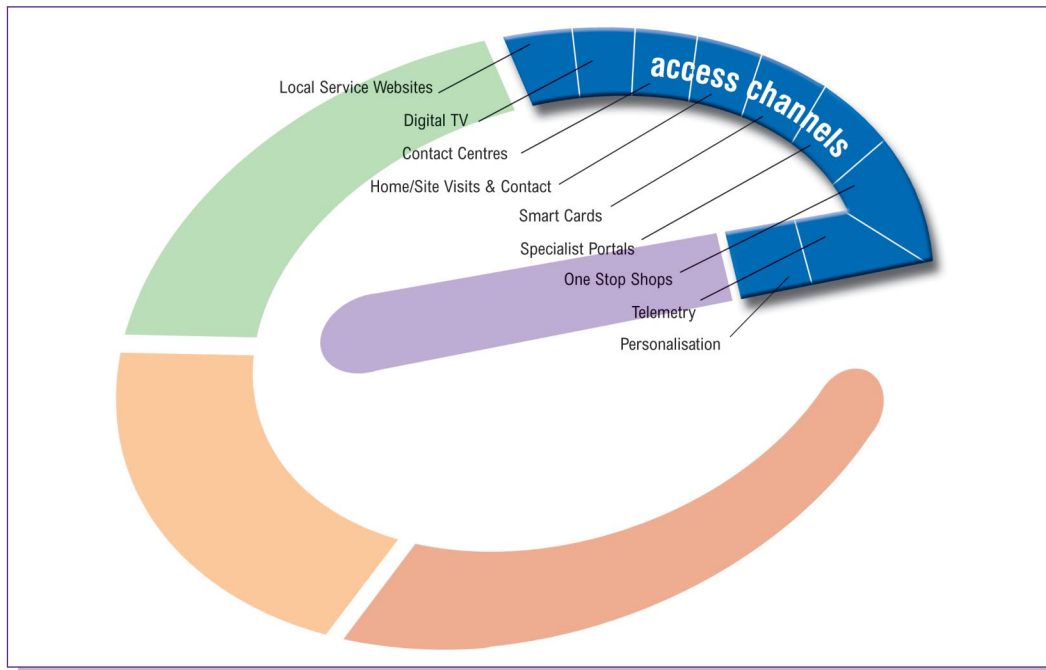


Figure 6 e-access channels

6.10 Building on existing Pathfinder products, where possible, and initiating new projects where necessary, we propose to sponsor further work in the following areas:

- **Smart cards:** generic, multi-function cards, linked to other national smart card initiatives, providing both authentication and direct access to services, through, for example, an “e-purse” to automate payments and discounts.
- **Local service websites:** ensuring all authorities have access to web technology able to support transactions and personalized presentation, and supported by a comprehensive suite of e-forms.
- **Digital TV:** at the end of 2000, 28% of homes had digital TV. This is expected to rise to between 60% and 75% by 2005. We want to ensure that local services can exploit the interactive potential of this emerging mass medium.
- **Home/site visits:** joined-up, customer focused services could be greatly enhanced by effective use of appropriate mobile technology. This could also bring significant cost benefits in reducing duplication in both visits and the information processing which follows.



- **Telemetry:** developing the use of remote sensing and signing technologies to improve services, for example to help support vulnerable people both in residential care and living independently.

Enablers

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

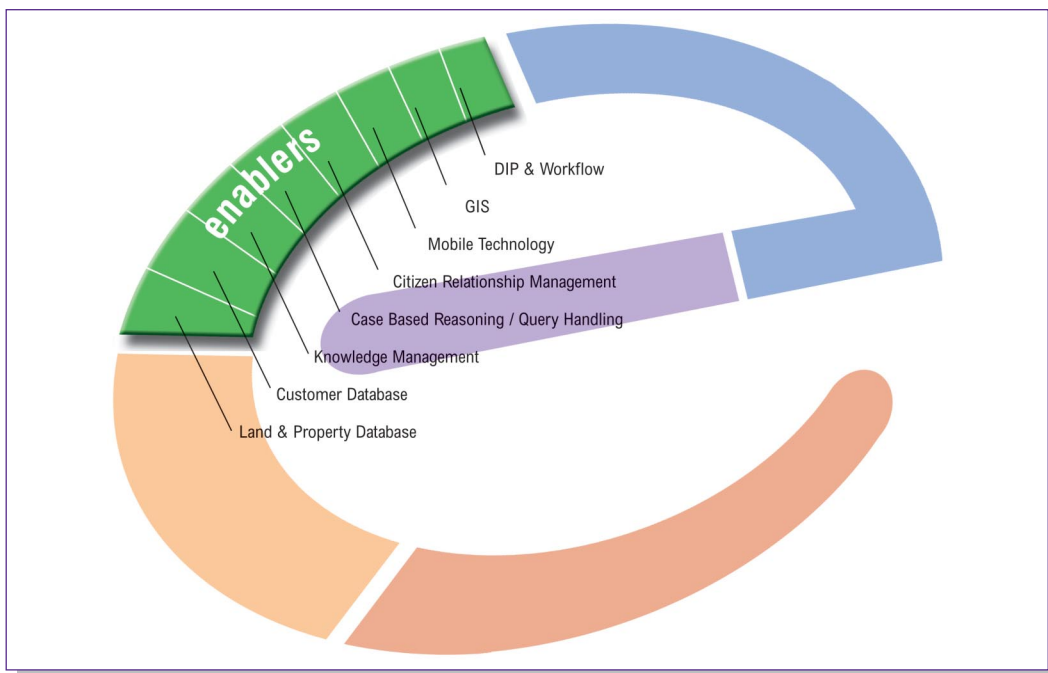
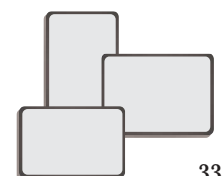


Figure 7 e-enablers

6.12 We propose to sponsor additional work in the following areas:

- **Customer Relationship Management:** CRM systems allow core data to be used to support services over multiple channels and to give organisations a complete picture of their relationship with individual customers. This can greatly enhance customer service and the efficiency of delivery. There is a maturing market for specific industry-sector products. We want to work with leading suppliers to ensure that appropriate solutions are available to all local authorities.



- **Knowledge management and workflow systems** can greatly enhance the efficiency and effectiveness of performance management, and can support better, intelligence-led decision making on services and policies. Again, we want to ensure that local authorities have access to such advantages.

e-business

6.13 These are the core business processes of the e-enabled organisation.

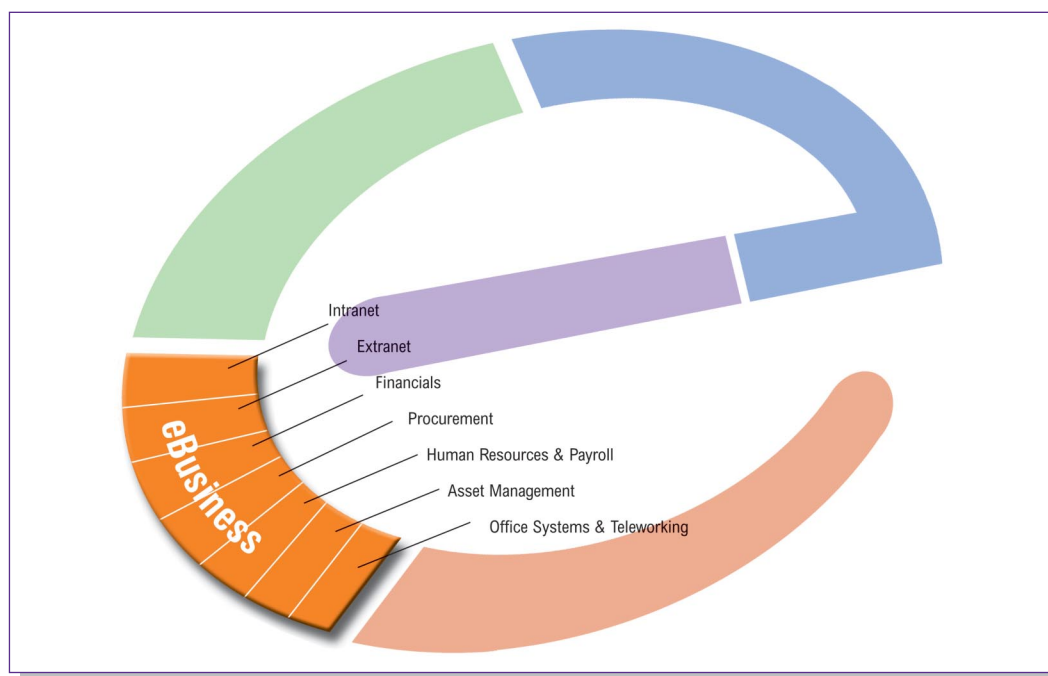


Figure 8 e-business

6.14 Many of these processes are common to all large organisations and, in many cases, IT solutions are readily available on the commercial market. However, we intend to support additional work on:

- **e-procurement** in order to ensure that all authorities have access, at the earliest possible date, to the considerable financial benefits that simple and effective e-procurement solutions and supply chain management can bring.



Organisational development

6.15 Successful development of local e-government strategy and delivery will depend on committed, effective leadership, access to appropriate skills and a responsive human resources strategy.

