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Rochford District Council

**IMPLEMENTING ELECTRONIC
GOVERNMENT STATEMENT 2002**

October 2002

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INTRODUCTION

Background

In 2001 Rochford District Council adopted an Information Systems and Information Communications Technology Strategy for the period 2001 – 2005. This strategy provides the framework for development of the Council's ICT systems and infrastructure in that period. This includes plans and a methodology for achieving the Government's target of 2005 for "e-Government – A strategic framework for public services in the Information Age".

Scope of IEG2

This document is Rochford District Council's "Implementing Electronic Government (IEG) Statement 2002". It is effectively a resume of the progress made over the first year of the Council's IS/ICT Strategy with particular reference to Part 5: Electronic Government. Its form follows the guidance issued by the Office of the Deputy Prime Minister in July 2002 and the pro forma suggested by the Society of Information Technology Management.

The IEG2 Statement has been developed from the IS/ICT Strategy by the Corporate Director (Law, Planning & Administration) and the Head of Administrative & Member Services from information provided by senior officers, Rochford's facilities management company and systems providers. It has been agreed by the Council's e-Champions and approved by Council on the recommendation of the Finance and Procedures Overview and Scrutiny Committee.

Information gathered from consultation in the course of Best Value reviews, with service providers, joint working with other Essex authorities and customers has been used to assist in setting priorities and implementation targets. The Statement is a public document available in Council reception areas and on the Council's website at www.rochford.gov.uk.

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SECTION 1: VISION

We describe our e-government vision in the context of the whole of Essex - a vision owned by the Essex e-Champions Group and one to which Rochford Council is committed.

Essex Online: Transforming services in partnership - A shared IEG Vision

Meeting peoples' aspirations for shared and seamlessly delivered local services is one of the most significant e-government challenges. It is fundamentally reliant upon achieving the necessary degree of organisational integration, commitment and partnership working. We welcome the recognition from government that Essex Online is a potential shared service delivery partnership. The objectives and principles outlined in our joint vision statement form our collective commitment and response to the challenges of achieving a successful transition to a full and effective shared service delivery partnership. The shared vision is an essential element of our own and our partners' IEG statements.

Essex Online – Our shared objectives

- To enable people and communities to access public information and services at a time and place that is convenient to them, resulting in a seamless, prompt, easy to use, consistent, secure and reliable service.
- To support and expedite the meeting of BVPI157
- To facilitate the creation of integrated solutions to customers' needs and expectations
- To increase the efficiency and effectiveness of our individual organisations by working together and sharing our valuable, often unique, skills and resources
- To present socially inclusive, integrated, accessible and higher quality local services to Essex citizens and local businesses
- To work collaboratively in order to secure the resources to implement the agreed joint objectives of this e-government vision and strategy.

Essex Online – Our shared vision

By 2005 we expect local people and communities to:

- Have made substantial steps towards easier and more integrated access to all local government services, local health services, public services provided by the voluntary sector, community services provided by the Police and Fire Authorities and locally provided national government services
- Have achieved a noticeable step-change improvement in the way services are delivered with the assistance of technology

- See services designed, as far as can be possible, around the needs and expectations of the individuals using them
- Present individuals with the ability to track for themselves progress being made relative to their individual requests or services
- Have access to a network of integrated customer service centres providing a wide range of access methods appropriate to their needs and expectations where they can access and request services
- To undertake electronically all transactions it is possible to e-enable
- See Essex and the Essex economy benefiting from substantial investment from both government and the private sector, resulting from our collective strength, unity and priorities

Details on how we will achieve this are described in the Appendices at 6.1

Local Vision - Rochford District Council

Our vision for electronic government in 2005 is the delivery of a seamless yet comprehensive service that is simple to use, accessible by all sections of the community, providing safe, accurate, reliable, two-way communication with speed and effectiveness. This service in its electronic form will be available 24 hours a day, 7 days a week.

We will work in partnership with every service in the public sector, with our contractors, businesses and the community at large to provide the means for this interaction.

While telephones, keyboards and screens will be major channels for delivering this vision they will not be the only means. We will seek to use technology to provide an interface that enhances our communication at every level.

Users who are able to access services remotely using their own equipment, whether it is a home computer, a digital television or a telephone will be encouraged. But public facilities will be required to provide an alternative method for similar contact and those members of the community who require a more personal interface for whatever reason will be accommodated. Our aim will be to ensure that everyone has a seamless, simple, accessible point of contact.

Our staff will be trained in new skills to ensure the success of this process and we will encourage and where possible facilitate the development of skills within the community at every opportunity for the same purpose.

In delivering our services in this way we will seek to benefit ourselves from the development of technological solutions. We aim to realise savings in time and effort from the conduct of our business in electronic form. We aim to enhance democracy through interaction with the e-citizen. We aim to be in the top 25% of Councils for quality and cost effectiveness of service delivery and satisfaction rating from local residents for our activities.

