



# **Implementing Electronic Government Statement**

## **Borough of Poole**

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**Final Version - 31<sup>st</sup> July 2001**

### Executive Summary

This Implementing Electronic Government (IEG) Statement is a first step by the Council towards developing a strategy for the implementation of Electronic Government. It is a pre-requisite to obtaining Central Government funding for e-Government over the next two financial years. The Statement has been written for the DTLR in line with their guidance; it will be adapted into a jargon free version for the public and others who need to share in it.

The Statement sets out the Council's overall Vision for modern service delivery and summarises the practical steps it will take to achieve the Vision. In addition it demonstrates how the plans connect with others in the locality and shows how the Council will support interoperability and the national framework and standards.

The Vision for modern service delivery addresses issues such as the need for partnership, consultation, accessibility and improvement and the style in which Poole will approach e-Government.

In submitting the IEG Statement, the Council is demonstrating its commitment to e-Government and to the principles behind it. The document is a 'statement of intent' and shows the Council's commitment to:-

- Better Governance
- Better Communication
- Better Access and Inclusion
- Customer Focused Services
- Enhanced Partnership
- Facilitating Learning
- Better Services

These principles will be used as building blocks for strategy development and will require changes in the way in which the Council works. It is therefore important that it has the backing of Members and Senior Management within the organisation. e-Government is seen in the Borough of Poole as a change management project. Initial work has taken place to raise its profile as a key part of the Modernising Agenda. The following timetable illustrates some of the formal consideration that has been given to e-Government within the Council to date:

- Management Team identification of e-Champion
- Management Team agreement to appoint an e-Government Corporate Development Officer
- Management Team agreement to approach to IEG Statement – 19<sup>th</sup> June 2001
- e-Government Strategy Group – 21<sup>st</sup> June 2001
- Community Information and Support Services Policy Advisory Group – 5<sup>th</sup> July 2001
- Extended Management Team – 11<sup>th</sup> July 2001
- e-Government Member Steering Group - 19<sup>th</sup> July 2001
- Executive – 25<sup>th</sup> July 2001

The Community Information and Support Services (CISS) Policy Advisory Group supported the approach to e-Government being taken by Officers and supported the formation of the e-Government Member Steering Group and the Statement was approved by the Executive on 25<sup>th</sup> July 2001, subject to call in to Council.

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**Borough of Poole**  
**31<sup>st</sup> July 2001**

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### Abbreviations

BVPP	-	Best Value Performance Plan
DTLR	-	Department of Transport, Local Government and the Regions
ESD	-	Electronic Service Delivery
FSR	-	Fundamental Service Review
FTE	-	Full Time Equivalent
ICT	-	Information and Communications Technology
ISB	-	Invest to Save Bid
LLPG	-	Local Land and Property Gazetteer
NGfL	-	National Grid for Learning
NLIS	-	National Land Information Service
NLPG	-	National Land and Property Gazetteer
ONS	-	Office of National Statistics
POP	-	Poole Opinion Panel
VPN	-	Virtual Private Network
XML	-	eXtensible Mark-Up Language

### Our Vision of Modern Service Delivery

#### **Better Governance**

*The Borough of Poole has a clear vision. It believes in open, democratic and accountable government. This is vital to the well-being of Poole and its economy. It believes in equality of opportunity, the promotion of a caring community that supports the most vulnerable, and it believes in excellent communications between the community and its Council. The Borough will lead by example, working in partnership with others to encourage innovation and the sharing of ideas and information.*

#### **Better Communication**

*Electronic service delivery offers the Borough unique opportunities. Improvements in services and communication for the benefit of the whole Community (residents, businesses, partners and visitors) can be achieved by making the best use of the technologies available. It will allow the Council to respond to the needs of the community in a more timely and effective manner.*

#### **Better Access and Inclusion**

*The Borough is committed to providing people with a choice of how they access the services it provides, catering for the full diversity of the population. People will have access to the services they need via a method of their choice. Those without online facilities at home will be able to use libraries and other public, private and voluntary sector premises to access services themselves. Those who wish to use more traditional methods such as the telephone or face-to face contacts will continue to be able to do so; the staff they talk to will provide a better service because the quality of the information they rely on will be improved.*

#### **Customer Focused Services**

*In consultation with residents, businesses and visitors, the Borough of Poole will continue to increase opportunities for people to access and participate in the development of local services and local decision making for the people it serves. The Community will have access to electronic information to meet their needs at a time that suits them. Our services will be designed to reflect the type of episodes which people encounter during their lives, be that moving house, changing school or becoming elderly.*

#### **Enhanced Partnership**

*The Borough will forge partnerships with other local authorities, public and private sector bodies and voluntary organisations to deliver 'joined up' services to the public. The Borough's partners will be able to communicate more effectively both with the Council using extranet facilities and the community, for example, via the Dorset Portal for other services across Dorset.*

#### **Facilitating Learning**

*The Council is committed to lifelong learning and, to make the most of technology and e-government, will help to improve the skills within the community.*

#### **Better Services**

*By focusing on the needs of its locality, modernising its business processes and changing its culture, the Borough will deliver efficient and effective local government services providing Best Value to the community.*

### Background Information

#### The Town of Poole

The town of Poole is located centrally along the south coast of England and has a population of just over 140,000. It covers some 7500 hectares and has a rich history, based around the significance of its port.

Communication has always been at the heart of the town, from Roman times to the present day, and it was in Poole that Marconi conducted some of his experiments into the use of short wave radio. The town itself is home to a number of large organisations (Marconi, Siemens and Hugh Symons - Mobile Data and Systems) which make a key contribution to the knowledge based economy (citizens are aware of the volatility of the industry). Research has shown that approximately 93% of those surveyed in Poole use a computer at home and 56% are connected to the Internet. This is significantly higher than the national average (Source: Internet Access Report ONS March 2001). Residents can also use the Internet facilities in Libraries free of charge.

Tourism is one of the regions greatest sources of income. The town is home to Brittany Ferries and has a large transient population using its channel crossing to Cherbourg, with whom Poole is twinned.

#### The Borough of Poole

The Borough of Poole became a Unitary Authority in 1997, providing a full range of services to local residents, tourists and businesses. In recognising its diversity, the Council has developed a vision for Poole. This is underpinned by a Mission Statement and seven core values which lie at the heart of its work.

##### The Vision for Poole

*"A beautiful place.... To live, learn, work and play that we take pride in passing on to future generations".*

##### The Council's Mission

*"To work in partnership with the community, businesses and other organisations to deliver the Vision for Poole".*

When formulating policies and choosing priorities the Council uses the following seven core values to guide its decision making process:-

- Communicating with the Public
- Open Democratic Style
- Promoting a Caring Society
- Enterprising Economy
- Providing Leadership
- Equality of Opportunity
- Caring for the Environment

#### Organisational Structure

The Authority comprises a Chief Executive, 6 Policy Directors and 24 Service Units each with a Head of Unit. The Authority employs over 4,000 staff.

39 Councillors represent 13 Wards across the Borough. Since September 2000 the Council has been running a pilot Leader with a Cabinet model. Poole has been very successful in engaging the public in the modernising debate, with over 26% of the local electorate voting in the modernisation campaign, the highest response in the country.

#### Information Technology and Systems

The Unitary Authority inherited a number of disparate systems and now all Units on a common email and office systems platform. Since 1997, the Council has invested heavily in ICT throughout the organisation. All 89 Council buildings in the Borough including schools and libraries, can send and receive email via a common system and have access to the Council's Intranet. There is good access to desktop PCs throughout the organisation. All Councillors have an email address and these are publicised on the Council's website ([www.boroughofpoole.com](http://www.boroughofpoole.com)). All but one of the

## Background Information

Councillors have Council IT equipment installed at home with the facility to access email, the Intranet and documents on the Council's network via Virtual Private Network.