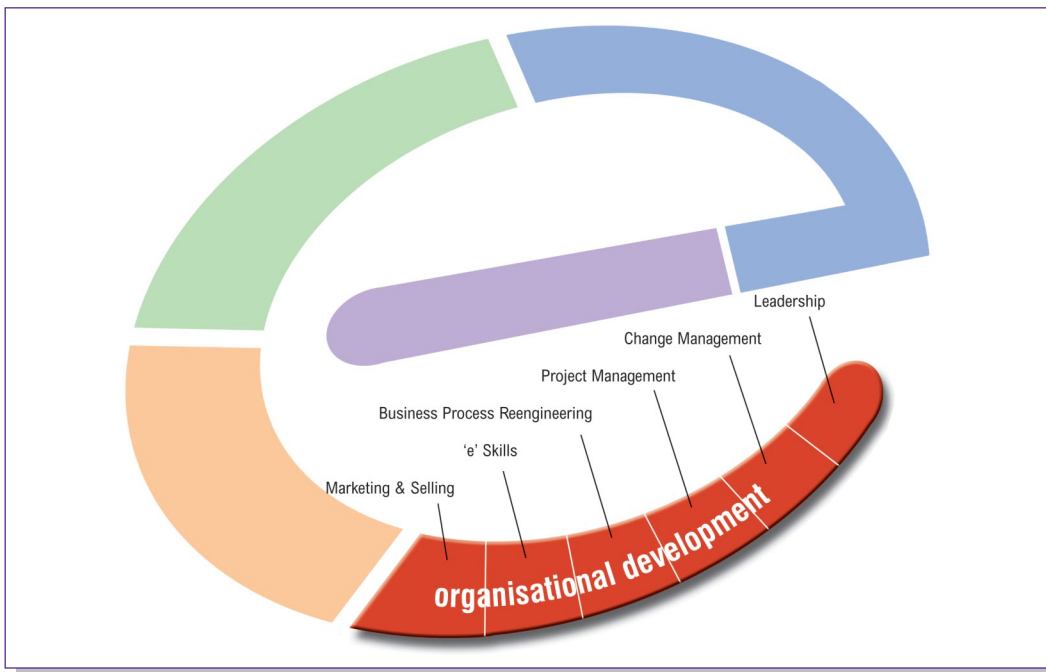


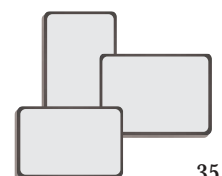
Figure 9 e-organisational development

These issues are dealt with in more detail in the 'Support' section of Chapter 8.

Proposed national programme of developments

6.16 The development areas identified are proposed on the basis of:

- Importance to the successful delivery of LGOL.
- Contribution to development of common standards and technical infrastructure to ensure interoperability and cost effective implementation.
- Current product availability, or potential for the market to provide. For example, there is a well-developed, competitive market for call centre technology.
- Potential for effective and efficient implementation of priority transaction solutions. For example, e-procurement is a key element of organisational efficiency.



- Contributing a local government perspective to key national e-government initiatives, such as Smart cards and DTV.

For example, Customer Relations Management is a fundamental building block not yet readily available to most councils. Where CRM products are available, they are expensive. LGOL Pathfinders have demonstrated that we will be able to work with suppliers to develop and maintain local authority versions at significantly lower prices. Conversely, a strong market of commercial products already serves most core business processes, such as payroll and financial information systems. Between the two, we would wish to see the development of workflow systems that can support the end-to-end e-enablement and transformation of key public service processes.

6.17 Such national projects would need to be suitably integrated with other relevant initiatives being developed elsewhere in the public sector. For example, the smart card project would need to link up with the work undertaken by the DTLR on transport smart cards and the DfES on the Connexions Card (see Chapter 7).

6.18 The remaining blocks are important parts of the local e-government building, but we feel that they are, or will be, successfully addressed by existing public or commercial developments. We welcome your views on these proposed priority developments. In particular, we would welcome suggestions for other areas of development that would contribute significantly to delivering the building blocks for local organisations.

6.19 In many cases, we would expect to sponsor work that pulls together existing pathfinder and other pilots into national projects that would seek to develop common standards, generic solutions and appropriate vehicles to provide long-term maintenance and development of the products. National projects will have different ways of achieving this end: some will work with commercial partners, while others will be working with OeE, IDeA and others to roll out national standards. The emphasis will be firmly on achieving rapid take up of tried and tested products, which meet the needs of local authorities and their partners.

6.20 The key to the adoption of such products by other local authorities will be confidence in the quality of the products offered, and in their long-term viability. Potential buyers need to know that the systems they adopt will be developed and supported by credible suppliers. The engagement of appropriate national bodies and commercial partners in the development of national projects will therefore be essential. In each case, we will seek to fill gaps in the current commercial market provision, stimulate market activity and ensure that appropriate products are readily available to all local authorities.



6.21 We would consider building a common brand to promote such national products, ensuring high awareness of their availability and offering the opportunity to aggregate demand amongst potential public sector customers. The aim would be to simplify and reduce the cost to local authorities of procuring key e-government building blocks, and to secure the maximum possible return on investment in national projects across the local government sector.

6.22 All proposals will be subject to the development of a robust business case, demonstrated support from key stakeholders and appropriate governance arrangements before projects are approved or resources committed.

6.23 As a result of LGOL Pathfinder scheme and other pilot initiatives, preparations for some of the proposed national projects are well advanced. In other areas, we are seeking the views and input of those organisations able to develop the work. We have therefore divided the proposed programme into three phases:

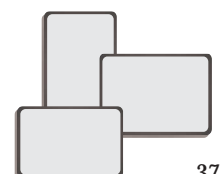
- **Phase 1** will comprise projects where we will be asking LGOL pathfinders to provide detailed proposals, on which we will consult separately.
- **Phase 2** will comprise projects where we are seeking further pathfinders and partners.

6.24 If your organisation can make a significant contribution to project work in these first two phases we would invite you to register an interest at lgol.nationalprojects@dtlr.gsi.gov.uk. This should set out in no more than two pages:

- the name of your organisation and full contact details;
- the nature of your interest (whether it is commercial or if you are a public body whether you have already done work in this area, or wish to do so in some form of pilot exercise);
- if you are already doing work in this area, details of this work, and its nature (i.e. whether it is a pilot or government funded from initiatives such as ISB or CMF);
- the state of progress on your current work, and its forward timetable.

Expressions of interest for Phases 1 and 2 should not wait until the end of the consultation period, but should be provided as soon as possible. We will be convening a series of workshops in order to scope the approach to these projects.

- **Phase 3** will comprise priority developments (if any) not currently identified, but emerging from this consultation process.



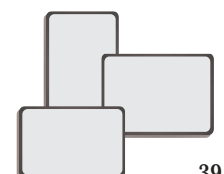
If you have any proposals for potential projects in Phase 3 these should be sent following the procedures set out in the front of this paper, but sent to **lgol.nationalprojects@dtlr.gsi.gov.uk**. These proposals should be no longer than 6 pages, and include a one page executive summary. The narrative should provide the following details:

- the name of your organisation and full contact details;
- details of other bodies which are party to your proposal;
- the nature of your interest (whether it is commercial or if you are a public body whether you have already done work in this area, or wish to do so in some form of pilot exercise);
- how does your proposal fill a gap in the context of this emerging National Strategy in delivering the 2005 target?;
- how it would contribute to delivering the model of the local e-organisation set out in this paper;
- details of the proposal, including a breakdown of individual components and their indicative costs, and deliverables;
- if you have already done work in this area, details of this work, and its nature (i.e. whether it is a pilot or government funded from initiatives such as ISB or CMF); and
- the state of progress on your current work, and its forward timetable.

Decisions on projects which will be taken forward beyond Phase 2 will form part of the final strategy to be published later in the year.

6.25 The table on the next page identifies, where possible, current pathfinders for the priority building block developments, together with the aim of each project. We will seek to engage a wide range of other authorities in these developments.

National project	Phase	Pathfinders	Aim
Access Channels			
Smart cards	1	Southampton, Cornwall	Smart card technology/ standards to provide (part of) security and authentication model. Also to allow multi-purpose user recognition and access to joined up services.
Personalised Local service websites	1	Camden/APLAW S, Three Rivers Tameside, BASE.gov, Sunderland, Norfolk, Wolverhampton	Generic technology/standards for transactional and personalised local authority/ LSP websites. Promoting appropriate consistency in web site design. Will promote use of the Gateway and integration with UKOnline. Supported by a comprehensive suite of e-forms/xml schema.
Digital TV	1	Suffolk/Somerset	Models for appropriate use of Digital TV for citizen access, with emphasis on DTV as an aid to social inclusion, building on OeE proposals for a community/government channel independent of carriers.
Mobile technology for home/site visits	2	To be identified	To develop effective, generic approaches to supporting multi-functional home/site visits by public service employees.
Telemetry (i.e. remote, real time, and signalling)	2	To be identified	To develop effective, generic approaches to the use of remote sensing and signalling to support priority services such as support for vulnerable people or local integrated transport.
Enablers			
Customer Relationship Management (CRM)	1	Brent, Newham, Salford	With appropriate suppliers, to define an effective local government product and establish arrangements for on-going delivery and support.
Knowledge management	2	To be identified	To develop effective generic approaches to support intelligence led decision making on services and policies.



Workflow	2	To be identified	Document Image Processing and Workflow technologies to replace paper mail and forms handling and management. Workflow supporting corporate, multi-functional information management and processing, thus improving turnaround times on service episodes across a range of functions.
e-business			
e-procurement	1	Huntingdon, Leeds, Newham	Developing process models for authorities implementing e-procurement; an e-tendering package; and developing regional e-purchasing consortia.