SECTION 2: PRIORITY OUTCOMES AND SERVICES

In recent years the Council has developed a number of linked plans and strategies which draw together to form a 3 year business plan and strategy for the improvement of services. The Corporate Plan and Best Value Performance Plan have been combined as a single document for 2002/3.

Strategies include:

<ul style="list-style-type: none"> • Crime and Disorder Reduction Strategy 	<ul style="list-style-type: none"> • Revenue Budget Strategy, Capital Strategy & Asset Management Plan
<ul style="list-style-type: none"> • Food Law Enforcement Service Plan 	<ul style="list-style-type: none"> • Corporate Plan & Best Value Performance Plan
<ul style="list-style-type: none"> • Housing Strategy 	<ul style="list-style-type: none"> • IS/ICT Strategy (including the e-government strategy)
<ul style="list-style-type: none"> • District Transport Strategy 	<ul style="list-style-type: none"> • Corporate Consultation Strategy
<ul style="list-style-type: none"> • Leisure Strategy 	<ul style="list-style-type: none"> • Rochford District Local Plan
<ul style="list-style-type: none"> • LA 21 Strategy 	<ul style="list-style-type: none"> • South East Essex Economic Strategy

Other plans and strategies, including a community plan and procurement strategy are in the course of development. The detailed IS/ICT strategy links with these to ensure that the investment in and development of information technology as a strategic resource supports effective service delivery and the achievement of the overall business plan. Examples of links between Council strategies and e-government initiatives are as follows:

Corporate Plan Objectives	Key Tasks from Corporate Plan & Best Value Performance Plan	Contribution from IS/ICT and e-government initiatives	
Provide quality, cost effective services	Move towards a balanced budget and maintain an adequate balance in reserves	To provide the infrastructure and systems to support improved business processes e-procurement pilot for central stationery purchasing	
	Complete DSS Verification Framework	Infrastructure and systems to achieve new performance standards	
	Improve and develop Council web site		One-stop notification process for change of contact details
			Online Planning Applications
			NLIS (Level 3) LLC Searches
			Online Council Tax/ NNDR/Housing Benefit
			Committee Agendas, Reports and Minutes Online (CMIS)
		The website provides information about Councillors and an increasing number are accessible via email.	

Corporate Plan Objectives	Key Tasks from Corporate Plan & Best Value Performance Plan	Contribution from IS/ICT and e-government initiatives
Work towards a safer and more caring community	Implement and Monitor Crime & Disorder Strategy	Improved infrastructure and systems Extended CCTV and related systems
	Review Health & Safety Regime	New UNI-form Spatial module to be introduced
	Local Plan to consultation stage by November 2002	New UNI-form Spatial module introduced
Encourage a thriving local economy	Economic Development Strategy	Improved infrastructure and systems Local Public Service Agreement (LPSA) project to stimulate the use of e-commerce among Small and Medium Sized Enterprises (SMEs) through e-procurement
		Preparation of Community Strategy
Improve the quality of life for people in our District	Sheltered Housing Upgrades	Provision of PCs in sheltered accommodation
	Partnership working with Essex County Council on development of former Park School site	Provision of infrastructure and systems
	Housing Condition Survey	
	Citizenship Awards	
	Development of Community Resources	
	Upgrade of Leisure facilities	
	Maintain and enhance our local heritage and culture	Heritage/Design Awards
Development of Council owned buildings as a Community Resource		

SECTION 3: SELF ASSESSMENT OF LOCAL E-ORGANISATION

Our IS/ICT Strategy acknowledges that our response to the challenge of delivering local government online is determined to a large extent by the resources available to us. The Council is fortunate in that its previous investment in technology means it has a strong hardware and systems base from which to develop. The Council also has a strong customer focused tradition. This focus is a key driver for implementing e-Government.

3.1 Theme 1: Transactions

We aim to achieve the Government target of 100% of possible electronic transactions actually e-enabled by 2005.

Like many authorities, Rochford initially had concerns about the interpretation and gathering of information for BVPI 157, the performance indicator recording the number of interactions that are enabled for electronic delivery as a percentage of the interactions that are legally permissible for electronic delivery. The Essex e-Government Framework Group suggested transactions based on services identified from the "A to Z" of council services. This methodology was adopted but information was not collected on types of interaction and is not available for 2001/02 except as a total figure. Following publication of recent guidance, the procedure has been subject to amendment to provide better and more accurate information on actual transactions. The statistics projected for future years are based on the revised methodology.