### Web Technologies

The Council launched its website in June 1998. Providing Council information online is at the heart of the Council's communication strategy and the site has won accolades from central government.

- e-government Minister, Ian McCartney described the website as **"a prime example of modernising new trailblazing schemes to improve our public services."** September 2000
- Simon Tolson, Local Government Sales at MERANT said of Poole's website: **"the highlight of the site is an interactive system showing hotel vacancies for tonight and the coming weekend - lastminute.com could learn a lot from this."** January 2001
- LGA Webawards 2000 - **Top 4 for Community and Tourism information**

The site has been graded a Content+ by the MAPIT/SoCITM survey 'Better Connected 2001'. It has recently undergone a re-design and re-structure to enable it to be more user friendly for all visitors including those who are visually impaired. The Poole 'Test Drive' team comment on how the services delivered on the site could be improved. Made up of seven people from all ages and walks of life, the team monitor and review the site.

The Authority launched its Intranet in June 1998. Within the last six months it, has been restructured and relaunched. New software allows more flexible provision of content by Service Units. Re-branded 'The Loop', it is used to collect and disseminate information electronically to employees. It fits well with the Council's style of openness, sharing of information and a feel of team spirit. Online notice boards and discussion groups are also emerging to support a positive rapport between staff irrespective of where they are located. Social applications are also starting to develop with the staff now able to order snack lunches via the Loop and have them delivered to their desk. The Intranet has provided the focus for information storage, taking over from the previous combination of data servers and Exchange Public Folders. It is beginning to develop as an effective corporate communication tool.

On the Loop, Officers and Members of the Council can build their own 'home page'. They are greeted with the information that they want and in the form that they want to see it. It can provide them with direct access to Council Minutes, Reports and Agendas, as well as Poole's Best Value and e-Government information. It will soon feature a single internal and external contact database.

### Management and Resource Strategy

The Borough have recognised the importance of e-Government within the organisation and have appointed an e-Champion at Management Team level and an e-Government Corporate Development Officer.

In order to provide a cohesive approach to e-Government within the Authority, an e-Government strategy will be put in place, that can be implemented by frontline and support services. It will include a joined up 'e-Vision for Poole'. To realise this e-Vision, individual projects have been and will continue to be identified that, cohesively, will contribute to the implementation of the overall strategy. Each projects will be overseen by a Lead Officer. Its implementation requires support from all levels of the organisation, and all stakeholders have an avenue for participation. Strategy development is being co-ordinated by a Strategy Group, consisting of Lead Officers, the e-Champion, Corporate Development Officer and members of a Core Group from IT, Personnel, Finance, Marketing and Research and Information. The Strategy Group works with a cross-party Member Steering Group, from the Community Information and Support Services Policy Advisory Group within whose portfolio e-Government sits. This Steering Group provides direct Member support for the project and provides a link to the Executive.

The e-Government Corporate Development Officer is responsible for raising the profile of BVPI157 throughout the organisation, liaising with the Service Unit representatives who collect the data and for co-ordinating the overall production of the performance indicator, which will be included in Poole's Performance Plan for 2002/3.

The Council's Asset Management Plan lays down policies and procedures for the identification and disposal of under-utilised assets. Any savings in accommodation through the use of home-working or the release of storage space through document management will be identified in this manner.

A detailed analysis of the potential Human Resource issues associated with the implementation of e-Government has not yet been undertaken to determine where and how these may affect service delivery. However, all Human Resource issues will be addressed in collaboration with the Council's Joint Consultative Committee.

### Funding Requirements

Central Government has identified £350m to support the e-Government agenda and is anticipated to make £250,000 available to each local authority in the financial years 2002/3 and 2003/4. It is also thought that local authorities will be able to bid for further funding for specific projects. The Council will back this up by sharing costs of new delivery channels with other public and private sector organisations and will actively pursue opportunities for Central Government, European and other external funding. It recognises that the implementation of e-Government will cost considerably more than the funding allocated from central government and that it will have to make provision within its own funding regime. In February 2001, a key budget statement was presented to Members underlining the need for resources for electronic communications and transactions with the Council. The Executive has also reviewed its capital policies and now includes IT infrastructure as an asset to be maintained through the Capital Investment Strategy.

It is anticipated that many service delivery improvements will be funded from revenue budgets. Service Units will be expected to absorb these as part of their normal improvement in service provision. There will be significant expense in implementing new IT systems to underpin the business process and service delivery changes. A corporate 'capital pot' will be identified (£250,000 in this financial year) to support projects of corporate significance. Financial provision for e-Government will continue to be developed as part of the strategy and budget process for the coming years. In the period July 2001 to February 2002, preliminary work will take place with Members and Officers in Performance Forums covering the Councils four themes (Care, Learning, Environment and Prosperity and Community Information). This will link the e-Government

## **Management & Resource Strategy**

requirement to the Medium Term Financial Plan for the Authority. It is estimated that the total cost of implementing e-Government in Poole will be in excess of £5.5 million.

### Realising the Vision

The Council is committed to delivering modern local government to its citizens, to achieve:-

- Better Governance
- Better Communication
- Better Access and Inclusion
- Customer Focused Services
- Enhanced Partnership
- Facilitating Learning
- Better Services

Opportunities taken in implementing new political structures have allowed the Council to bring decisions nearer to people. This will be enhanced by the ability to deliver services electronically. It is important to the Council that it is not seen as a remote and impersonal, organisation that makes decisions that affect people's lives without consultation. This will be addressed in the delivery of services; the Council remains committed to serving the needs of its locality.

The Council will approach the development of information and services centred around three themes - life events, service and geography. In the following example, the citizen is asking for the same information but based on three different access routes.

- Life Events - I'm moving house, what is my council tax?
- Service - What is the council tax for this band of property?
- Geography - I live on this street, what is my council tax?

It is important that these routes are maintained to allow the citizen to access the information in a variety of ways. In addition to life events (those episodes that may happen a small number of times in any citizen's life) the Authority will also cater for lifelong information and services (requests that happen on a much more regular basis). By 2005, these commitments will be mirrored in the Authority's website and information will be easily accessible in these forms to staff acting as mediators for the public.

Firm decisions about interaction methods will be made once the results of consultation are known, but in promoting 'Our Vision of Modern Service Delivery', and to meet the targets for ESD by 2005, the Council recognises that:

*To provide better governance:*

- a) it will establish clear links between its e-Government Strategy and other parts of the Modernising Agenda.
- b) e-Government will be part of all Fundamental Service Reviews.

*To provide better communication:*

- c) intercommunications and the sharing of information and knowledge will become an integral part of the daily life of the organisation. The information management strategy is a pre-requisite to allowing Officers, Members and the public, to access information which is integrated and relevant to their requirements. The creation of a fully integrated e-Government Strategy is essential to the streamlining information exchange between all areas of the Authority. Efficient and effective use of the information captured, processed and provided within the Authority is the foundation to the success of its e-Government Strategy.

*To provide better access and inclusion:*

- d) the Community relationships fostered through the Community Strategy will be built on to ensure that the views of all groups are adequately represented.

*To provide customer focused services:*

- e) opportunities offered by the implementation of new political structures will be used as a focus to re-engineer the organisation around community needs.
- f) it will consult regularly with its Community.

*To enhance partnership working:*

- g) it will promote partnerships with other service providers, both locally and nationally, to enable all members of the community to receive joined-up services.

h) it will be committed to seeking partnerships with other agencies and be proactive in breaking down any barriers to them.