QUESTIONS:

- 8 Should the Best Value Performance Indicator 157 be reviewed to improve a common analysis of transactions across local government? Should a common analysis be adopted across the public sector?**
- 9 Should additional performance measures be developed to reflect the quality of electronic services, their take up and customer satisfaction with the outcomes?**
- 10 How can these be integrated with Local Public Service Agreements and with the new Corporate Performance Assessments for local authorities?**
- 11 Do you support the approach to developing national projects? What alternative approaches might we adopt?**
- 12 Do you agree with the priority developments proposed? What other building blocks (if any) would you identify for national development?**
- 13 Could your organisation make a significant contribution to one of the national priority projects? Would you like to register an interest?**

7 *Joining it up: delivering priority outcomes*

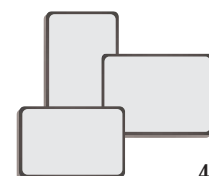
7.1 Local e-government is about joining up services around the citizen at the local level, in ways that meet local needs and priorities. As citizens' needs are not defined by the organisations that serve them, it is inevitable that customer-focused services will require the collaboration of local providers. But that collaboration can only go so far at local level. In many cases, it will be desirable to engage the relevant central government departments in order to provide both support for local initiatives, and the capacity to replicate successful initiatives in other local areas.

7.2 The model includes the generic transaction types by which people and businesses access and receive local public services. By cross-referring these with the priority service outcomes, we can create a matrix to identify potential areas for joined up initiatives between and local providers – and between central and local government agencies (see overleaf).

7.3 Based on the plans of the key government departments with responsibility for delivering services in partnership with local government, we have identified on this matrix 25 current or proposed initiatives where the successful application of e-government could deliver significant benefits to customers and communities. Further details of each project are given in Appendix A. They are:

Education:

- 1 **UK online centres:** a network of centres across England for providing access to the Internet and e-mail, citizen-oriented information and e-learning. Capital Modernisation Funding for 2,800 centres targeted at excluded groups has already been approved. 6,000 are planned across England by the end of 2002, of which half will be in local libraries.
- 2 **Connexions card:** a smartcard and related infrastructure for two million young people aged 16-19, providing rewards for continued participation in learning, including discounts on a wide range of goods and services including transport and leisure facilities.
- 3 **Customer group portals** will be created for seven groups – parents, teachers, governors, young people, HE students, adult learners and employers
- 4 **Schools admissions:** a partnership of local authorities and others to develop a model approach to putting the admissions process online
- 5 **National Grid for Learning/Community Grids:** local community or partnership sites featured within the national grid, offering local information, online learning resources and support. Local authorities can contribute content to the NGfL in this way.

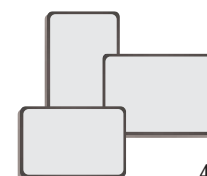


Health and Social Care

- 6 Care Direct:** a single gateway for older people and their relatives and carers to get information about and access to, social care, health, housing and social security benefits. This should support both people in residential care and (a key priority for local authorities) people living independently.
- 7 Joint Health and Social Care Records:** to support seamless care and joint commissioning. Six demonstrator projects are being developed with local authorities, and are due to be completed by April 2002. Further progress could be facilitated by strengthening local joint planning processes (through LSPs) and by the development of standards and protocols across the whole health and care sector.
- 8 Delayed discharge:** “bed blocking” is a complex problem with many causes. Integrated systems across health and social services will be part of the solution. Progress on joint health/local authority work to resolve this is described as “patchy”. Effective information sharing and integrated management systems that can support smooth discharge and integrated care are a high priority.
- 9 Local Pensions Service:** The Department of Work and Pensions plans to bring services for pensioners together through a combination of regional contact centres and local delivery channels, in partnership with a range of local providers including local authorities, post offices and the voluntary sector.
- 10 Local Implementation strategies** underpin the Health Service’s national information management and technology strategy. Local authorities should be engaged, aligning community planning across sectors. These local plans will have to be reviewed after existing Health Authorities are replaced by larger, Strategic Health Authorities.

Joining it up: joint central-local initiatives

	Education	Health & Social Care	Crime	Transport	Employment	Environment	E-Citizens	E-democracy
Providing information	UK online centres (1); Connexions Card (2) Customer portals (3)	Care Direct (6) Joint health/social care records (7) Delayed Discharge (8)	Crime & Disorder Reduction Partnerships/ Probation (11) Youth Offending Teams (12)	Transport Direct (14)	Job Centre Plus (15) Business.gov (16)	Planning portal (19)	People's network (22) Culture online (23)	e-democracy pilots (25)
Collecting revenue							Council Tax/ NNDR valuation (24)	
Benefits & grants	Connexions Card (2)	Care Direct (6); Local Pensions Service (9)			Job Centre Plus (15); Supporting People (17)		Council Tax/ NNDR valuation (24)	
Consultation		Local Implementation Strategies (10)	CDRPs (11)			Planning portal (19)		e-democracy pilots (25)
Regulation			Fire Service (13)		Business.gov (16)	Planning portal (19) Trading standards (20)		
Application for services	Schools admissions (4)	Joint health/ social care records (7)	CDRPs (11)	Transport Direct (14)		Choice-based lettings (21)		
Booking venues, resources and courses								
Paying for goods and services	Connexions Card (2)							
Access to community, professional and business networks	National Grid for Learning/ Community Grids (5); Customer group portals (3)		CDRPs (11) YOTs (12)		Neighbourhood Renewal Management System (18)	Planning portal (19)	Community grids (5); People's Network (22)	
Procurement		Integrated health/social care records(7)						



Crime and disorder

- 11 Crime & Disorder Reduction Partnerships:** comprise the police, Probation Service, local and health authorities and others. The LION project (www.lion.gov.uk) aims to demonstrate that effective sharing of data can reduce demand on all agencies, and can support more effective strategic planning and resource allocation. Other potential e-applications in this field include web-publication of advice and Neighbourhood Watch details, online crime reporting and consultation. Integrated data and electronic data sharing would also greatly enhance the work of the Probation Service.
- 12 Youth Offending Teams:** potential for integrated data systems with the Youth Justice Board, improving information and reducing costs; videoconferencing for secure facilities to keep YOT workers in touch with young offenders; secure e-mail for criminal law practitioners, police and YOTs, leading to a “virtual case file” to integrate records throughout the system.
- 13 Fire Services:** a national approach is proposed to ensure that fire authorities develop integrated data sharing and link with local emergency, regulatory and crime reduction services

Transport

- 14 Transport Direct:** a national, integrated transport booking and information service.

“Helping the hardest to reach into work”

- 15 Job Centre Plus:** will bring together employment and benefit services for working age customers through integrated offices backed up by a telephone call centre service.
- 16 Business.gov:** a project to bring together online services for business customers, involving the Small Business Service, OeE and a number of government departments.
- 17 Supporting People:** developing cross-agency housing-related support to vulnerable people.
- 18 Neighbourhood renewal online knowledge management system:** to support the development and work of local partnerships.

Transforming the local environment

- 19 Planning portal:** general online planning advisory service linking users to a wide range of advice, guidance and services.



- 20 **Consumer services:** a public portal for trading standards and consumer information/services.
- 21 **Choice-based lettings:** 27 local authority-led pilot projects developing new approaches to offering new and existing social tenants greater choice over their housing.

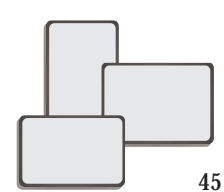
e-Citizens

- 22 **People’s Network:** a programme to deliver Internet access in all public libraries by the end of 2002; training for library staff; and online content on citizenship, cultural enrichment and basic skills.
- 23 **Culture Online:** aims to provide a “digital bridge” between learners of all ages and the resources of the arts and cultural sector, promoting learning and social inclusion.
- 24 **Council Tax/Business Rate valuation:** project to allow integrated data and information management between the Valuation Office (which is responsible for determining valuing for each property) and the local authorities responsible for collecting the taxes.
- 25 **e-democracy pilots:** pilot schemes in May 2002 local elections to test innovative electoral practice, especially e-voting and e-counting.

7.4 Most of the initiatives identified have existing resources, or can properly be addressed within mainstream service budgets. Within the matrix of priorities we have identified two phases of further national projects where, subject to this consultation process, we believe it may be appropriate to use Local Government Online resources (and other resources such as ISB) to sponsor activity.

7.5 We would consider building a common brand to promote such national products, ensuring high awareness of their availability and offering the opportunity to aggregate demand amongst potential public sector customers. The aim would be to simplify and reduce the cost to local authorities of delivering key priority outcomes and transactions, and to secure the maximum possible return on investment in national projects across the local government sector.

7.6 All proposals will be subject to the development of a robust business case, demonstrated support from key stakeholders and appropriate governance arrangements before projects are approved or resources committed.



National project	Phase	Potential Partners/ existing LGOL Pathfinders	Details
Schools Admissions	1	ISB Round 4 pathfinder project with support from DfES and DTLR consisting of Wokingham, Hertfordshire, Sutton, Essex and Bedfordshire	This pathfinder is aiming to produce a user-friendly system for a transactional on-line application process. The aim is that this can be introduced in other areas across the country ¹⁵ .
e-democracy	1	e-democracy pilots	30 councils were selected on 5 February to pilot new ways of voting or counting in the May 2002 local/mayoral elections. Over half of the pilots will explore e-voting and counting ¹⁶ .
Fire Services	1	All single purpose Fire Authorities in England and their representative bodies	BVPI 157 has been extended to single-purpose fire authorities with effect from April 2002. This project would scope the e-government investment requirement and scope and implement a business plan of collaborative and national projects to assist these authorities meet their e-government objectives ¹⁷ .
Local Planning Services	1	LB of Wandsworth	The Wandsworth LGOL Pathfinder is working alongside the National Planning Portal (see above) to improve access to local planning and building control information and, enable the submission of applications on-line ¹⁸ .
Integrated health and social care records/ delayed discharge	2	To be identified	To assist in joining up between local authority social services departments and NHS bodies through effective information sharing and management systems ¹⁹ .