Transaction Type	Actual	Forecast			
	2001/2	2002/3	2003/4	2004/5	31/12/05
Providing information:					
• Total types of interaction		63	63	63	63
• % e-enabled		58.7	79.3	100	100
Collecting revenue:					
• Total types of interaction		17	17	17	17
• % e-enabled		35.3	70.6	100	100
Providing benefits & grants:					
• Total types of interaction		7	7	7	7
• % e-enabled		0	71.4	85.7	100
Consultation:					
• Total types of interaction		12	12	12	12
• % e-enabled		58.3	83.3	83.3	100
Regulation (such as issuing licences):					
• Total types of interaction		12	12	12	12
• % e-enabled		33.4	49.9	100	100
Applications for services:					
• Total types of interaction		29	29	29	29
• % e-enabled		27.6	69	100	100
Booking venues, resources & courses:					
• Total types of interaction		6	6	6	6
• % e-enabled		50	83.3	100	100
Paying for goods & services:					
• Total types of interaction		6	6	6	6
• % e-enabled		66.7	66.7	83.3	100

Transaction Type	Actual	Forecast			
	2001/2	2002/3	2003/4	2004/5	31/12/05
Providing access to community, professional or business networks: • Total types of interaction • % e-enabled		7 85.7	7 100	7 100	7 100
Procurement: • Total types of interaction • % e-enabled		2 50	2 100	2 100	2 100
Total: • Types of interaction identified • % e-enabled	113 33.6%	161 47.2	161 75.2	161 97.5	161 100%

3.2 Theme 2: Access Channels

The changing way in which the Council and citizen interact through electronic service delivery and developments in technology may transform the lives of many people. For those equipped with the necessary tools and skills it will foster greater social inclusion removing disadvantages in geography and mobility, enhancing communication, providing greater access to services and creating increased employment opportunities. However, the Council recognises that there will always be some groups who do not have the necessary equipment, skills or inclination to access e-enabled services. The Council's initiatives to ensure social inclusion are addressed in its IS/ICT and e-government strategies and its policy on access channels is intended to provide the broadest opportunity for public interaction.

A local Chamber of Trade survey in 1999 indicated that 50% of the community had access to the internet. In 2000 a survey by Essex Training and Enterprise Council indicated that 55% of Rochford households had access. In the Council's own survey in connection with best value activities, 31% of respondents said they would access Council services electronically. Indications are that this has increased significantly in the last year and this will continue as more services become e-enabled.

However, the Council recognises that many residents still wish to contact the authority by telephone and a recent survey of housing benefit claimants in October 2002 found that 88% of respondents said being able to answer their query in the first phone call was either important or very important. Only 26% classed asking questions by e-mail in these categories, and only 28% identified applying for housing benefit online similarly.

The Council recognises that there is a need to undertake further consultation and research on stakeholder preferences for different delivery channels including the use of call centres, mobile telephones, PCs, digital television, public kiosks, smart cards, community access points and existing reception and interview facilities. The recent decision to develop a consultation consortium with a neighbouring local authority and the local Primary Care Trust will assist this work. The Council's approach is to secure proven and affordable systems that can demonstrably meet business needs. The development of increased access channels in the current year therefore focuses on provision of online systems for Planning and Building Control,

Council Tax, NNDR and Housing Benefits, Local Land Charges and the National Land and Property Gazetteer.

This will be done through a Citizen Records Management (CRM) system that provides the option to capture and log all types of calls irrespective of medium (e.g. on-line, telephone, personal visit) and can be rolled out to additional services in following years.

In addition, improvements are planned to the main reception area at Rochford to enable a more effective, seamless front line service provision.

	Actual (‘000s)	Forecast (‘000s)				
		01/2	02/3	03/4	04/5	05/6
Public Interactions & Main E-Access Channel Take-Up						
Local Service Websites This figure records hits on the front page of the website. The total number of hits on all pages is not recorded. A growth in the number of hits is anticipated once the facility for on-line payments is introduced. volume of interactions *estimate based on an actual of 4865 hits for 1/1/02-31/3/02	*19,460	25,000	33,000	41,000	47,000	
Telephone volume of interactions *This is based on telephone calls to the Council Tax, Housing Benefits and Housing Management Services where officers access records online. Other services have not recorded information in this way, although it is apparent that a high percentage of all telephone interactions result in the access of electronic information. total volume of interactions	*64,860 414,804	66,000 420,000	68,000 450,000	68,000 450,000	68,000 450,000	
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i> This information has not been recorded to date						
Smartcards The use of this access channel is being evaluated by the Council.						
Other Electronic Emails NLIS searches Direct Debits BACS payments *for the 12 months to 20/9/02	*113,157 N/A 256,800 97	150,000 200 270,000 100	210,000 400 280,000 130	260,000 1000 285,000 150	270,000 2000 285,000 150	

3.3 Theme 3: Enablers

The Infrastructure

In 2001 the Council upgraded its IT infrastructure to increase bandwidth and improve functionality, reliability and speed. This work was comparatively difficult and costly since most of the Council's offices are listed buildings. However, it was recognised as a primary requirement to enable the strategy to progress.

The Council now proposes to further improve its connectivity options by the introduction of a virtual private network as a second stage to these improvements. This will allow remote access for offices across the district, sheltered accommodation, mobile users, homeworkers, telecommuters and extranet partners.

Facilities Management

The Council has contracted out technical ICT support to a third party service since 1988. In 2001, following competitive tender, Securicor Information Systems (SIS) were awarded a 10-year contract. Under this contract the Council transferred ownership of hardware and responsibility for its replacement when obsolete to SIS.