*To facilitate learning:*

i) it will promote an IT literate population, comfortable with the technology available to them, both in terms of the Council (Officers and Members) and the wider community.

*To deliver better services....*

j) its culture will develop using new technologies to enable all members of the community to receive better services and a better lifestyle. The development of a high speed, high capacity, managed telecommunications infrastructure, (data and voice), throughout the Authority is essential to the provision of fast, efficient and cost effective services. This will support both the current demand and future growth as both e-government and e-business grows.

k) It will adopt national standards, interoperability frameworks and standard technologies to enable the widespread sharing of electronic information. It is imperative that standards for use of data sets are established and rigorously applied to ensure compatibility of information.

The IEG Statement now addresses the key themes from the vision and how work will progress to realise them by 2005.

### Better Governance

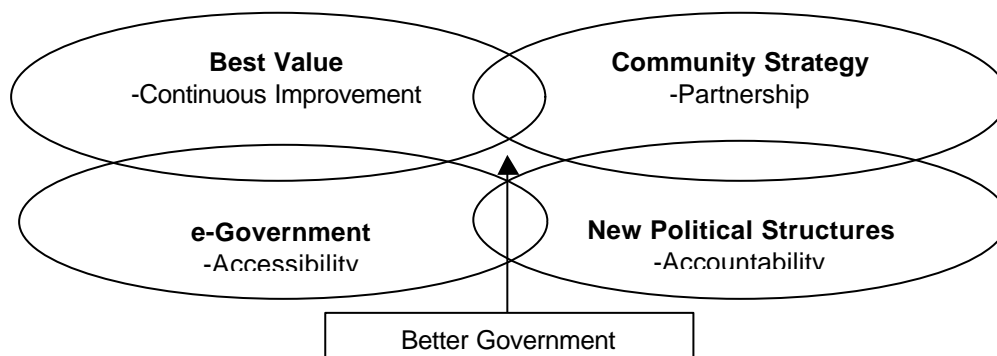
The Council's Core Values shows that Poole already recognises the importance of accessibility, partnership, accountability, leadership and improvement in delivering services to the community. The Council's Best Value Performance Plan (BVPP) is shaped by five key objectives including one relating specifically to the provision of information. This year the Borough has given local people greater opportunity to be involved in decisions which affect them in their local area. It has also made it easier for people to find out about Council information and business via their own computer or one that they can use free, at a local library.

#### Relationship with the Wider Modernising Agenda

Modernisation of local government is central to the Government's programme of renewal and reform. The key principle is "*Better government to make life better for people and businesses*". When focusing on the guiding principles of e-Government, the overlaps between the strands are clear.

At Poole, the relationships between the four strands of the Modernising Agenda are reinforced. There is a clear focus on providing an accountable process of continuous improvement that will result in accessible government for the Community.

The Council uses a simple model in order to illustrate the inter-relationships between the different elements.



#### Poole's Modernising Model

The Borough's e-Champion is also responsible for the new political structures modernising team and works closely with lead Policy Directors for the other two strands. In order to further cement the inter-relationships, the lead officers from all four strands have established a 'working group'. The guidance provided for Fundamental Service Reviews within the Best Value framework contains

specific reference to challenging whether current service delivery is adequately e-enabled and makes best use of technology.

### Councillors Online

All of the Borough's Councillors have an email address and these are available via printed publications and Poole's website. All but one of the Councillors have Borough of Poole IT equipment installed at their homes together with the facility to access their email, documents and the Intranet by dialling in to the Council's network via Virtual Private Network.

### Community Leadership

The Borough of Poole recognises that partnership is an important basis for delivering services to the citizen. By March 2002 the authority will have established a timetable for preparing this community strategy that works towards a long-term sustainable vision for the area. It will have identified the local bodies needed for an over-arching, community-based, strategic partnership, involved them in drawing up the timetable and involved the council's LA21 officers and existing LA21 partnerships in developing a community based strategic partnership. The development of a Community Strategy will give rise to the identification of the Council's and partner organisations' key customer groups and will allow for the analysis of potential groups to access services electronically, addressing social inclusion issues. Through development of these relationships with 'hard to reach' groups, the Council will be able to plan for future joint working, targeting these groups with its partners. The Council's Consultation Officer is identifying Voluntary and Private Sector partners as part of the development of a both a Consultation and Partnership Strategy. Initial work on the Community Strategy has already identified 31 local organisations and businesses that will form the basis for a Local Strategic Partnership.

***This commitment to better governance will allow the Authority to deliver "open democratic and accountable government"***

### **Better Communication**

At Poole, corporate information management is seen as one of the most important areas in developing the true principles of e-Government. Providing citizens with access to the services they need via the method of their choice will require significant changes in the way information and transactions are managed. The way in which information is managed and shared throughout the organisation and with the public and partners, and the efficient and effective use of it once it has been captured, processed and provided within the Council, is fundamental to the success of ESD.

The first step towards making these changes is recognising that improved communication can only be achieved through improved knowledge both of the services the Council provide and those that the citizen wishes to receive. The Council's information management strategy is a pre-requisite to allowing Officers, Members and the public, to access information that is integrated and relevant to their requirements. It will ensure that intercommunications and the sharing of information and knowledge become an integral part of the daily life of the organisation. Better information about citizens will allow the Council to target marketing and information and citizens can choose information they wish to receive. Depending on the methods chosen by citizens to deliver services, (for example Call Centres or First stop/One stop shops) the Authority will need to investigate the use of Customer Relationship Management software. This will require changes in the culture of the organisation and new skills and aptitudes to deliver customer focused services.

The creation of a fully integrated e-Government Strategy is also essential to the streamlining of information exchange between all areas of the Authority. "Say Once ~ Tell Many" will require greater sharing of information and integration of systems but will enable a reduction in expensive administrative processes and in frustration for the public, such as distressing communications for deceased relatives. Improved information flow between Units will result in faster response to service changes, cancellation of benefits, re-letting of vacant properties providing a faster and more efficient service to the public. The Council already has a successfully implemented an "our news, yours views" area on its website. OpenZone allows citizens to subscribe to areas of interest and

receive information about their chosen topics as it becomes available. An interactive discussion board, where visitors can discuss current issues or ask the Council questions, is also widely used and Officers respond to questions online.

Further development of The Loop will enable staff to deal with wide ranging queries and provide them with a central information point from which to gain answers to the public's questions. The philosophy behind this is an over-riding focus on openness and ensuring that a digital divide is not created; whether the public choose to interface with staff in person, through the telephone or access information and transact with the Borough online, the information they are provided with must come from the same source.

***This commitment to better communication will allow the Borough "to respond to the needs of the community in a more timely and effective manner...modernising the way it delivers services and enabling greater choice".***

### **Better Access and Inclusion**

Significant changes will be required in the physical and virtual methods of delivering services to ensure that all corners of the community are able to access the services they need by the method they find easiest. To realise the full benefits of e-Government, changes will also be required to traditional working methods and in the access provided to:

#### Information

All the Councils Committee Agenda's, Minutes and Reports are available on The Loop and a project is underway to make them available on the Council's website

A First Stop Shop is currently being implemented. Designed to be a 'way-in' to the Council, this will act as a 'physical portal' and give the public an opportunity to send email to the Council, collect information and make appointments with officers or Members.

IT facilities will be available at Area Committee meetings to enable fast access to information 'on the spot' rather than having to send answers or wait for the next meeting.

Book search, reservation and renewal will be possible via the Council's website. This will provide the facility to look at your own record and find out what books you have on loan or order and when they are due back or whether they have come in. The upgrade necessary to facilitate these advances will also enable totally electronic ordering of new books (e-Procurement).