15 See section 4 in Appendix 4

16 See section 25 in Appendix 4

17 See section 19 in Appendix 4

18 See www.lgolpathfinder.gov.uk for more details of the Wandsworth pilot

19 See sections 7 & 8 of Appendix A for background

National project	Phase	Potential Partners/ existing LGOL Pathfinders	Details
Consumer Services/ Trading Standards	2	All Trading Standards Services Departments in England/LACOTs	Provide back office support systems, information management and provide enhanced online advice to citizens ²⁰ .
Council Tax/Business Rate Valuation	2	To be identified	The aim would be to improve valuation times for customers, improve property tax collection and the efficiency of the process ²¹ .
Crime Reduction/Youth offending	2	To be identified	Potential to secure improvements in the efficiency and effectiveness of inter-agency working in support of local partnerships; and the information flows and efficiency within the youth justice system ²² .
Benefits (Local Pensions/Job Centre Plus)	2	To be identified	To assist in joining up between local authorities and the Benefits Agency for their common clients; and the work which DWP is proposing for bringing together pension services through local partnerships ²³ .
Services to local businesses	2	To be identified	Building upon the business.gov project with local authorities supporting local businesses in support of community leadership role ²⁴ .

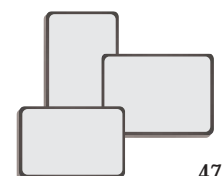
20 See section 20 of Appendix 4 for background

21 See section 24 of Appendix 4 for background

22 See sections 11 & 12 of Appendix 4 for background

23 See sections 9 & 15 of Appendix 4 for background

24 See section 16 of Appendix 4 for background



7.7 If your organisation can make a significant contribution to project work in these first two phases we would invite you to register an interest at lgol.nationalprojects@dtlr.gsi.gov.uk. This is with the exception of the e-democracy strand, where we are not seeking further partners at this stage.

Your expression of interest should set out in no more than two pages:

- the name of your organisation and full contact details;
- the nature of your interest (whether it is commercial or if you are a public body whether you have already done work in this area, or wish to do so in some form of pilot exercise);
- if you are already doing work in this area, details of this work, and its nature (i.e. whether it is a pilot or government funded from initiatives such as ISB or CMF); and
- the state of progress on your current work, and its forward timetable.

Given the nature of the projects any existing work prospective partners may have should be well advanced.

Expressions of interest for projects Phases 1 & 2 should not wait until the end of the consultation period, but should be provided as soon as possible. We will be convening a series of workshops in order to scope the approach to these projects.

7.8 We would welcome suggestions for other areas where the application of e-government could most effectively be applied for the benefit of local customers and communities. These could be either at the level of joining up single transactions, central-local initiatives or seeking to promote more complex joining up, perhaps around certain “life events”.

7.9 If you have a proposal for such a project you should follow the procedures set out in the front of this paper, but sent to lgol.nationalprojects@dtlr.gsi.gov.uk. Your proposal should be no longer than 6 pages, and include a one page executive summary. The narrative should provide the following details:

- the name of your organisation and full contact details;
- details of other bodies which are party to your proposal;
- the nature of your interest (whether it is commercial or if you are a public body whether you have already done work in this area, or wish to do so in some form of pilot exercise);
- how does your proposal fill a gap in the context of this emerging National Strategy in delivering the 2005 target?;



- how would it contribute to delivering the priority outcomes and transactions set out in this paper;
- details of your proposal, including a breakdown of the individual components and their indicative costs, and deliverables;
- if you have already done work in this area, details of this work, and its nature (i.e. whether it is a pilot or government funded from initiatives such as ISB or CMF; and
- the state of progress on your current work, and its forward timetable.

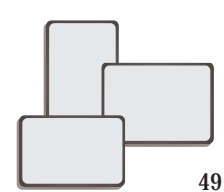
Decision on projects which will be taken forward beyond Phase 2 will form part of the final strategy to be published later in the year.

7.10 Our analysis is inevitably provisional, and subject to consultation. As indicated in Chapter 5, central and local government are currently developing a single list of priorities for local government that will supersede the categories used here. The outcome of this will be fully reflected in the final version of this strategy and on further funding decisions. We seek your views on these proposals.

QUESTIONS:

14 Do you agree with the first two phases of priority transaction initiatives proposed? Are these the right priorities for joint activity to support the priority outcomes?

15 In what other areas could joint e-initiatives make significant contributions to joined-up service delivery and customer service?



8 *The national framework*

8.1 As we described in Chapter 5, local e-government has to be set within a wider framework if it is to be developed successfully and to realise the full benefits of joined up delivery. This framework comprises four broad themes:

- Standards
- National infrastructure
- Partnerships
- Support structures

Standards

8.2 To deliver joined up services effectively and efficiently, all of the parties involved need to be able to communicate and share information. A common set of standards is essential. This must be seen in the widest context, covering interactions within and between all central government departments and agencies, other parts of the wider public sector (such as NHS and the Police), all the different tiers of local government, the voluntary sector (such as Housing Associations and Citizens Advice), local businesses and other public and private sector partners. This is a formidable challenge and will not happen overnight.

8.3 It is important to emphasise that we are looking at standards – the key to e-communication and “interoperability” – not at standardisation, which would prevent local authorities and their partners from being able to adopt systems to meet local priorities.

8.4 As part of the UK Online project, the Office of the e-Envoy (OeE) has been working closely with both local and central government to develop a set of standards that are intended to serve as the basis for a “common language” and technical framework for the public sector as a whole. A brief outline of the standards and frameworks currently being addressed by the OeE and its partners is set out in the boxes below, whilst details of the planned next steps and contact details for each area can be found in Appendix B.

8.5 The IDeA and SOCITM have brought forward a proposal to establish a *Local e-Government Standards Body* to accelerate the development and take-up of information and connectivity standards. The body would ratify non-XML standards and propose candidate XML standards for ratification through the GovTalk consultation process. Candidate standards will be identified through the underpinning e-government Project Repository. Local authorities would be encouraged to follow agreed standards and register (and cross-reference) their e-government projects in the repository. Given the strategic importance in developing



of standards to the achievement of our objectives it is important that any accreditation procedure secures the full support of all stakeholders, including the private sector suppliers of ICT services. It should also compliment work being taken forward by the OeE. Therefore we invite your views on the IDeA/SOCITM proposal which you can find at www.idea.gov.uk/standards.

e-GIF

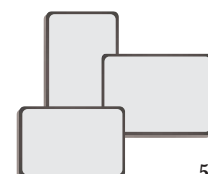
If we are to make a reality of electronic communications between organisations, then the e-Government Interoperability Framework (e-GIF) has a vital role to play. e-GIF sets out the Government's technical policies and specifications for achieving interoperability across the whole public sector. In effect it enables organisations who comply with these standards to reap the benefits from joined-up working.

e-GIF specifications are mandated on all new systems that exchange information between local government and both citizens and businesses. In order to take advantage of new services being provided through UK Online, legacy systems will need to comply with these specifications.

Digital TV

The OeE aims to provide access to Government information and services across a range of digital platforms, expanding the current access opportunities beyond the internet – UKonline.gov.uk. This will include iDTV, kiosks, mobile communications and video.

As part of this process the OeE, in conjunction with key public sector and industry stakeholders, is currently drafting the "Digital Television – A policy framework for delivering e-government and the internet to the home". The framework will convey the Government's vision for DTV as a key tool for delivering government services and internet access in a socially inclusive way.



XML Schema

We have adopted XML and XSL as the core standard for data integration and the management of presentational data. This includes the definition and central provision of XML schemas for use throughout the public sector. Local Government is central in defining agreed schemas, which will enable better joined-up services. OeE are actively working with local authorities to ensure that the emerging agreed XML schemas are agreed and delivered through one central vehicle – UK GovTalk, although this process may be accelerated by the standards body for local government (see 8.5 below).

Data Standards

The IDeA has recognised that over 85% of transactions with citizens and other stakeholders involve property data – as addressed by BS 7666. Indications are that BS 8766 (person data) may have implications for 75% of locally driven interactions. Therefore both ‘Address’ and ‘People’ are crucial data standards for providing services to the ‘Citizen’. They are defined in the Government Data Standards Catalogue.

The use of the BS7666 Address standard is imperative for local authorities as this forms the basis for the National Land and Property Gazetteer (NLPG). Access to the NPLG and the quality of data that it holds is vital for most of the e-services that an authority provides.

BS 8766 is the standard that is currently being developed to describe basic information about a person. It includes things such as first name, second name, title and will be another key standard used to achieve interoperability.



Metadata

Metadata refers to the ways in which data is referenced, identified and retrieved. Standardisation of metadata throughout local and central government will considerably ease access to information and services by citizens and businesses. The metadata framework published in May 2001 provides a structure for standardising the tagging of information resources on web sites and elsewhere, with mechanisms to dynamically link related information resources and services. The Metadata Standard will define the elements, refinements and vocabularies and other encoding schemes to be used. The Metadata Standard will be published in Spring 2002 and incorporated into the e-Government Interoperability Framework v4.

Smart Cards

Smart cards are increasingly being used for a wide range of purposes. It is clear that standards are needed in this area in order to prevent this proliferation of cards from becoming an additional barrier to joined-up service provision.