Corporate Systems

The Council's technical strategy is based on an open systems strategy embracing Unix or Windows NT Operating Systems for its servers and Windows for its Desktop environment supported in general by Microsoft applications. All staff have access to a desktop computer, which contains the corporate systems, together with access to the intranet and the web.

Uniform Spatial Version 7

In July 2002 the Council upgraded its Planning, Building Control and Land Charges systems to UNI-form Spatial 7 and increased the number of modules to include Estates Management and Local Plans. This provides spatially enabled land and property management technology across the authority and the Council regards this as a core element of its e-Government agenda.

Esri ArcEditor

The Council has recently replaced Esri's ArcView with ArcEditor for its geographical information system (GIS) needs. Various land-based projects such as the contaminated land register are developed through this medium.

MapAccess

In tandem with UNI-form Spatial 7 the Council has introduced MapAccess providing access to its property centred data via the intranet throughout the organisation. This enables intra-departmental data access and sharing. Information can be viewed and retrieved from any of the UNI-form modules

across the Council. In due course it is intended to make public information available through this facility via the Internet.

Financial Systems

The Council's core financial systems comprises Brandt Chronicle General Ledger, Creditors and Debtors modules, Moorepay Principal Payroll system and the Puma Car Plan system. A best value review of financial services is currently underway which will lead to a critical review of these systems.

Academy

The Council uses the Academy Benefits, Council Tax, NNDR, Payments, Income Management, Cash Receipting and Remit modules to deliver its Revenue and Benefits service and is introducing a system for paperless direct debit. The Council intends to implement an on-line service for Revenues and Benefits by March 2003 and is evaluating the Capita Direct public modules linked via e-citizen with on-line forms to provide a corporate CRM system. It is understood that this software will allow planning applications and information from the UNI-form system to also go on-line. In the longer term, the CRM system may provide the basis for a call-centre facility.

Comino

Housing rents repairs and maintenance and needs and allocations are provided by Comino modules, which are due to be upgraded within the next year.

Pickwick

The elections service is provided through the Pickwick elections package. The supplier has indicated that improvements will be available shortly to meet e-citizen requirements and linkage to other property based systems and the GIS. The Council will keep this under review to ensure that the Council's targets are met.

MVM

Environmental health systems are currently provided by MVM. As part of its integrated e-Government strategy, the Council intends to move to the UNI-form Spatial Version 7 module for environmental health in 2003. This will further complement the intra-departmental value of UNI-form and MapAccess as outlined above.

Document Image Processing

The Council is currently updating its print room equipment and intends to purchase copying machines which also provide document image processing software. This will enable the introduction of document imaging, thereby enabling efficiency savings in distribution of incoming post, paper reduction and storage requirements.

CMIS

A committee administration system has been introduced which, as well as streamlining back - office administrative processes, already enables access to agendas, reports and minutes on the intranet, with the aim to have these posted directly to the website by the end of 2003.

National Infrastructure Projects - NLPG & NLIS

The introduction of Uniform Spatial Version 7 will allow the Council to move to Level 3 of the National Land and Property Gazetteer and National Land Information System by December 2002.

National Infrastructure Projects	Actual	Forecast			
	01/2	02/3	03/4	04/5	05/6
Connections with National Land and Property Gazetteer (NLPG) Level 1: committed to implement NLPG Level 2: in progress Level 3: linked to and updating NLPG	Level 1	Level 2/3	Level 3	Level 3	Level 3
Data sets matching completed Upgrade of existing Land & Property based systems to Uniform Spatial -7 Go Live of GMS data	Sept 01	Aug 02 Nov 02			
Connections to National Land and Information Services hub(NLIS) Level 1: registered, but not connected Level 2: starter system in place or requested Level 3: automated interface with NLIS hub	Level 1	Level 2/3	Level 3	Level 3	Level 3
Connections with National Land Information Services Hub (NLIS) Automated interface with NLIS Hub		Aug 02 Nov 02			

Planning Portal

The Council is actively evaluating signing up to the Planning Portal and aims to achieve all three levels of co-operation by 2004.

3.4 Theme 4: e-Business

The Council's approach to the use of ICT is underpinned by the following principles:

- the use of IS/ICT is focussed at meeting business needs and must be appropriate and suitable for its intended use;
- the introduction of new IS/ICT systems and services should be based upon securing net business benefits for the Council and its services;
- the Council does not seek to be at the "cutting edge" of technology, preferring to secure proven systems that can demonstrably meet business needs; and
- the Council recognises that it has a crucial role to play in providing the community with access to information and services.

To be able successfully to deliver services electronically the chapter on electronic government in the Council's IS/ICT strategy identifies 7 key service delivery elements that need to be progressed. The Council has already partially achieved a number of these elements and plans to complete the requirements in full by 2005. The requirements of the IS/ICT strategy in respect of e-government and progress made to date are shown in Appendix 6.2.

e-procurement

The Council has established a pilot e-procurement project for the acquisition of central stationery. This project has resulted in the business benefits of quicker receipt of goods, less need to hold stocks, reduced paper documentation and better value for money from the budget provision.