#### Services

Much thought has been given to the way in which services are delivered, from both a communication and technological perspective. In addition, an FSR is underway reviewing information services for the Public and Businesses. The results of this Review will contribute to an over-arching Access to Service Strategy.

#### Facilities

The Borough is currently providing PCs with email and internet access to Foster Carers as part of a trial scheme. Further IT facilities are also being provided to the public in libraries via the People's Network.

#### New Ways of Working

The Council has already identified the suitability of Call Centres as one of its pilot projects. The project will involve investigating the cultural and organisational as well as technological changes needed to implement this method of working. The project will address such issues as how call centres would integrate with the first stop shop and how this might impact on current public service delivery arrangements. The Borough has yet to decide whether one, a number, or indeed any, call centres will be implemented. It recognises that, irrespective of method, it must enable its staff to a

greater degree and has already put in place new training courses for staff in relation to use of The Loop, email and the Internet.

The Borough's Employee Travel Plan recognises the need for procedures and guidelines to promote home-working and hot-desking where appropriate.

Service Units are investigating the use of mobile technology and all Voids officers are being given laptops, VPN and mobile telephones to enable real time updating on the conditions of vacated properties. This is expected to be in place by October 2001 and will help address serious homelessness difficulties.

Investigations are also continuing into Personal Digital Assistants and the way that the use of these devices might support field staff working in clients homes, or off-site.

Other projects include:

- Linking sheltered accommodation with the Civic Centre to allow Wardens to communicate easily by email, as well as the potential for Public Access points in sheltered accommodation once network infrastructure exists.
- The provision of a public database of Best Value Performance Indicators, Asset Management Information, Abstract of Statistics and local heritage information.
- Investigation and initial data capture for work on LLPG, NLIS and NLPG, BS7666 and the work on Electoral Registration and datasets for national schemes.
- Electronic capture of all historical planning applications data has been completed

***This commitment to better access and inclusion will allow the Borough to provide "a choice of how people access the services it provides, catering for the full diversity of its population".***

### Customer Focused Services

Use of the Internet is increasing. However, a recent KMPG Consulting Survey "e-Government for All" identified that just over half the population still prefers to access public services through conventional means such as one-stop-shops, libraries, Post Offices or telephone, rather than via a personal computer or digital television. It also identified that twice as many people want to use the Internet to carry out transactions with government compared to merely seeking information on public services. The diversity of each Authority will ensure that each focuses on those areas most pertinent to its locality.

For the Borough of Poole this focus will result from consultation with the community. It is estimated that the population of Poole will increase by approximately 3000 by 2006 and 5000 by 2011 with particular increases in the 15 – 29 and 40 – 49 age groups. These age groups are thought to be the greatest 'Internet users'. This will be borne in mind in strategy development and planning.

In July 2001, the Poole Opinion Panel (POP) will be used to determine key data to develop its e-Government Strategy. The Panel can be surveyed up to four times each year. The summer survey includes a number of e-Government related questions, including five questions used by the Office of National Statistics (ONS) relating to use of the Internet. The results will allow the Council to compare local trends with those found nationally. The POP will also be asked questions about public use of the Council's website, awareness of online services, 24/7 access to information and the type of facilities the public would like to be available online. This will inform the Best Value Fundamental Service review of Information Services for the public and business.

The results of these consultations are not available for this submission, but a number of relevant customer needs surveys have been undertaken over the last four years. The 1998 MORI Residents Survey indicated that although the majority agreed that this Council provided a good

quality service and value for money, a significant proportion of those questioned felt that they knew little about what the Council did and that it was too remote and impersonal. This impersonality, whether true or a perception, sets a challenge for the Authority particularly as it expands electronic service delivery. It is an issue that will be addressed as further electronic methods and 'help yourself' provisions are made available.

MORI also identified views about the satisfaction and importance of Council services. This, together with priorities about which services the community would like more information about, will form the basis of our targets and milestones for improvements in service delivery, either electronic or otherwise, until we are able to analyse the results of the latest consultation. The 1998 Survey asked about how the community preferred to receive information from the Council. There was no specific mention of electronic delivery of information in the results and this will be addressed once the latest results are obtained.

Another survey will be conducted in October when the Authority may include more specific questions relating to its strategy and particular pilot projects. At this stage a Focus/User Group may also be set up.

Polls will be carried out on the website itself, through the use of the Poole Poll. The facility allows citizens to vote on specific issues. It is available on the main homepage of the site for overarching Council issues and on each of the Service homepages for more service specific questions. Thus, the Revenues Section can ask whether citizens would like to be able to pay their Council Tax online. The targeting of these questions directly at those already using the Council's website is likely to give a good indication from an informed population about priorities for future developments.

Further surveys, panels polls and 'Poole News' (the Council's Information Paper which goes out to all households in the Borough) will be used to measure customer satisfaction and service take-up.

***This commitment to assessment of customers' needs will allow the Authority "to develop the delivery of services in order to increase opportunities for access to, and participation in, local services for the people it serves".***

### **Enhanced Partnership**

The Authority believes that enhanced partnership is one of the most effective means of developing links to national e-government initiatives, developing new channels of delivery, re-shaping back-office systems, and sharing knowledge, information and expertise.

#### Conurbation Partnership

The Borough of Poole and Bournemouth Borough Council are jointly undertaking partnership discussions with software supplier SUN, via Computer Centre, and NTL with a view to developing data connection, middleware and data uniformity across the conurbation. This will allow the two Authorities to easily share information but both keep their own corporate identities. Citizens will be able to access information irrespective of which borough they live in, increasing the opportunities for information to be 'pushed out' to the citizen concerning the whole of the conurbation in which they live. e.g. a resident living in Poole but very close to the border with Bournemouth, whilst paying their Council Tax to Poole, may choose to visit cultural events in Bournemouth because it is more convenient. This approach would allow the citizen to be presented with information concerning both Councils on the same personalised page rather than having to subscribe to two separate Authority sites. In addition, the warehousing solution being proposed will increase the potential for joined-up working with other organisations.

#### Dorset Portal

Poole is an active member of the Dorset Information and Technology Management Group, which has formed a working group to discuss and lead e-government developments. All the local

authorities in Dorset, the Police and Fire Authorities and the Health Authorities and the unitary councils of Bournemouth and Poole, have agreed in principle, that they would like to jointly develop certain parts of their future e-government services, including a Dorset Portal. An expression of interest for a Round 4 Invest to Save Bid has been made. This will be a flexible partnership, allowing Authorities to choose their own pace of implementation dependant on resources and their own local priorities.

### Dorset Fire Authority

Dorset is served by a combined Fire Authority for Dorset, Poole and Bournemouth. There are a number of opportunities for them in providing its services through electronic means. Although the *Intervention* element of service delivery, firefighting and rescue, can only be delivered directly at the incident itself, supporting elements such as call handling and safety information are already provided electronically. Additionally, the Authority's *Prevention and Protection* role can be enhanced through electronic means: interactive home safety information is being provided on the Authority's web site and soon it will be possible for businesses to apply for fire certificates electronically. The Fire Authority has identified those areas it believes provide potential for electronic service delivery and these are shown at Appendix 2. The Authority's internet web site is currently being updated and improved and the opportunity is being taken to include many of these elements in the new site. Particular emphasis is being placed on safety in the home and new areas of the web site will concentrate on interactive home safety check-lists (including a "How safe is your home?" quiz), home safety advice and specific pages of advice for children and young people.

### Internal Partnerships

A strategy group has been set up which will help to identify crosscutting relationships amongst Service Units. The process of Best Value Fundamental Service Reviews that are currently either programmed or in the process of being undertaken will also aid this.