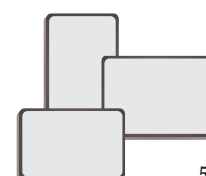
The current smart card framework policy provides a set of standards and guidelines to facilitate interoperability. It also provides advice on acquisition issues for public authorities; to ensure that accessibility is an integral part of any card scheme; and to provide guidance on data protection issues.

A smart card policy is currently in course of development. When available it will help inform the proposed LGOL national smart card project.

Website Guidelines

The first version of the Guidelines for central government websites was published in December 1999. A revised version of these Guidelines with advice updated to include changes to technology, audiences and government policies is currently under consultation.

Consultation is also now underway with local authorities with a view to producing a local authority version of the website guidelines. The main set of messages will be available by Summer 2002 and these will then be supplemented and expanded as further work takes place.



Data Sharing, Privacy & Trust

Central and local government already share some data: there is scope to do more. We must make better use of personal data if we are to deliver improved services to the public; and the public must trust us to handle their data properly.

The current Performance and Innovation Unit (PIU) study, *Privacy and Data Sharing*²³, addressed these issues. The study is analysing a broad range of issues involved in privacy and data, including current government, private sector and international practices; structural and technological issues; public concerns; and the current legal parameters.

Local authorities are encouraged to read the PIU report when it is published and contribute to the public consultation.

Authentication

We need to ensure that service providers can adopt common mechanisms and standards for authenticating the identity of their customers. Authentication is one of the services that will be provided to local authorities by the Government Gateway.

A Policy paper is currently in course of development and as part of this process Local Authorities are working with the OeE in helping to define a policy for the use of digital certificates for authentication.

23 www.cabinet-office.gov.uk/innovation/



Security

Inadequate focus on security issues could undermine the entire platform for the successful introduction of e-government. From a local perspective there is an overriding need to ensure that information about the most vulnerable members of society (who are often those in receipt of many locally provided services) is adequately protected. Weak security will affect the reputation not only of specific organisations but also of e-government as a whole.

The OeE is currently working with both local and central government to:

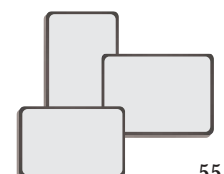
- raise awareness of issues at Chief Executive level and throughout each organisation
- facilitate targeted advice and assistance, promoting best practice and identifying areas of particular need. Specific help includes providing templates, identifying expert resources and promoting bulk discounts on the specialised independent testing required to identify and protect vulnerable areas both within individual organisations and across boundaries
- establish long-term assistance mechanisms, ownership and control within the local government family – by developing approaches to the provision of annual IT security audits, and (with IDeA) evaluated the scope for establishing a local authority Computer Emergency Response Team (LA-CERT) by Summer 2002.

Full details on the current framework documents can be found on the OeE website at www.e-envoy.gov.uk.

National Infrastructure

8.6 There are some issues where standards alone will not be sufficient. In such cases, the scale of investment, operation or market power required makes development uneconomic without the participation of central government or other national bodies, such as the IDeA. For example, the Government Gateway will provide a secure hub for joining government departments and other public sector organisations with each other and with the outside world. Its development would be beyond the capacity and budget of any single department or sector, but its existence will make participation in joined-up service delivery viable for many.

8.7 The OeE, in collaboration with public and private sector partners, has been working on a number of major initiatives that are described further below. Local authorities are closely involved in this work and will benefit from these central developments.



Government Gateway

8.8 The Government Gateway will be a vital component for local government in making services available on-line. It will support authentication, payments and secure mail. The Gateway has three objectives:

- *joining up* government – delivering joined up transactions from a single sign-on to many parts of government.
- *opening up* government – providing controlled access to information and back office services, enabling a new mixed economy in service provision and the opportunity to create totally new services.
- Supporting *agile government* – ensuring that there is an enduring capability for transforming the government of today to meet the uncertainties of tomorrow.

The OeE is already working with local government to implement local authority services using the Gateway. Phase 1 consists of a series of pilots that will inform a wider roll out programme in the second phase.

Next Steps:

OeE are currently preparing a “Local Government Engagement Pack” to define how Local Government can connect to and use the Government Gateway. This is due to be issued in Summer 2002. In support of this a Local Government gateway engagement document was issued for consultation in February 2002.

Develop a programme of Local Government transactions via Gateway. Sunderland City Council and Sedgemoor District Council are working to produce a pilot “View Council Tax” transaction. This transaction is due to go live in August 2002.

UK online – Portal

8.9 The www.ukonline.gov.uk service is designed to be a personalised window for citizens into Government. It provides joined up information (in the form of Life Episodes), a search of all government services, and links to several government websites. In time, ukonline.gov.uk will be enhanced and will become more generic providing a wider application to other government web offerings. The first of these enhancements (to the front end) took place in February 2002.



8.10 The OeE is committed to working with local authorities to provide relevant local content. The ukonline.gov.uk architecture will be offered to local authorities for delivering existing web information and services – this will include content management, hosting (and maintenance) and any emerging technologies. This will give local authorities a cost effective way to manage their own content remotely on a secure and scalable infrastructure.

Next Steps:

Define, develop and deliver a ‘productised’ set of tools and web components for use by rest of government by Oct/Nov 2002.

Government Secure Intranet

8.11 The Government Secure Intranet (GSI) is the primary network infrastructure for connecting and joining up central government organisations. It provides a secure and reliable connection to the Internet and a mechanism for exchanging electronic mail and web browsing, both within the GSI community and over the Internet.

8.12 The GSI will form the basic communications infrastructure for joining up much of the public sector. It is expected to facilitate a single dynamic, learning and knowledge community within the public sector, whilst delivering the means to achieve major cost-savings in public sector IT by exploiting a high-capacity broadband network.

8.13 The GSI is due to be re-procured and the business requirements for that re-procurement will firmly include Local Authorities.

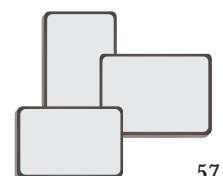
Next Steps:

The scoping of GSI 2 will start in Summer 2002 and will lead to a full OJEC procurement. Local authority involvement with the GSI will be influenced by developments with the Gateway.

Broadband

8.14 UK online: the broadband future²⁵ sets out an action plan to facilitate the roll out of broadband services across the UK. This is being monitored monthly.

²⁵ www.e-envoy.gov.uk/publications/reports/broadband/index.htm



8.15 A Broadband Stakeholder Group has been established to oversee research into the developing market and inform decisions about any further government action. It brings together broadband infrastructure, service and content companies, broadband users in the public (including local authorities) and private sectors, plus consumer representatives, to develop a detailed strategy to meet its broadband goals.

8.16 There is no 'magic wand' that will deliver a step change in broadband roll out and use in the UK. Instead, we need to stimulate a virtuous circle in which demand and supply grow in parallel, each reinforcing the other. Market players will be the main drivers of this, but Government can influence the pace of change. The Government is encouraging the roll out of broadband in areas unlikely to be immediately commercially viable and have provided £30 million for Regional Development Agencies and devolved administrations to extend broadband networks in their areas.

8.17 To facilitate easy access to broadband services, the Government will:

- pilot teleworking facilities in UK Online centres;
- use regional and local portals to provide a focal point for public sector broadband content; and
- work with the building industry and broadband service providers to identify the best approach to ensure cable ducting is installed in all new buildings.

8.18 The Office for Government Commerce (OGC) has begun a study into procuring broadband more effectively across the public sector. The study aims to:

- identify the public sector's actual requirement for broadband services in terms of volume, quality, location and associated services;
- determine the scope of services to be procured;
- determine the preferred procurement route;
- recommend arrangements for ongoing management.

The study is due to be completed by end of March 2002.



Next Steps:

Guidance on wider local government engagement with the broadband agenda will be issued alongside the national local e-government strategy later this year.

In May 2002 the OeE will be piloting a Broadband Brokerage Service enabling companies, public sector organisations, communities and individuals to register their interest and then broker aggregated solutions once demand in a particular area has reached a critical mass.

The Broadband Stakeholders Group will report progress to Government every six months on content, regulation, education, promotion and strategic implementation.

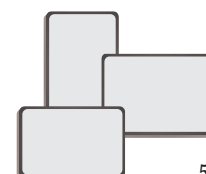
8.19 The IDeA has also been instrumental in developing key national infrastructure projects on behalf of local government:

- **The National Land and Property Gazetteer (NLPG)**, which provides a consistent basis for identifying, retrieving and integrating property-related data – which accounts for about 80% of local authority information.
- **National Land Information Service (NLIS)**, which, builds on the Gazetteer, to provide quicker and easier access to authoritative, accurate land and property information through an on-line one stop shop. In doing so, it will provide an example of how previously inaccessible local authority data can be opened up for a variety of organisations and uses.
- **The Local Authorities Secure Electoral Register (LASER)** is planned to provide an electoral register, maintained and managed locally, but joined up and accessible to authorised users, such as the Electoral Commission. It should underpin future e-voting initiatives.

The IDeA is also seeking to develop IDeA <marketplace>²⁶ as a commercial service to provide a one-stop electronic shopping mall and e-procurement service specifically tailored to meet the needs of local authorities.

8.20 Further details and contact information for each of the national infrastructure initiatives are given in Appendix C.

²⁶ www.idea-infoage.gov.uk/services/marketplace/



Promoting Partnerships

8.21 Joining up services around the citizen is an obvious thing to do. Failure to do so reduces the effectiveness of public services, increases social exclusion and duplicates development costs. By definition, the joining up of local services requires the providers to work together. The extent of such collaboration will depend upon the nature of the services, and may range from simple exchange of data, through joint one stop shops, to joint operational systems, to the re-configuration of whole organisations and their responsibilities. Ultimately, we must expect the drive to cluster services around the needs of customers and communities to produce pressure for radical changes in the shape of the public sector.