The Council has learnt from the pilot in terms of financial controls and audit requirements and aims to introduce e-procurement across other activities and is assessing the Improvement and Development Agency marketplace solution. However, the Council does not want such a development to impact on local traders, often small businesses, who provide services to the Council.

The Council is therefore involved in the steering group, established by Essex County Council, to deliver the Local Public Service Agreement target to stimulate the use of e-commerce among small and medium sized enterprises through e-procurement.

	Actual	Forecast			
Schedule and milestones up to 31/12/2005	01/2	02/3	03/4	04/5	31/12/05
Core Business processes Level 1 = Preparation and planning Level 2 = Implementation Level 3 = Fully in use					
Intranet Implemented and fully in use. Continual programme of updates and improvements	Level 3	Level 3	Level 3	Level 3	Level 3
Website The Council's website was relaunched in 2001/02. It is intended to be developed to become an interactive website, with a search engine, suitable for viewing, by people with disabilities by 2003.	Level 2	Level 2/3	Level 3	Level 3	Level 3
Financials Revenues & Benefits <ul style="list-style-type: none"> • Introduction of HB Framework – February 2002 • On-line systems for Council Tax, Benefits & NNDR - evaluation July - October 2002, implementation March 2003 	Level 2 Level 1	Level 3 Level 2	Level 3 Level 3	Level 3 Level 3	Level 3 Level 3

	Actual	Forecast			
Schedule and milestones up to 31/12/2005	01/2	02/3	03/4	04/5	31/12/05
Financial Services <ul style="list-style-type: none"> • Best value review – 2002/3 • Evaluation of systems – 2002/3 • Implementation - 2003/4 	Level 1	Level 2	Level 3	Level 3	Level 3
Procurement <ul style="list-style-type: none"> • Pilot project for the acquisition of central stationery • Extension across the authority to other high volume areas as appropriate by 31/12/05 • Review possibilities for Essex wide e-procurement initiatives 	Level 1	Level 1	Level 2	Level 2	Level 3
Human Resources and Payroll <ul style="list-style-type: none"> • Best Value Review – 2002/3 • Evaluation of systems – 2002/3 • Implementation – 2003/4 	Level 1	Level 2	Level 3	Level 3	Level 3
Asset Management <ul style="list-style-type: none"> • Asset Register available on Intranet – 2000 • Best Value Review - 2000 • Estates Management Module introduced as part of UNI-form – July 2002 • Information spatially enabled - August 2002 	Level 3 Level 2 Level 2 Level 1	Level 3 Level 3 Level 3 Level 2/3	Level 3 Level 3 Level 3 Level 3	Level 3 Level 3 Level 3 Level 3	Level 3 Level 3 Level 3 Level 3

3.5 Theme 5: Organisational development

Management Structure for leading e-government

Name	Title	Role/Responsibilities/activities
Cllr Terry Cutmore	Member e-champion	Chairman – Finance & Procedures O&S Committee and Deputy Leader of the Council Lead councillor and spokesman for e-government and ICT
Sarah Fowler	Officer e-champion	Head of Administrative and Member Services Day to day responsibility for the development of the IS/ICT and e-government strategy and its implementation
Finance & Procedures Overview & Scrutiny Committee	Principal Overview Committee	Responsibility for overseeing the Council's budget, the management of its budget, capital and revenue borrowing, assets and audit

Name	Title	Role/Responsibilities/activities
		arrangements, policies and strategies of the Council and other bodies which affect the economic, social and political resources available to the district including best value, the community plan, corporate plan, local democracy and the achievement of objective, transparent and accountable decision making by the Council.
IS/ICT Working Party	Officer Working Party	Reporting to the Corporate Management Board (CMB) – to consider delivery of IS/ICT Strategy, including e-government projects, priorities for current year, future years' and budget implications
IT User Forum	Officer Forum	<p>To receive a monthly contract monitoring report from SIS</p> <p>To discuss evidence of generalised experiences of the delivery of the I.T. contract by SIS</p> <p>To identify and propose amendments to the working practices of SIS or the Council to improve the delivery of the I.T. service, for consideration by Operational Management Team (OMT)/CMB and SIS as appropriate</p> <p>To discuss the progress of the Council's IS/ICT and e-government strategies</p> <p>To provide a forum for the discussion of new developments, policies, and procedures</p> <p>To report to OMT on above</p>

Summary of progress

- Over the last 12 months the Council has upgraded its infrastructure to increase band width and improve functionality, reliability and speed; this was necessary in order to enable the implementation of e-government initiatives.
- The UNI-form Spatial 7 system has been introduced for planning, building control and land charges, together with MapAccess with associated training programmes for staff to ensure awareness and understanding of the opportunity offered of a new approach to service delivery through the on-line provision of these services.
- A pilot project in e-procurement has been tested and the business benefits and organisational controls assessed for future expansion.
- The Council is an active partner in the Essex Online Partnership, and also in the LPSA Steering Group working towards supporting SMEs in e-commerce.
- The full Council has agreed the list of priority e-government projects for implementation, which is reviewed through the IS/ICT Working Party and

CMB. The Council's intranet has been fully developed, and the website expanded.