### Joining Up Progress

Investigation is now beginning into the potential for 'joined-up' working with other tiers of government. Services such as CareDirect, NHSDirect, local Primary Care Trusts and other Health organisations have been identified. Other services include Benefits Agency, Police and Fire Authority and the Probation Service. It is intended that by ensuring data is compliant with national frameworks such as XML, much of Poole's information will be available via UkOnline. The Dorset Portal will help address this on a regional scale. The Borough is well advanced in meeting the Governments targets in joining up its LLPG with the National Land and Property Gazetteer Hub and the NLIS Hub and will have supplied data to the National Electoral Register Hub to meet Government targets.

***This commitment to enhanced partnership working will allow the Borough "to deliver 'joined-up' services to the public" and allow its partners "to communicate more effectively both with the Council and the community".***

### **Facilitating Learning**

Implementing electronic service delivery will open avenues for increased learning opportunities for both public and employees. Partnership working will increase the opportunities for citizens to access online learning including UKOnline for business schemes and National Grid for Learning. There is scope for some adult education to be delivered online allowing those who wish to learn at home to do so. This will provide increased opportunities for the disabled who are unable to visit a centre and for parents who wish to improve their skills but are unable to make childcare arrangements during their learning.

A pilot scheme using ICT to support outreach and e-learning to looked after children is already in place.

Free access to ICT facilities are already offered in libraries and there is potential, with agreement from schools and colleges, to open other ICT facilities to the public for online learning.

Electronic service delivery also provides the Authority with two significant learning challenges in ensuring that

1. Its staff are confident in using new technologies and with new methods of working, and
2. That citizens have the necessary knowledge to access services electronically if they so wish.

Both of these challenges will require the Council to provide learning opportunities. Training will need to be made available to staff and investigations will take place into the best methods of raising awareness and providing training for the public.

***The Council is committed to lifelong learning and, to fully realise the benefits presented by technology and e-government, will facilitate the development of its community's skills.***

### **Better Services**

Information Management has already been identified as one of the mainstays in successful communication with the public and coupled with the infrastructure required to move the information around and compliance with national standards provides the basis for better service delivery.

#### Infrastructure

The Council has already completed a Network Review and is currently tendering for the provision and support of data network equipment. This will allow the voice and data network to be more responsive to the needs of staff. The Council is currently implementing Thin Client software.

#### National Frameworks

##### NLPG, NLIS and the Electoral Registers project

The Council is already well advanced in addressing these Projects. The LLPG has an appointed custodian who is responsible for updates and communications on national projects. Poole is one of the 77 local authorities (less than 20%) that has submitted its LLPG to the National Land and Property Gazetteer Hub and received confirmation that it is to be used. Level 2 of the milestones for implementation of NLIS is also in place with staff having already been trained in this area. It is anticipated that this project will meet the 2003 deadline. Poole's Electoral Register already conforms to BS7666 and it will meet the December 2001 deadline for this data to be supplied to the National Hub. However, the Council recognises that it still has much work to do and this is reflected in the project milestones. For example, the LLPG is currently created from Address Point data and needs to be fully integrated with other Council systems. Work will be done to bring these up to BS7666.

#### NGfL

The Borough's Schools have access to the National Grid for Learning through administration and curriculum PCs connected via ISDN or broadband. The SWgFL consortia have also brought broadband connection to all of Poole's Secondary Schools. The Council has already exceeded the 20% requirement for all schools to have broadband connection by Summer 2002 (23% of its schools currently signed up to the scheme).

#### Convergence with eGIF Framework

The Council recognises the importance of the eGIF framework and the use of XML schema data to allow universal access to data. This will be an important part of integration into UKOnline. The Council will be working with software suppliers to ensure that its legacy systems are capable of this interface and will ensure, as part of its robust IT project management and contract documentation, that this issue is addressed at the time of purchase of any new systems.

***These commitments will allow the Borough "to deliver efficient and effective local***

***government services providing Best Value to the community".***

**Service Audit**

An overview service audit has been carried out throughout the organisation. This forms the basis for an assessment of the Council's current ESD position and has been used raise the understanding of e-Government and what services we deliver to the public and to each other. A questionnaire was sent to all Service Units to find out which of their services, they believed were being (or could be) delivered electronically.

A sample is included below:-

Service	Sub-Service	C?	I	T	S	D	%
Licencing	Provide information on the kinds of licences/registrations	✓	✓				100
	Application for licence or registration	✓		✓			0
	Collection of returns, lottery or charity	✓		✓			0
Refuse Collection	Provide Information about daily collection rota	✓	✓				0
	Provide Information about rules and regulations for bin collection	✓	✓				100
	Report collection problems (missed bin, lost bin)	✓		✓			0
	Request bulky collection	✓		✓			0
Council Tax	Provide information	✓					
	Change of address and circumstance	✓		✓			
	Billing	✓				✓	
	Payment	✓		✓			100
	Valuation List	✓	✓				
	Appeals	✓			✓		

Based on the results of the service audit, and using SOCITM's advisory list of services for collation, the Council currently delivers approximately 31% of its services electronically. It was never intended that this survey would determine the priority for implementation but that it would provide a starting point for future research and discussion. More consultation will be needed with Service Units and the public before determining a priority ESD. However, this audit, coupled with previous public consultation and Government targets has helped identify a number of pilot projects. These include a feasibility study into e-Procurement and work on Document Management.

**Significant Services**

The Borough of Poole has been addressing electronic service delivery since the implementation of its website in 1998. It has recognised that a sound infrastructure is paramount in delivering services electronically, whether to the front office or to the public. An audit of current ESD related projects throughout the organisation shows that many Units are well placed to deliver services electronically.

It is anticipated that much of 2001/2 will be devoted to investigation into customer need and awareness raising, together with the initial stages of the pilot projects. The Authority will also be addressing funding for e-Government.

The results of the 1998 MORI survey regarding importance of Council services can be used as a baseline but further research will be carried out to identify those that the public would like to be e-enabled. However, the Council recognises that those services with the highest volume of transactions are likely to be those where the greatest benefit in terms of more efficient use of resources and therefore cost savings will be accrued.

It is anticipated that all the pilot projects will have been rolled out by the end of 2004. The Councils website is already classed as Content+ and the next phase of its development will be in turning it into a truly transactional site.

## Service Audit and Significant Services

As an initial step towards this, a number of the pilot projects have been identified as projects of corporate significance in laying the foundations for the furtherance of ESD within the Council. They underpin the Vision as they all address issues surrounding the efficient management of information and/or the citizen's ability to transact with the Council. Each pilot project has a Lead Officer who sits on the Strategy Group and is responsible for driving the project, raising its profile and encouraging corporate participation.

- The reservation and renewal of library books via the Council's website and the ability to find a book (search by library etc) will be online by the end of 2001. The Library Service in Poole currently issue over 1 million books per year
- Document Management is seen as an important pre-cursor to the implementation of Planning Applications online and has been chosen as one of the pilot projects for the current year. The Planning Unit received over 16,000 applications and approximately 14,000 payments last year.
- e-Payments are being investigated across the Council as this will have an impact on the provision of a wide range of services. It is being approached from a corporate perspective to ensure that the public do not have to cope with different processes for different services. In the year 2000/1, over 700,000 payments were made to the Council. For example, over 500,000 Council Tax payments, 32,000 Non-Domestic Rates payments and over 8000 Adult Education course fees, in addition to payments for other services such as beach huts, allotments and sports pitches.
- The Apply for It project will pave the way for the provision of online forms and application for all Council Services. In 2000/1, there were over 15,000 applications for benefit, 17,000 requests for application forms for jobs, 1800 building consultancy applications and 9000 applications for Adult Education courses.
- Investigation into the use of a corporate Smartcard is currently being undertaken. Smartcard technology is seen to have great benefits in reducing social exclusion and stigma attached to claiming or using benefits or services designed to help those in need. In addition to corporate use, part of the Dorset Portal project is to look at the ways in which Smartcards can be used across the County but with the issuing authority retaining its own branding. This is seen to be especially important for joined-up use with other bodies, for example the local bus company, as they will not want 20 different cards in operation across their region.
- e-Procurement is now at feasibility study stage with a project team looking at software solutions. It is anticipated that this will be in place by December 2002 with some Units operating before this date. This will give rise to greater efficiency in procurement of goods and services.