8.22 The public sector also needs to look beyond its own boundaries for partners. Effective engagement with the private sector can bring advantages in a number of ways, including access to skills and investment, and common platforms for introducing and managing change across diverse public sector partners. The government wishes to encourage the development of a range of effective partnership models. It is also keen to see the existence of a healthy market for e-government products and applications. This will reduce the need for government intervention, particularly in the areas of core administrative systems and data management tools, where many applications developed in the commercial world can be effectively transplanted into public sector organisations.

8.23 This section therefore covers:

- Local partnerships (including LSPs)
- Joint local-central partnerships
- Strategic Service-delivery Partnerships (including public-private partnerships)

Local Partnerships

8.24 The DTLR has been keen to promote and support local authorities in developing local partnerships. We will shortly announce funding for local authority partnerships in 2002/03 from Local Government Online resources. Such partnerships will be crucial in joining up different tiers of government, in joining up authorities within the major conurbations, and in joining up local services across the public sector. We will be supporting such partnerships to add value by, for example:

- Seeking to share services, whether they be for public delivery or back office support systems, or to jointly procure services



- Developing shared e-enabled facilities such as contact centres, community portals or broadband capacity
- Developing joint planning

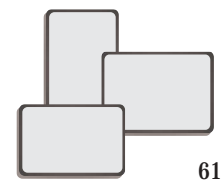
8.25 The Government is also keen to see Local Strategic Partnerships operating in all areas of the country. LSPs will not be compulsory, but their development will be supported and encouraged. Further guidance will be produced in 2002 as part of the implementation of the *Strong Local Leadership – Quality Public Services* White Paper.

Central-local partnerships

8.26 Exploiting the opportunities for local integration requires local agencies and delivery bodies to be supported and offered incentives to work together by key Government Departments. To address this, key cultural and organizational barriers need to be recognized and tackled:

- **Targets and incentives:** at present, most targets required of local and central government are service or departmentally based. There are few incentives provided to promote greater co-operative working. However, most local authorities and Government departments are engaged in the Public Service Agreement (PSA) process with the Treasury. This provides an opportunity for local authorities to identify specific freedoms and flexibilities they require, and requires central departments to facilitate local joint working. The White Paper proposed potential “wider distribution” of rewards as one way to support the development of Local Strategic Partnerships. Could the Public Service Agreements (and Local Public Service Agreements) be used explicitly to prioritise joint working at the local level?
- **People management issues:** the experience of close partnership working raises many critical issues in relation to the management and development of employees. Joint delivery requires flexibility in organisational boundaries and the ability to second or transfer staff within and between partner organisations in order to develop new models of delivery. The variety of terms and conditions in place across the public sector, including hours, rates of pay and pension schemes and the rigidity of potential partner organisations, often inhibit the success of even the best of partnership proposals.

8.27 These issues are not specific to local e-Government, although the opportunities it offers for local integration will bring the management issues into sharper focus. Conversely, e-business technology and enablers, such as intranets, and integrated HR information systems, should be capable of supporting staff moving around and between partner organisations with more fluid boundaries.



Strategic Service-delivery Partnerships & working with the Private Sector

8.28 Local government has a rich history of working with the private sector on ICT. However it is generally recognised that straightforward outsourcing may not deliver the investment, flexibility and innovation that are required in implementing e-government solutions.

8.29 In the past, the public sector has seen ICT outsourcing (including PFI) as a means of transferring all of the risks associated with implementing ICT projects. But there are limits to the extent of risk transfer that can be undertaken given the nature of what e-government is trying to achieve. The PFI model, with risk appropriately apportioned, can deliver a “partnership” solution. However, some have found PFI invariably complex and inflexible, with consideration of assets put above the achievement of outcomes. Consequently new models for delivering ICT/e-government solutions are emerging such as the strategic partnerships between Liverpool and BT, and between Bedfordshire and Hyder Business Services.

Examples of Strategic Service delivery Partnerships

Liverpool City Council/BT – Liverpool Direct

Liverpool City Council has created an IT joint venture with BT to provide electronic based services. The aim is to transform the council’s outdated ICT systems and processes. In the first two years the deal will see a £35 million investment in new technology by BT, including a £12 million one -stop shop in the city centre. Other one-stop shops will follow. The council’s call centre will also be expanded making it the largest public call centre in Europe.

Bedfordshire County Council/Hyder Business Systems

County Council and a private sector partner for a long-term (12 years) Strategic Service-delivery Partnership (SSP) providing for the integration and improvement of a wide range of support services.

8.30 There are also a number of theoretical models for incorporating the PFI structure into a joint venture or an alliance arrangement. However it is likely for these models to prove successful a number of changes may need to be made to the standard PFI structure.

8.31 The Government has established a new taskforce, the Strategic Partnering Taskforce to support local authorities to develop and implement such arrangements under the umbrella of Strategic Service-delivery Partnerships (SSPs) that embrace a number of strategic relationships which can involve partners in the public, private and voluntary sectors. On 22 February it was announced that the Taskforce would actively support some 24 pathfinder projects, including 8 corporate services/e-governments.²⁷

8.32 These new forms of relationships, combined with the fundamental nature of e-government, bring new challenges in terms of procurement and implementation. In particular, IT projects should be introduced to meet overall business objectives and not as goals in themselves.²⁸

8.33 Given the huge investment requirement for local e-government, we believe that an efficient and effective ICT market is essential. The availability of a common set of standards is essential (see para 8.2) if cost effective ICT solutions are to be developed and the full potential of e-government realised. This requires a greater understanding between Government, Local Government, and the private sector on these issues. We will work in partnership with the CBI, CSSA and others to achieve this.

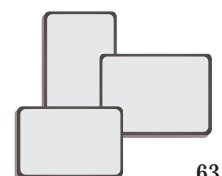
Supporting local e-government

8.34 Developing the national standards and infrastructure of local e-government will provide a technical framework for authorities to connect to and operate within. However, implementing local e-government will still require massive change, procurement and project management initiatives within each local organisation. Issues concerning skills and knowledge, cultural change and corporate capacity will all need to be addressed in order to realise the full potential of e-government.

8.35 Surmounting these obstacles will require support and co-ordination from central and local government and professional organisations. Our approach should be not just to support authorities in their individual endeavours, but also to facilitate local services acting as a sector, avoiding duplication and learning from each other. The LGOL Pathfinder scheme was specifically designed to promote shared learning, not only amongst the hundred authorities directly involved, but also across local government as a whole. The Promoting E-Government (PEG) project has developed comprehensive benchmarking and self-assessment tools to support local authorities in realising their e-Government strategies (See below and Appendix E).

27 See www.local-regions.dtlr.gov.uk/ssdpart/index.htm

28 See Successful IT: Modernising Government in Action, Cabinet Office, 2000



Promoting Electronic Government: www.peg.org.uk

In order to draw together the experience of pioneering local authorities the DTLR have sponsored through the Invest to Save Budget, a project on Promoting Electronic Government (PEG). This project is designed to draw together the experience of leading authorities, and help others by passing on the experience of pioneers in an accessible way.

The project provides a framework, a self-assessment process and a set of learning materials that help local authority leaders and chief executives, as well as frontline staff, to work through the challenges of successful implementation.

It recognizes that the challenge is about much more than technology, and that a well-prepared local authority will need to make progress on a whole range of critical success factors – including partnership working, procurement, improving customer access, drawing together information resources, and developing robust business cases.

The PEG Fast Track self assessment leads into a structured series of diagnostic tools, briefing notes and case studies, which authorities can use to strengthen their self knowledge and performance.

8.36 Local Authorities, the DTLR, LGA, SOLACE, CIPFA, IDeA, SOCITM, FITLOG, the Employer's Organisation, and other professional organisations are providing a range of support and advice for local authorities – designed to help them learn better from each other and make the most use of their expertise and resources.

8.37 The current support packages available to local government can be split into several areas (see Appendix D) which can be summarised as:

- Networking and conferences
- Best practice, research and advice
- e-Learning
- Suppliers
- Technical
- Peer review
- Skills

Appendix D lists the measures which some of the key professional and other organisations will be taking forward over the next year.



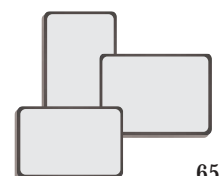
8.38 We are also looking at the feasibility of establishing LGOL “Centres of Excellence” which would be run by leading local authorities (or groups of authorities) or partnerships (including the private sector and others). These would provide key reference points for local government on the e-government agenda, and support and capacity building services to councils. We would welcome views on this suggestion.

8.39 To ensure economies of scale and the effectiveness of the overall package of support, we need to bring together information on what is on offer – thereby promoting shared, complementary approaches and maximum cross-fertilisation between research and training programmes. The Local Government White Paper acknowledged the role of the various bodies engaged in supporting local government, but argued that more needs to be done to ensure a more effective and co-ordinated support²⁹. The Government will be developing proposals in the context of the Spending Review 2002, which would focus on:

- Rationalisation of the current wider range of funding streams available to councils;
- The effectiveness of current support institutions and the removal of overlaps in provision and the co-ordination support more effectively;
- More effective targeting to address each council’s strengths, weaknesses and needs as revealed by the proposed comprehensive performance assessment of local authorities;
- Making the best use of scarce skills;
- Facilitating effective exchange of skills and ideas between local authorities, central government and other public, private and voluntary sector organisations.