- The Corporate Plan/Best Value Performance Plan commits the Council to make progress in its e-government strategy, and this is reinforced in both new staff and Member induction programmes. The annual 'performance and development' review process identifies staff training needs to enable them to perform their job to the highest standard. A planned programme of computer training is underway for all staff, with support given to staff to attend the ECDL (European Computer Driving Licence) course at the local college.
- The Council has made a commitment to achieve Investors in People status in 2003/4, through which skills, knowledge and motivation are matched to the needs of the organisation.
- There is a dedicated Members training budget and programme to assist them in leading the Council and working with their communities.

Change Management

The Council has adopted a formal mechanism for change management within its IS/ICT Strategy. This is reproduced as Appendix 6.3 to this statement.

Consequential change management

Rochford District Council is a small authority with an establishment of approximately 230. E-enabled services are seen as an opportunity to divert limited resources from the mundane and routine to higher level tasks.

In addition, several major services have been out-sourced since the 1980s. Most have been subject to recent competitive tender based on new contracts geared to provide the flexibility to take advantage of benefits arising from improved services and better ways of working.

Business Process Re-engineering

The Council will look to the creation of a data management bureau for input and control of its information in a centralised and uniform environment. This will relieve professional officers from administrative tasks freeing time to concentrate on improved service delivery. Document image processing technology will be investigated as a means of automating correspondence, etc., saving storage space and preparing for the implementation of the Freedom of Information Act.

Central Government Standards and Infrastructure

The Council will adopt the emerging national standards as appropriate to this authority. It will also look to use national initiatives such as UK Online and the Government Gateway where practical. The implementation of Broadband is seen as key, but its lack of coverage in this area is of concern. The Authority is working through the Essex Online partnership to address this.

SECTION 4: RESOURCES

Expenditure by Funding source	Actual (£'000s)	Forecast (£'000s)			
		01/2	02/3	03/4	04/5
Resources					
£200k IEG money in 02/3 and 03/4		200	200		
Financial contributions from EU funding	0	0	0	0	0
Financial contributions from other sources of Government funding, such as Invest to Save	0	0	0	0	0
Financial contribution from public-private partnership	see note *	-----	-----	-----	-----
Financial contribution to or from partnership projects undertaken with other organisations, including ongoing project work with government depts or agencies that have an element of service e-enabling		30	40		
Resources being applied from internal revenue and capital budgets to improve quality of services through e-enablement.	100 see note**	60	60	60	60
Reinvestment of savings produced from early e-government investment	0	0	see note ***		
Other resources	see note ****		30	30	30
Total	100	290	330	90	90

NOTES

* At Rochford, IS/IT has been contracted out and the contractor has the responsibility to purchase replacement hardware. The cost of the contract is £467,400 in 2002/03.

** This is based on an estimate of the resources made available from the revenue and capital budget. The separation of general improvements and e-enablement is on a broad basis.

*** Savings are currently being assessed in relation to the extension of the pilot e-procurement scheme across the organisation.

****The Council is considering an increase in fees and charges to part fund developments.

Use of IEG Funding

The IEG funding in 2002/03 is being used to fund the Academy Direct software package. This will provide the benefits of enabling Council Tax, National Non Domestic Rate and Housing Benefit transactions to be on-line. This is combined with e-forms and e-citizen modules which will form the basis of a corporate CRM system.

It is also being used to fund the UNI-form Spatial Version 7 module for environmental health which will complement and extend spatially enabled land and property technology across the authority.

The second IEG grant in 2003/04 will be used to develop the virtual private network and/or broadband links, thereby enabling home-making and remote access, giving Councillors the facility to link into the system, as well as public access from key sites. We would also hope to utilise funding for the extension of our e-procurement pilot and to introduce document image processing to meet the requirements of the Freedom of Information Act and to improve back-office systems. We would also look to the introduction of a CRM system and the requirements of the Planning Portal.

The Council is bidding for funding from the Standards Fund of the Department of Work and Pensions to improve the delivery of the Housing Benefit service. This will address issues of social inclusion by installing a PC in each of the Council's sheltered housing schemes which will enable staff to take the Housing Benefit service to the client. Applications for Housing Benefit will also be possible on line. The intention is to develop these as "drop in centres" where applicants for benefit can check the progress of their claim and Council Tax Payers can check the position of their accounts.

The best value review of the Council's financial systems will be concluded in 2003/4 to enable improved access across the authority, an interface with the other major electronic systems, and general improved back office functionality.

These initiatives will not all be funded through the second IEG grant, and so will also be dependent on the availability of funding from alternative sources and the success of partnership working.