These projects provide the basis for the delivery of information and transactional services laid down in BVPI157. The Apply for It and e-Payments projects alone are estimated to account for somewhere in the region of 70% of all transactions with the Council. Predicted future work looking at 'Report It', online bookings and e-voting account for the remainder. Forecasts have been made about how the completion of these projects will help the Authority to work towards the 2005 target. They are based on initial calculations; more detailed analysis will be needed before the estimates are published in the BVPP. Local priorities will also influence the targets set in the BVPP and will depend on the results of the consultation with the public.

	<b>Information</b>	<b>Transaction</b>	<b>Supply</b>	<b>Delivery</b>	<b>Overall</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
2001/2	64	25	17	18	31
2002/3	80	43	25	24	43
2003/4	100	67.5	50	56	68
2004/5	100	100	100	100	100

### Milestones and Transition Plans

The Action Plan in Appendix 1 is taken from the Council's master project plan for the implementation of e-Government. It identifies where culture change or strategy development is needed in order to give a more rounded picture of the work that is required within the Authority and in the wider community. All the milestones have implementation dates. However, until strategic priorities have been identified through consultation with partners, it will not be possible to determine an exact timetable for delivery of individual projects. These projects have therefore been indicated using a starting month and year. This Plan will change as more information becomes available from consultation with the public and our Partners.

### Cost Benefit Analysis

Although the Council has identified a number of pilot projects definite figures cannot yet be put on any cost or benefit. However, each Lead Officer, as part of their initial investigation, is asked to complete a Project Outline which addresses issues such as:

- How the project will improve services to the community
- How the project helps to fulfil the corporate e-government vision
- How the project relates to any Best Value Review
- Projected Costs
- How the project will be funded indicating whether it is looking to cover funding from revenue, capital, grants, ISB or other sources
- How the project will benefit internal business processes
- How the project will benefit citizens

Quantifying the financial benefits and savings of furthering ESD within Poole is difficult. In real terms it is likely that the implementation of e-Government in the short to medium term may actually increase costs, as they will need to be run in parallel with current methods. Real financial savings are only likely to be made once all of the services have been re-engineered as part of the Fundamental Service Review programme. It is only where processes can be completely decommissioned from labour intensive paper based methods that real savings are likely to accrue. It is therefore important to recognise that these benefits may not be realised in the same term as any financial outlay. For example, decommissioning methods and streamlining processes may not reap benefits until the medium to long term. It is unlikely however, that even in the long term, the financial benefits will ever exceed the £5.5million investment required. Benefits in terms of improved information management and service delivery are much more difficult to quantify but must be recognised as a favourable outcome of financial investment.

Efficiency gains are expected from the improved management of information. By encouraging Service Units to ensure their data adheres to standards, whether national e.g. BS7666 or local policies, sharing of information will become easier. This will reduce the time spent searching for data enabling a faster and more accurate response to the public at first point of contact. Ensuring standard platforms and operating systems will also produce efficiency gains as it will be easier for data to be transferred from one place to another or linked to a central point. The corporate contact database will ensure more efficient use of contact data throughout the organisation.

It is important to recognise the impact that increased access to services may have on the Council's ability to deliver. Increased demand may in itself lead to additional cost. For example, making it easier and more convenient for people to report pot holes in the road may not only increase the number that are reported and therefore need to be repaired but also the expectation of the speed at which this will be carried out. Managers and Members will have to evaluate these implications against improved service delivery.

These shortfalls and additional outlays will have to be managed - made up from existing funds and minimised by a commitment to work with other organisations in the public and private sector to share both cost and risk.

## Milestones and Transition Plans

However, there are some areas where major financial investment is needed and saving opportunities can be identified. These are listed below.

Costs	Benefits	Type
IT Infrastructure	Improved customer access	S
IT systems (upgrade or purchase of new)	Improve quality of service provision	S
Training	Potential Accommodation savings	F
Increased Demand	Potential savings in paper costs	F
Publicity	Potential savings in printing costs	F
Officer Time (implementation & evaluation)	e-Procurement	S,F
Pilots Projects	Potential savings in postage costs (online forms and electronic payments)	F
	Improved Information Management e.g. <ul style="list-style-type: none"> <li>• Say Once ~ Tell Many - reduction in expensive administrative processes</li> <li>• Faster response to service changes, cancellation of benefits, re-letting of vacant properties</li> <li>• Citizens do not receive distressing communications for deceased relatives</li> <li>• Citizen receives consistent information</li> <li>• Better information about citizen ~ Authority targets marketing and information rather than wasting resources on those who are not interested</li> <li>• Citizens can choose information they wish to receive</li> </ul>	S,F

Key:	S – Service	F - Financial
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Initial analysis has identified some areas of financial saving, in paper, printing, postage, accommodation and officer time. At present this is estimated to be somewhere in the region of £1million over 5 years.

### Local Targets and Priorities

Poole's local priorities are listed in the section 'Realising the Vision' at the beginning of the document. It will be important for the Council to measure success with local and internal targets. The following list indicates potential local and internal targets for ESD. The list has yet to be agreed with Members, Management Team or Service Units, unless specifically stated. This list is not considered to be exhaustive. Other local targets may result from the Public Information Fundamental Service Review, other FSRs and from specific e-projects. In setting internal targets the Council has tried to include measures of Service to Service ESD in addition to the public facing targets employed in BVP1157.

Description	Measurement	Target	Cross Ref**
Increase the average number of monthly visitors to our website. (C)	Number of visits	50%	4c
Increase the net satisfaction regarding being kept well informed by the Council (C)	POP (% response to information question)	25%	4b
Decrease the number of calls directed to a second point of contact	Percentage of the total number of external calls received by the Authority	tba%	4b,4f
Decrease the number of missed calls to the Authority	Percentage of the total number of external calls received by the Authority	tba%	4f
Decrease the number of contact databases	Percentage of total contact databases	tba%	4c

## Milestones and Transition Plans

Description	Measurement	Target	Cross Ref**
Increase the number of backend services available on The Loop	Percentage of the total number deemed suitable/necessary for connection	tba%	11
Increase the accessibility of The Loop and email to staff	Number of logins as percentage of FTE's	tba%	4f
Carry out an annual audit of data sets	Taken place	Yes	13
Carry out structured training for staff in new technologies	Number of places taken up over 1 year period in specifically designed courses	tba%	10
Increase the awareness of e-Government amongst staff	Survey (% response to awareness question)	tba%	10
Increase the awareness of online services amongst the public	POP (% response to awareness question)	tba%	11
The percentage 'up-time' of the Council's website	Percentage of possible 24/7	tba%	6
The percentage 'up-time' of the Loop	Percentage of possible 24/7	tba%	6
Target for initial use of an online service	Percentage increase in number of visits	tba%	6,
Expected annual growth of use of an online service	Percentage increase in number of visits	tba%	6, 12 4b
Percentage of services delivered internally by electronic means	Percentage of total capable of ESD	tba%	11
Increase the number of partnerships on an annual basis	Percentage of total number of partnerships	tba%	4a
Increase the number of systems using XML schema	Percentage of total number of systems where XML is required	tba%	12

Key:	(C ) Current Local Indicator	tba - To Be Agreed	** Relates to the measurement of success of this item in the list of milestones. Targets for milestones 5, 7 and 9 are set nationally
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### Private Sector Partnerships

The Borough is already investigating potential partnerships with private sector companies. The Council has a strategy and policy for procurement. Seven procurement routes are identified to help minimise the risk of monopolies. All projects involving the purchase of new IT systems are project managed and put out to tender in accordance with the Council's Standing Orders.