The future support arrangements for local e-government will be addressed within this wider context. However, we would welcome views on this.

29 See Chapter 5 of the White Paper



QUESTIONS:

- 16 Do the standards proposals described in this chapter and Appendix B cover all of the priority issues? Will they meet the needs of local e-government? Are there any significant omissions you would want to see addressed?**
- 17 Do you agree that the national Standards Body and Project Repository proposed by the IDeA and SOCITM would make a valuable contribution to the delivery of local e-government? How could authorities and suppliers be engaged in the proposed standards process?**
- 18 Do the infrastructure proposals outlined in this chapter and Appendix C cover all of the priority issues? Will they meet the needs of local e-government? Are there any significant omissions you would want to see addressed?**
- 19 What more could – or should – be done to promote local partnerships?**
- 20 Should the PSA/LPSA process specifically identify targets for central Departments to deliver jointly with local authorities in integrated processes?**
- 21 What can be done to promote greater flexibility in creating joint local delivery organisations? How can e-technology be used to support employees of such organisations?**
- 22 What more could the government do to promote an effective response to this strategy from private sector suppliers?**
- 23 What more could be done to provide local e-government support to local service providers? Do you support the concept of local authority “Centres of Excellence”?**

9 Funding local e-government

9.1 Delivering local e-government will require significant investment of time and money. The return on that investment will be more accessible, convenient, responsive and cost-effective services delivered by more open, accountable and inclusive organisations.

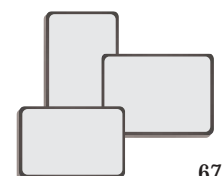
9.2 According to local authority Implementing e-Government (IEG) statements, the investment required to meet the 2005 target for electronic service delivery will be around £2.5bn for local authorities alone. This confirms previous, independent assessments. The comprehensive approach to local e-government across all local public service providers advocated in this strategy would significantly increase that demand. However, the gross investment requirement will be reduced in practice, as local authorities, central government departments and others:

- *redirect existing budgets* – e-Government is not an additional responsibility or a new set of services, but a fundamental overhaul of the way mainstream services are delivered. It is therefore appropriate that the costs are met (at least in part) by mainstream service budgets;
- *exploit the national infrastructure, pathfinder and other pilot initiatives* to reduce duplication and promote economies of scale;
- *collaborate in joint procurement*, which will not only promote joined up solutions, but also enhance market power and reduce transaction and implementation costs;
- *secure initial investment through public-private partnerships*; and
- *realise savings* produced by early investment. Significant savings can be delivered by streamlining and automating core business processes, by reducing the repeated processing of the same data, and by delivering more targeted, faster and more accurate service outcomes.

9.3 Local strategies for funding e-government will be expected to address the scope to meet investment needs through each of these routes. However, savings take time and the scope of private sector investment is limited. Exploiting national projects and collaborative opportunities often requires prior investment in core ICT capacity, in improving the integrity and compatibility of data and in re-engineering the underlying business processes.

9.4 In recognition of the need for investment, the Spending Review 2000 made available £1bn across government for the three financial years 2000/01 to 2003/04. The application of these resources, and the scope and nature of any additional resources which may be required, is currently being considered within the Spending Review 2002, which will cover 2003/04 to 2005/06 and therefore encompass the whole period up to the 2005 target.

9.5 Of the £1bn total, £350m was earmarked for the Local Government Online programme. To promote this programme, the DTLR, in collaboration with



central and local partners, has issued guidance on local targets, on implementing e-government and set out a “route map” to guide authorities.³⁰ In each case, we have emphasised the need to take a corporate and collaborative approach, and to see e-government as an opportunity to transform customer access, service standards and cost-effectiveness. Resources will be targeted to support this ambition for transformational change across the whole sector.

- **The £25m available in 2001/02 has been invested in a programme of 25 Pathfinder partnerships**, involving over 100 councils. The programme will develop a set of working e-government solutions and aims to promote a culture of shared learning.
- In order to trigger a step-change electronic delivery across the country, and to promote the 2005 target of 100% availability, it is necessary to engage, motivate and facilitate developments in every authority. Of the £135m available for 2002/03, **around £80m has been earmarked for direct support to individual local authorities**. Having produced satisfactory IEG Statements, all authorities will be eligible to receive £200,000 to pump prime their plans. A similar sum will be available in 2003/04, subject to demonstration of satisfactory progress against IEG plans.
- On the basis of IEG statements, partnerships of local authorities and/or Local Strategic Partnerships have been invited to provide details of the additional benefits that they seek to obtain through collaborative working and arrangements to manage joint developments and services. Additional resources, likely to be in the region of £25m, **will be made available to promote and encourage shared delivery partnerships in 2002/03. We anticipate that this will increase to around £50m in 2003/04.**
- **Approximately £80m of current resources will be available over the next two years to support local government’s contribution to the additional national, joint, and local initiatives identified through the consultative development of this strategy.** We expect this investment to benefit all local authorities, by making available to them key building blocks and joint services, reducing both the development effort and the aggregate investment required to achieve their IEG plans.

9.6 All local authority expenditure is subject to the audit and Best Value inspection regimes. More details of the proposed management and monitoring arrangements for the LGOL programme are set out in Chapter 10.

9.7 The table below summarises for consultation our proposals for the broad allocation of available resources. Where appropriate, detailed approval of project budgets within these allocations will be sought with central and local partners through the management arrangements set out in Chapter 10.

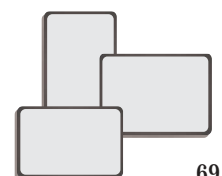
30 *e-Government Local Targets for Electronic Service Delivery*, CCLG, Feb. 2001; *Modern Councils etc*: www.local-regions.dtlr.gov.uk/egov/modcouncils/

	Ref.	2001/02 £m	2002/03 £m	2003/04 £m	Total £m
Pathfinder projects and dissemination	6.2	25	1	1	27
National Projects					
Technology/ Infrastructure	6.25		6	10	16
Priority service transactions	7.4		14	15	29
Contingency for further projects			5	30	35
Partnerships	8.24				
Partnership Projects			24	49	73
Capacity Support for Partnerships			1	1	2
Support for Local Authorities IEG plans	9.5		80	80	160
Support and capacity building			2	2	4
Contingency			2	2	4
Total		25	135	190	350

9.8 The government's overall spending plans are currently being assessed and rolled forward through the Spending Review 2002. This will consider the scope of the resources required for local e-government, and will review the most appropriate mixture of ways to support and promote investment. The review will also consider the resources required to support and improve local government's capacity to deliver change more generally. The review process will be completed by the summer, and the outcome reflected in the final strategy for local e-government.

QUESTION:

23 Given the objectives of the LGOL programme, is the proposed balance of financial support for authorities, partnerships and national projects broadly targeted in the right areas?



10 Managing delivery

10.1 Central and local government have a common interest in seeing this emerging strategy delivered successfully. However, much has to be delivered at a local level if sustainable progress is to be made. The recent Local Government White Paper recognises that Central Government's role is to create a clear framework of priorities and standards and the conditions within which local innovation can flourish. This strategy aims to clarify the respective roles of central and local government in relation to local e-government. The table below sets out an overview of those roles.

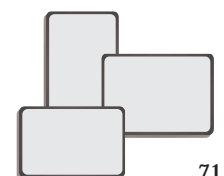
<i>Level</i>		<i>What?</i>	<i>Who leads?</i>
Local	Planning	<ul style="list-style-type: none"> • Consult with citizens and stakeholders • Define local priorities for community strategy • Develop partnership e-strategies • Update Implementing e-Government (IEG) plans 	Local authorities/ LSPs
	Delivery	<ul style="list-style-type: none"> • Assess position against e-government model • Develop and deliver IEG work programme. Including the necessary organisational and culture change • Exploit national projects/pathfinders/beacons • Promote use of new service delivery channels 	LAs/LSPs
	Monitoring	<ul style="list-style-type: none"> • Audit progress against IEGs • BVPI 157 	LAs/Audit Commission
Central – local	Planning	<ul style="list-style-type: none"> • National framework of priorities for local services • Complete local e-government model and gap analysis • Consult/complete National strategy for local e-government 	Central-Local Partnership LGOL Programme Board

continued overleaf

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<i>Level</i>	<i>What?</i>	<i>Who leads?</i>
Delivery	• Champion local needs in central government	DTLR
	• Deliver programme of national projects	Programme Board
	• Allocate Local Government Online resources	DTLR
	• Develop programme management arrangements	Programme Board
	• Ensure local government awareness of national developments	Programme Board
Monitoring	• Establish links between central and local e-gov performance management systems	OeE
	• Audit progress against national strategy	Programme Board
	• BVPI 157	
National Planning	• E-business strategies in partnership with local authorities	Govt Departments
	• Identify investment needs through SR2002	DTLR/HMT
Delivery	• National framework of	
	◦ Standards	OeE/Programme Board
	◦ Infrastructure	OeE/Programme Board
	◦ Partnership	Programme Board
	◦ Support	Programme Board/IDeA and professional bodies
• Departmental e-business programmes	All Government Departments	
Monitoring	• Common performance management approach (2005 target)	OeE
	• Assess progress within UK Online framework	OeE



10.2 In Chapter 3 we identified Local Strategic Partnerships as potential leaders in joining up access channels and service delivery at the local level. This reflects the fact that many of the opportunities and benefits of local e-government spread across the whole of local public service.