SECTION 5: RISK ASSESSMENT

Risk	Impact	Probability	Management
Internal			
a. Insufficient funding	Very High	High	<ul style="list-style-type: none"> Continue to seek funding through national initiatives IEG, LGOL Active participation in Essex Online Partnership and LPSA Steering Group Build co-operative relationships across local authorities and other public sector partners to share funding opportunities and service provision Maximise return on investment by efficiency gains Work with facilities management contractor to discuss impact of implementation of new systems on contract costs
b. Resistance to change	High	Low	<ul style="list-style-type: none"> Leadership from top e.g. Chief Executive and Member e-champion Internal communication across the whole organisation Demonstrate benefits to services with the achievement of quick wins Ensure staff have time to implement and promote e-government
c. Skills Gap	Medium	Medium	<ul style="list-style-type: none"> Continue to support staff to achieve ECDL Maintain sufficient specialist ICT/project management skills Monitor via annual performance and development review process Investor in People Accreditation to be achieved in 2003/04
d. Technology	High	Medium	<ul style="list-style-type: none"> Improve essential IT infrastructure Work towards increased coverage of Broadband OMT to consider regular reports on operation of facilities management contract
e. Fraud &	Medium	Low	<ul style="list-style-type: none"> Liaison with Corporate Risk Manager and

Risk	Impact	Probability	Management
Corruption			<p>Internal Audit to identify and manage risks</p> <ul style="list-style-type: none"> • Use of security technologies
2. External			
a. Community take-up	High	Medium	<ul style="list-style-type: none"> • Continue consultation through various channels, including the development of a consultation consortium with a neighbouring local authority and the primary care trust. • Support community skills development • Ensure those who wish to contact the Council by telephone or in person receive the same level of service as users of electronic services.
b. Partnerships	High	Medium	<ul style="list-style-type: none"> • Enhance existing partnerships and resource fully
c. Technology	High	Medium	<ul style="list-style-type: none"> • Work with facilities management contractor to develop flexible partnership • Work with 3rd party suppliers to deliver systems
d. Legal	Medium	Medium	<ul style="list-style-type: none"> • Data Protection Act, OS Copyright, Freedom of Information Act impact on ability to progress

SECTION 6: APPENDICES

Appendix 6.1 Essex On-line - Achieving a Shared Delivery Partnership

In support of the shared vision statement in Section one we describe our methods of achieving greater levels of partnership working and collaboration to achieve the associated objectives

This will be achieved by...

- Endeavouring to ensure that all Essex authorities prioritise and work towards a framework of joint working
- Participating jointly in the implementation of a co-ordinated programme of e-government partnership projects for Essex, which support our objectives and underpin other joint initiatives such as Local (Public) Service Agreements and the development of Local Strategic Partnerships
- Sharing the investment costs for e-government across Essex and in implementing joint service delivery projects
- Jointly adopting and implementing government framework policies for e-government and establishing joint targets for the adoption of policies and shared services
- Ensuring that all methods of contact with public services are being designed to enable easy use by any member of our community regardless of education, disability or ethnic background
- Recognising the demands of partnership working and the need to effectively balance resources and priorities between local and Essex-wide imperatives
- Collaboratively identifying priority areas for joint and common approaches and to jointly undertake research into these areas.

Organisation

The Essex Online Partnership

As a first step in developing a shared service delivery partnership, we have built on previous work by establishing a Member / Officer e-Champions Group to oversee our Essex Online Partnership. The group will -

- Set and agree the vision for shared service delivery
- Oversee utilisation of funding
- Agree future bids for funding
- Directed by the AEA (The Association of Essex Authorities) the Essex e-Champions Group will establish, guide and steer the Essex Online

Programme. The Programme itself will be co-ordinated and managed via a Programme Management function supported by the County Council. This function will work with project leads and managers assigned to each Essex LGOL project and other e-Government partnership projects such as the LPSA and the development of LSP's. It will also maintain a link to the Essex e-government IT Advisory Group, which provides technology support to the partnership.

Development of a Work Programme

Earlier this year a workshop was held to consider the best use of our LGOL funds, as the amount given was not sufficient to support the programme we had planned. The group recommended that work should build upon work already being done, by widening the scope of projects already planned or underway and delivering real 'assets' that could be re-used by other partners. A short list of projects was agreed to be delivered in line with Prince 2.

Each individual organisation will have a responsibility for ensuring the vision and objectives of the Partnership are actioned within their organisations. Specifically each organisation is committed to: -

- Ensure effective communication within their organisation
- Seek all necessary approval for the projects
- Allocate resources both finance and staff to support projects
- Manage the cultural change within their organisations
- Engage their Councillors/board members to support the programme
- Liaise with their local strategic partnerships
- Integrate countywide standards and industry within internal IT systems and processes.