### Risk Assessment and Management

The Council has identified a number of barriers and uncertainties that will need to be overcome in order to realise the implementation of ESD. These include legal, operational, cultural, behavioural and technological obstacles. In recognising them as risks, the Borough has begun to think about how they can be managed and is currently working on this in a project with District Audit.

#### Legal

A number of existing methods of applying for, voting for and booking services require proving identification and a signature. Addressing this issues for those who choose to have their services delivered electronically will require either the removal of the legal barriers or a more 'inventive' approach to customer service.

#### Operational

Financial resourcing has already been identified as one of the potential barriers to implementing the service changes needed to meet the e-Government targets. The Council will need to ensure that there is a robust policy in place for the allocation of corporate funds and that the issue of external funding is addressed appropriately.

There are also human resource barriers. New ways of delivering services will require some re-skilling and training as well as new challenged for recruitment. What may have been archetypal

qualifications and skills for a traditional Local Government Officer twenty years ago, may no longer be those needed to deliver modern services. The Borough may therefore have to rethink its recruitment policies, amend job descriptions and provide different training to its staff.

### Behavioural and Cultural Barriers

Changing the behaviour of the organisation and the people who use it is one of the largest parts of implementing e-Government. Building customer service around the choice of the citizen and not the traditional structure of the organisation will require a considerable amount of time and effort being put in to awareness raising and marketing of what the Council is doing and why. The challenge to the organisation is 'How do we make people want to change?'. To address this the Council has plans for a change management strategy, gaining the commitment of senior management and involving all parts of the organisation. It is important that people do not see e-Government as just another initiative.

Traditionally local government is not good at joining with other organisations and to some extent with itself. Poole has a tradition of integrated working, reflected in its unconventional management structure, and now reflected in the broad themes of the pilot political structure. Any remaining barriers caused by services being delivered in insular business units will need to be broken down. The Council's strong branding will help to portray the message outside the organisation. Internally the organisation has an open style and has a history of successfully raising awareness about issues amongst the organisation. Awareness raising has already started with a site being set up on The Loop for staff to gain information about the project and an article in the Staff Newsletter issued with each payslip. It is hoped that by putting in place a number of corporate strategies, the message about the necessity for change will be disseminated; both top down and bottom up.

### Technological

The technology involved in implementing e-Government, whilst acting as an enabler, can also be seen as a risk. The speed of technological advancement makes it difficult to accurately predict how and where new methods of electronic service delivery may arise - what may be state of the art today can be prehistoric tomorrow. In order to manage this risk, the Borough already has Information Technology and Information Systems Strategies which take into account any 'up-and-coming' technological advancements and move the Council forward in such a way as to minimise obsolescence. By ensuring that there is a common platform across the Authority and that proper integration with national initiatives takes place, the strategies will continue to provide a sound base for further development of electronic service delivery.

### **Skills Need Analysis**

The Council has divided the skills needed to implement e-Government into a number of different areas. This recognises the diverse abilities that will be needed within the organisation to make the project a success.

### Leadership

The Authority has formed an e-Government Steering Group which together with the Management Team, will provide the leadership and focus for the project. The Steering Group comprises Members from each political party, four Service Unit Heads and the e-Champion. This gives e-Government a good profile at the very top of the organisation structure.

### Business System Development

The Council has a proven record in Business System Development. It has IT Unit Liaison Officers responsible for IT systems co-ordination within each Unit and has a Project Management Team which oversees the implementation of all major IT systems.

### End User Skills

## Milestones and Transition Plans

Work will continue with the Borough's Training Unit to identify specific skills and training necessary for the implementation of e-Government. Some courses in information management and retrieval are already underway, with increased provision of training on The Loop and on the use of email.

### Specialist User Skills

The Council does not believe that these skills can be identified until the pilot projects have been put in place.

### e-Learning

The continued development of the Loop is likely to see advances in online learning. Discussions have taken place about the provision of typing tutor software on the Intranet. As more employees rely on keyboard skills to produce reports and information, the Training Unit has recognised that making training available online is a good way to reach employees. There is also potential for the investigation of external courses. Accommodation and travel to off-site classes can amount to the largest share of training expenses and the use of online distance learning may help to keep costs down, as well as minimise the time that employees are away from work.

### Procurement

The Authority has an established team of qualified procurement professionals.

### IT Support

New technologies will bring training requirements for existing IT support staff and the need to employ new staff with new skills. The IT Unit is currently implementing Thin Client technology and it is likely that the Unit's support will become more back office oriented. Training will also need to be undertaken to address any 24/7 support issues if technicians are expected to have a wide range of system skills rather than specialisms. It is also likely that there will need to be an increase in staff with web skills to cope with the increased development and support of the Authority's website.

### Information Management

Clear indications of which Information Management skills are needed and where they are likely to be required will be addressed as part of the Council's development and implementation of its Information Strategy. However, it is likely that all staff will require some information management training even at basic level, with Team Leaders and Managers requiring higher level skills. Information Management skills are important to the front office ('where to I find the information?') and the back office ('how do I store the information?'). Staff will need to be trained to enable this to be a part of their everyday working life.

### Conclusion

This IEG Statement represents the Council's commitment to implementing electronic service delivery and to better government. It is a building block to strategy development and will change as the results of consultation and feedback become known.

The Vision for Modern Service Delivery sets out how the Council aim to deliver better government.

The Council's approach will incur costs estimated to be in excess of £5.5million but will provide benefits both in terms of financial savings and in the improvement of services.

e-Government is a change management project that will impact on all aspects of the Council. It will require a re-definition of the way that Council services are delivered between now and 2005 and beyond. This will need commitment from the top levels of the organisation; Members, Management Team and Service Unit Heads. This commitment is already evident and the CISS PAG have supported the approach to e-Government being taken by Officers and supported the formation of the e-Government Member Steering Group to aid the process.

This Implementing Electronic Government Statement was approved by the Executive on 25<sup>th</sup> July 2001.