10.3 Although our prime focus has been on local services, we also need effective and practical arrangements at a national level to support the delivery of the overall strategy. The DTLR's role will be to co-ordinate the delivery of the strategy, to administer Local Government Online resources and to champion the needs and views of local government within Whitehall. This reflects the DTLR's Public Service Agreement to see continuous improvement in the economy, efficiency and effectiveness of local services through 100% capability in electronic service delivery by 2005 in local government. However, this must be supported by a greater recognition that implementing the proposals in this emerging strategy will require a corporate approach by Government.

10.4 In this role, we value our relationships with the LGA and the IDeA, formally established through the Concordat agreed in July 1999 under the auspices of the Central-Local Partnership's *Framework for Partnership*. The concordat will be revised and updated to reflect developments since its inception, the principles set out in the White Paper, and the emerging CLP priorities. It also needs to be strengthened and reformulated to secure the delivery of the national strategy.

10.5 The Government also welcomes the contributions that have been made on behalf of local government by SOLACE and SOCITM. Local e-government affects all service areas, and we recognise that the successful delivery of local e-government will also depend upon the engagement of a wide range of other local government professionals, and of local government's partners in the wider public sector, and the private and voluntary sectors including the ICT market.

10.6 The Government will put in place improved governance and programme management arrangements to deliver the Strategy. We will build upon the role played by the Local Government Modernisation Team has made in taking forward the Government's local e-government policy forward by creating a dedicated LGOL Programme Executive, within the DTLR, which will assume management responsibility for the delivery of the strategy. The Executive will draw up a detailed implementation plan, which will be published alongside the strategy in the summer. Progress against the plan will be reported in a published Annual Report, which will assess progress both at a local level, and through national initiatives. This will be reflected in the Government's overall UK Online Annual Report.

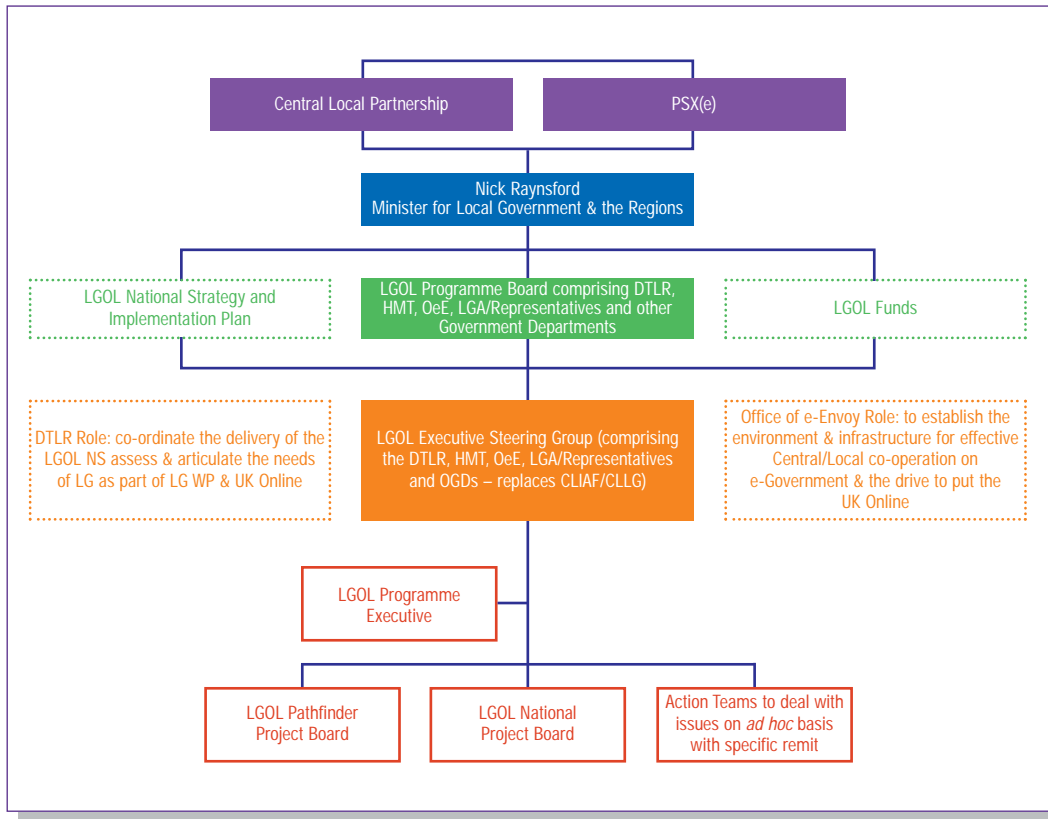
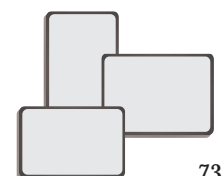


Figure 11 National Strategy Governance Arrangements

10.7 Progress at a local level will be monitored through the BVPI 157 and the IEG Statements. Complementary research will also be commissioned to provide a more rounded picture of the state of local e-government. We will also monitor and evaluate the effectiveness and impact of the policies and programmes set out in the national strategy as part of the overall local government modernisation agenda.



Local e-Government Research base

Alongside the IEG process and the BVPI data, the following pieces of research will or have been commissioned:

- **A content analysis of all the IEGs** will be published to provide an overview of the IEG returns.
- **A Process Evaluation of local e-government** has been commissioned from a consortium led by Centre for Urban and Regional Development Studies (CURDS) at the University of Newcastle upon Tyne. This will also develop outcome measures and baseline information that will allow a full assessment of outcomes and impacts in the longer term.
- **A National survey on the nature and extent of electronic service delivery (in local government)** will be undertaken by the DTLR's Regional & Local Government Research Unit.
- **An evaluation of the LGOL Pathfinder Programme** drawing together the lessons learnt to date, and conclusions.
- **A mapping exercise against the emerging local e-government model** contained in this draft strategy of **current and post government funded local e-government projects**.

Other projects will be considered in the light of the consultation to this draft strategy.

10.8 We will also consider with the Audit Commission how the local objectives of local e-government are reflected in the emerging comprehensive performance assessment for local authorities.

10.9 Last July, local authorities estimated that, on average, 29% of services were available electronically, but the figures for individual councils ranged from 5% to 65%. Much progress will have been made since then, but we need to ensure that the gap narrows as all authorities are supported in grasping the challenges and the opportunities of local e-government.

11 The Consultation Questions

11.1 We would welcome views on the following questions:

A vision for local e-government

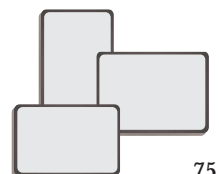
- Q1. Do the seven critical tests of future local services reflect an accurate and adequate vision of organisational and public aspirations for local e-government?

Delivering the vision

- Q2. How can LSPs be further encouraged to lead the development of local e-government, and to embrace the opportunity for transforming public services and their integration at the local level?
- Q3. Which services – national and local – should be joined at local level to bring the greatest benefits to local customers and communities?
- Q4. What obstacles to close joint working need to be tackled for this joining up to succeed?
- Q5. How can local service providers maintain strong branding and clear accountability whilst delivering integrated services?
- Q6. In Chapter 5 we aim to provide a model that is sufficiently clear to facilitate communication, but sufficiently detailed to be of practical use to practitioners and policy makers. Does the model proposed fulfil this ambition? Are there any important issues omitted, or are any of those included redundant?

A model of local e-government

- Q7. Without being unduly prescriptive, how can we ensure that the model is used consistently as a basis for planning and performance management across local government and the wider local e-government sector?
- Q8. Should BVPI157 be reviewed to improve a common analysis of transactions across local government? Should a common analysis be adopted across the public sector?
- Q9. Should additional performance measures be developed to reflect the quality of electronic services, their take up and customer satisfaction with the outcomes?
- Q10. How can these be integrated with Local Public Service Agreements and with the new Corporate Performance Assessments for local authorities?



Building the e-organisation

- Q11. Do you support the approach to developing national projects? What alternative approaches might we adopt?
- Q12. Do you agree with the priority developments proposed in para 6.23? What other building blocks (if any) would you identify for national development?
- Q13. Could your organisation make a significant contribution to one of the national priority projects? Would you like to register an interest?

Joining it up: delivering priority outcomes

- Q14. Do you agree with the first two phases of priority transaction initiatives proposed? Are these the right priorities for joint activity to support the priority outcomes?
- Q15. In what other areas could joint e-initiatives make significant contributions to joined-up service delivery and customer service?

The national framework

- Q16. Do the standards proposals described in this chapter and Appendix B cover all of the priority issues? Will they meet the needs of local e-government? Are there any significant omissions you would want to see addressed?
- Q17. Do you agree that the national Accreditation Body and Project Repository proposed by the IDeA and SOCITM would make a valuable contribution to the delivery of local e-government? How could authorities and suppliers be engaged in the standards process?
- Q18. Do the infrastructure proposals outlined in this chapter and Appendix C cover all of the priority issues? Will they meet the needs of local e-government? Are there any significant omissions you would want to see addressed?
- Q19. What more could – or should – be done to promote local partnerships?
- Q20. Should the PSA/LPSA process specifically identify targets for central Departments to deliver jointly with local authorities in integrated processes?
- Q21. What can be done to promote greater flexibility in creating joint local delivery organisations? How can e-technology be used to support employees of such organisations?

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- Q22. What more could the government do to promote an effective response to this strategy from private sector suppliers?
- Q23. What more could be done to provide local e-government support to local service providers? Do you support the concept of local authority “Centres of Excellence”?

Funding local e-government

- Q24. Given the objectives of the LGOL programme, is the proposed balance of financial support for authorities, partnerships and national projects broadly targeted in the right areas?