Appendix 6.2 The Key Service Delivery Elements For E-Government

Element	Purpose	Business Benefit	Implementation	Progress
1	Static information provision access – allowing customers to access passive information that relates to Council services	Allows browsing in customer's own time. Does not require staff supervision	Intranet/Web site development. CMIS, etc. Move to "gateway" access pages for different technologies, PC, digital TV, mobile phone.	Intranet and website have been relaunched. Further improvements to website are planned, including on-line services, search facilities and disability access. Committee Minutes and Agenda available on intranet and plans to have available on-line during 2003.
2	Direct communication - allowing customers to contact both Council services and Members electronically	Allows managed response. Reduces telephone and personal contact. Provides opportunities for faster and more efficient response	All services with email access available by hyperlink from website. All Councillors to be on-line by 2005.	Completed. Over 50% of Councillors with email addresses. Report to Council in current year with regard to provision of IT equipment. Website contains contact details of all Councillors.
3	Service Requests – enabling customers to directly request specific services electronically using on-line forms	Direct input into Council systems reducing duplication of effort.	Introduction of on-line forms for major services and CRM via internet and telephone by March 2003.	Installation of Spatial 7 with MapAccess completed. Evaluation of Capita Direct e-Citizen system with CRM.
4	Service consultation – direct contact to obtain views on future service issues and proposals	Effective access to customer views and needs to influence service provision	On-line consultation with ability to share with partners such as parishes, voluntary organisations and businesses by March 2003	Evaluation of Capita Direct e-Citizen module with consultation facilities
5	e-Commerce – enabling customers to pay and be paid electronically	Lower transaction costs with payments made more quickly and easily	Use of most appropriate types of electronic payment transaction for purpose – direct debit, BACS, credit/debit card, smart card	Direct debit available. BACS introduced for NLIS and creditors. Corporate credit card for electronic purchases. Smart Cards under evaluation. Online payments are part of the Capita Direct package which is subject to evaluation.
6	e-Procurement – enabling electronic placement of orders and facilitating electronic payment for goods and services supplied	Reduction in time spent processing orders and reduction in transaction costs	Identification and installation of a tested, proven and cost effective system for e-procurement	Discussion with possible partner authorities to achieve economies of scale. Pilot e-procurement project underway for

Element	Purpose	Business Benefit	Implementation	Progress
				central stationery purchasing. I & DEA marketplace being evaluated.
7	Self-service – enabling customers and suppliers to amend their own records where circumstances have changed	Up-to-date records without officer intervention	Identification and installation of a proven and cost effective system for access to records and other data	Evaluation of Capita Direct e-Citizen module with on-line facilities

Appendix 6.3 Change Management Process

1 Introduction

- 1.1 In order for any system to be implemented successfully it is important that a project is managed in conjunction with a formal project management methodology. Rochford District Council has identified this to be PRINCE.
- 1.2 PRINCE will encourage you to move through a number of logical steps encouraging the user to consider all aspects of their system requirements which they require to support their business needs.

2 Identifying Requirements

- 2.1 A detailed study should be undertaken to determine the precise requirements of the system. The study should include the user specification, which describes the exact requirements of the system that is to be introduced/developed and should indicate what other areas should be considered e.g. staff training, public announcement, re-organisation, accommodation, etc.

3 Establishing a Business Case

- 3.1 The business case should describe the reasons behind the proposal. Details of any constraints, which are to be imposed on the systems development, e.g. cost, timescale, etc. and the objectives which are to be achieved by the new system, e.g. savings, costs, efficiency, meeting legislative requirements etc. Overall it should demonstrate the relevant costs and benefits of investment, sufficient for a decision to be taken as to whether or not to proceed with the investment.

4 Adopting and Programming the Requirement

- 4.1 Formal approval to proceed with the procurement/delivery of the new requirement will be required. This will need to be programmed in with other IS/ICT activities, taking into account the likely availability of resources and the capacity of the IS/ICT service and the relevant service area to manage the implementation.

5 Resource Allocation

- 5.1 This should identify the stages of a project and the nature of those stages, identifying the managers for each, and an estimation of the manpower and machine time needed to complete the project from both the user and the IT side of the project. Any additional financial resource requirements should also be identified and appropriately allocated.

6 Project Management

- 6.1 This should be a tri-partite role between the Users, the Council's IS/ICT service (including any parties set up to corporately manage the

implementation) and any suppliers who would be involved in the process. A detailed project plan should be established, identifying key tasks, available resources and the allocation of resources to tasks. An overall Project Management steering group may be established, and this should have sufficient authority to directly resolve any problems arising during the life of the project that may have an adverse effect on successful implementation.

7 Implementation

7.1 Implementation should be managed in accordance with the project plan, with provision for report back on progress to the Project Management steering group. Sufficient time should be allocated to each key stage, which would include:

- System installation and configuration
- Data transfer and conversion
- Systems and user testing
- Staff training
- Parallel or pilot running
- Formal system acceptance

8 Post Implementation Review

8.1 Following implementation a formal review should be undertaken to determine the success of the project by comparing the actual benefits enjoyed and the final system costing with the cost/benefit analysis put forward in the original business case.

9 IS/ICT Strategy Review & Development

9.1 The proposed system development must be identified with the IS/IT strategy. The IS/ICT strategy should be reviewed on an annual basis. Taking into account those projects identified from the outset, projects identified through CMB, OMT and identified through statutory obligations or as a result of legislation changes. Interviews should also be carried out with HOS and relevant key system users to establish any new requirements, the final document being reviewed by the IT Working Group before seeking member approval. The strategy should endeavour to set a timetable to those items approved for the forthcoming year.