Appendix 1 - Action Plan

Item	Priority Reference	Description	Initial	Target	Comp'd
1		<b>e-Gov Strategy Group</b>	June 2001	Ongoing	
2		<b>e-Gov Member Steering Group</b>	July 2001	Ongoing	
3		<b>IEG Statement</b>	May 2001	July 2001	✓
4		<b>Strategy Development</b>			
4a	d,h	Community Strategy	March 2002	Ongoing	
	g	Partnership Strategy			
		Social Inclusion Strategy			
4b		Corporate Communications Strategy		March 2002	
	f	Consultation Strategy			
		Public Access Strategy			
4c	k	Web Development Strategy		March 2002	
4d	i	Information Technology Strategy	Under Revision		✓
4e	i	Information Systems Strategy			✓
4f	c	Information Management Strategy		Jan 2002	
4g	e	Change Management Strategy		Jan 2002	
4h	c	e-Government Strategy		Jan 2002	
		Vision			
		Vision Statement		July 2001	
		Promote and Share with stakeholders	Community Strategy		
		Partnership	Community Strategy		
		Consultation			
		Public	July/Oct 2001	Ongoing	
		Service Units	June 2001	Ongoing	
		Employee		Ongoing	
		Business		Ongoing	
		Partners		Ongoing	
		Technology	IT Strategy		
		Criteria for Determining e-Projects		Oct 2001	
		Criteria for Determining Funding		Oct 2001	
		Risk Assessment		Nov 2001	
		Review Procedure		Dec 2001	
		Performance Measurement	BVPI 157 and Local Targets		
		Change Management		Jan 2002	
5		<b>Decide services to be delivered electronically</b>	Jan 2002		
		Identify 'Quick Wins'		Jan 2002	
		Define Citizen Priority Services		Feb 2002	
		Define ESD for Poole		Feb 2002	
		Define measurable Service Level Targets		Mar 2002	
		Processes		Mar 2002	
		Engage Service Units	May 2001		
		Assessment of feasibility of ESD for each Service		Aug 2001	
		Current percentage compliant data		Nov 2001	
		SUs assess own services for ESD changes	Fundamental Service Review		
		Cost benefit for each service ESD	Fundamental Service Review		
		Set local targets	Dec 2001	Ongoing	
6		<b>e-Projects</b>			
		Define Terms of Reference		May 2001	✓
		Councillors On Line		Jan 2001	✓
		Public Email		June 1998	✓
		VPN Access		Jan 2001	✓
		Library Catalogue and Services Online		Dec 2001	
		e-Procurement			
		Identify Lead Officer		July 2000	✓
		Project Outline		Oct 2000	✓

## Appendix 1 - Action Plan

Item	Priority Reference	Description	Initial	Target	Comp'd
		Funding Requirements	Oct 2000	Feasibility Only	
		Identify Team		Oct 2000	✓
		Feasibility Study	July 2001		
		Implementation		Dec 2002	
		Review			
		e-Payments	Sept 2000		
		Document Management	Oct 2000	Dec 2003	
		Smartcards	June 2001		
		Apply for It	June 2001		
		Call Centres	May 2001		
		Dorset Portal	Mar 2001		
		Conurbation Partnership	June 2001		
		NLIS		Mar 2003	
		Use of DX with BACS option			
		Use of starter kit to connect to NLIS		Dec 2001	
		Connection of Local Authority systems to NLIS		Mar 2003	
		LLPG			
		Create and Update LLPG			
		Link LLPG to NLPG		July 2002	
		Link other datasets to LLPG			
		Electoral Register		July 2002	
		Create and update Electoral Register			
		Supply data to National Electoral Register Hub		Dec 2001	
		Connect electoral register to NERH		July 2002	
		Make ER available to systems to authenticate identity		July 2002	
<b>7</b>	<b>k</b>	<b>Integration</b>			
		NGfL	June 2001	Ongoing	
		UKOnline			
		NHSNet			
<b>8</b>		<b>Budget</b>		<b>Annual</b>	
		Annual Budget Setting		Sept Annually	
	<b>b</b>	Best Value Performance Plan		March Annually	
		Capital Programme		February Annually	
		ISB Round 4		June 2001	✓
<b>9</b>		<b>BVPI157 and Local Targets</b>		<b>Ongoing</b>	
		Estimated Outturns 2002/3	May 2001	Dec 2001	
		Monitoring		Ongoing	
		Annual Review		Annually	
<b>10</b>	<b>a,b,c,i</b>	<b>Behavioural Change</b>			
		Awareness Raising		Ongoing	
		Members	July 2001	Ongoing	
		Management Team	June 2001	Ongoing	
		Service Unit Heads	July 2001	Ongoing	
		Officer Contacts/Message Carriers	June 2001	Ongoing	
		Officers	May 2001	Ongoing	
		Public		Ongoing	
		Partners		Ongoing	
<b>11</b>	<b>j</b>	<b>Technology</b>			
		Key Technical Decisions		Technology Strategy	
		New Technologies Identified			
		Infrastructure and Network Assessment			
		Back End System Integration			
		Access to Technology		Ongoing	
		Standard of Systems Performance		Ongoing	
		Technical Implementation		Ongoing	
<b>12</b>	<b>k</b>	<b>Compliance</b>			

## Appendix 1 - Action Plan

Item	Priority Reference	Description	Initial	Target	Comp'd
		Relevant Legislation and Standards Defined		Ongoing	
		Responsibility Defined			
		Adopt e-GIF and LG Standards		Technology Strategy	
		XML			
		BS7666			
<b>13</b>	<b>i</b>	<b>Skills</b>		<b>Ongoing</b>	
		Define new skills required			
		Skills Audit			
		Gap Analysis			
		Training			

## **DORSET FIRE AUTHORITY IMPLEMENTING ELECTRONIC GOVERNMENT STATEMENT OUTLINE FRAMEWORK**

### **1. Dorset Fire Authority's vision for modern service delivery in 2005**

Items marked are \* are already available (as at 1 June 2001)

#### *General arrangements*

- Web site available \*
- E-government sponsor on Principal Management Group (officer)
- E-government sponsor on Fire Authority (member)

#### *Community partnerships*

- Dorset Fire Authority part of local government portal for open access
- Partnership arrangements on community safety with Dorset Police and other agencies (including district councils)

#### *Public consultation*

- Interactive web site for consultation on service priorities and improvements
- Performance Plan on web site with facility for download \*

#### *Call handling*

- 24 hour/7 day call handling for emergency calls \*
- 24 hour/7 day call handling for vehicle and property defect reporting \*
- Opportunity for offering call handling facilities to other local authorities and agencies \*

#### *Fire Safety Certification*

- On-line applications for Fire Safety certificates
- Access to information about appropriate legislation
- Self-certification check-list
- Payment for certificates on-line

#### *Fire Safety Education*

- Home safety check-list on-line (Interactive "How safe is your home" quiz)
- Home safety advice
- Advice to children and young people
- Arson prevention

#### *Procurement*

- On-line procurement with major suppliers (electronic orders and payments)

#### *Recruitment*

- On-line information about opportunities for employment
- On-line application form

#### *Training*

- Access to information about commercial training courses
- Booking courses on-line
- Paying for courses on-line

#### *Fire Authority Members*

- Members on-line (through partnership agreement with constituent authorities)
- E-mail facility with members
- Agendas and minutes sent on-line

#### *Service staff*

- Links between all wholetime stations (\*), retained stations and HQ and area offices
- Opportunity for home working and access to major systems \*

**2. Practical steps to achieve vision**

*What is already in place?*

- 24 hour/7 day call handling arrangements
- Call handling available for other agencies
- Web site
- Home working with access to major systems

*What can we achieve by 1 April 2002?*

- Redesigned web site to enable interactive facilities such as
  - applications (fire certificates, recruitment etc.)
  - training course bookings
  - fire safety check-lists
  - community consultation
  - links to other safety related sites e.g. Streetwise, Welephant
- E-government sponsors nominated from both Principal Management Group and Fire Authority
- Established IEG as part of Aims and Objectives and included in 2002-03 Service Plan
- Established commitment from Fire Authority for Electronic Service Delivery (ESD) including appropriate funding.

*What can we achieve by 1 April 2003?*

- Established local government portal with other local authorities in Dorset
- Established partnership arrangements on community safety
- On-line procurement
- Web site able to deal with on-line payments (fire certificates, commercial training courses etc.)

*What can we achieve by 1 April 2004?*

- Implemented remaining opportunities for ESD

**3. Links with other service providers**

Links are dependent on partnership arrangements with other local authorities for common portal and for community partnership developments

Steve Lee  
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