CARLISLE CITY COUNCIL

REPORT TO EXECUTIVE

PORTFOLIO AREA: Policy & Performance

Date of Meeting: 28/10/2002

Private*

Key Decision: Recorded in Forward Plan: YES

Inside/~~Outside~~ Policy Framework

Title: Implementing Electronic Government – 2
Report of: City Treasurer
Report reference: Financial Memo 2002/3 – Number 71

Summary:

This report contains the Council's Implementing Electronic Government (IEG2) statement for the coming year.

Recommendations:

The Executive is asked to approve the IEG statement.

Contact Officer: John Nutley   Ext: X 7250

1. BACKGROUND INFORMATION AND OPTIONS

1.1 Earlier this year the ODPM wrote to the Council requesting an update on our Implementing Electronic Government (IEG) plans. This report delivers the Councils response to that request.

1.2 In considering the Council's response this Executive decided that the Council should make a joint submission to the ODPM in partnership with the other District Councils and the County Council. This response would originate from the Connected Cumbria e-government partnership.

1.3 A series of SOCITM facilitated meetings drew up the core document for the partnership. Members of the partnership then submitted their own local variations that go to form an Appendix to the main document.

1.4 As part of the evaluation on the progress of implementing IEG through Connected Cumbria and Carlisle the ODPM is keen that any statement has been considered and passed through the appropriate policy processes.

1.5 If the ODPM consider that sufficient progress is being made then they will authorise the release of a second round of IEG money for 2003/2004. This second grant will amount to £200,000 for Carlisle and enable the IEG vision to be delivered.

1.6 The IEG statement is produced in Appendix A and the Executive is asked to approve the statement.

2. CONSULTATION

2.1 Consultation to date.

2.2 Consultation proposed.

3. STAFFING/RESOURCES COMMENTS

4. CITY TREASURER'S COMMENTS

5. LEGAL COMMENTS

6. **CORPORATE COMMENTS**

7. **RISK MANAGEMENT ASSESSMENT**

8. **EQUALITY ISSUES**

9. **ENVIRONMENTAL IMPLICATIONS**

10. **CRIME AND DISORDER IMPLICATIONS**

11. **RECOMMENDATIONS**

The Executive is asked to approve the IEG statement.

12. **REASONS FOR RECOMMENDATIONS**

The IEG statement provides the forward direction for implementing electronic government in the Authority and will lead to funding that will allow the statement to be implemented.

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Implementing Electronic Government Statement 2002

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COUNTY COUNCIL

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SOUTH LAKELAND DISTRICT COUNCIL

Partners:	
Allerdale Borough Council	Barrow Borough Council
Carlisle City Council	Copeland Borough Council
Cumbria County Council	Eden District Council
South Lakeland District Council	

Version: Master v4	Date: 17 /10 / 02

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INTRODUCTION

This Implementing Electronic Government statement is a joint submission by the Connected Cumbria Partnership.

Connected Cumbria is made up of the following partners;

Allerdale Borough Council, Barrow Borough Council, Carlisle City Council, Copeland Borough Council, Cumbria Association of Local Councils, Cumbria County Council, Cumbria Fire Service, Cumbria Police Authority, Eden District Council, Lake District National Park Authority and South Lakeland District Council.

- All partners have been involved in developing the high-level vision and objectives for the delivery of eGovernment in Cumbria by 31st December 2005.
- All District Councils and the County Council have prepared this IEG2 statement.
- This document has been prepared by representatives from each of the seven authorities using a combination of group meetings & workshops and individual work on behalf of each authority.
- Each authority in the preparation of this document has consulted Members, Senior Officers, Service Managers and other relevant partners.
- The statement will be published on the internal Intranet & public Internet sites of each partner.
- The Executive of each Council has approved the high-level partnership vision & relevant individual appendices.
- This statement complements the individual councils' e-strategies, some of which are still under development. These contain more detail on individual projects and priority areas.
- No parts of this joint statement are required to be treated confidentially.

Name	Title	Contact
Nick Fardon	Chair of Connected Cumbria	Tel: Fax: Email:

"REACHING OUT TO THE COMMUNITY – ATTACKING EXCLUSION IN CUMBRIA"

Cumbria is a vast area, geographically remote from the centre of national government. The County includes urban centres, but much of its area has low levels of population. This raises:

- Difficulties for the local government customer, in accessing services conveniently.

- Challenges for the public bodies in providing services, comprehensively.
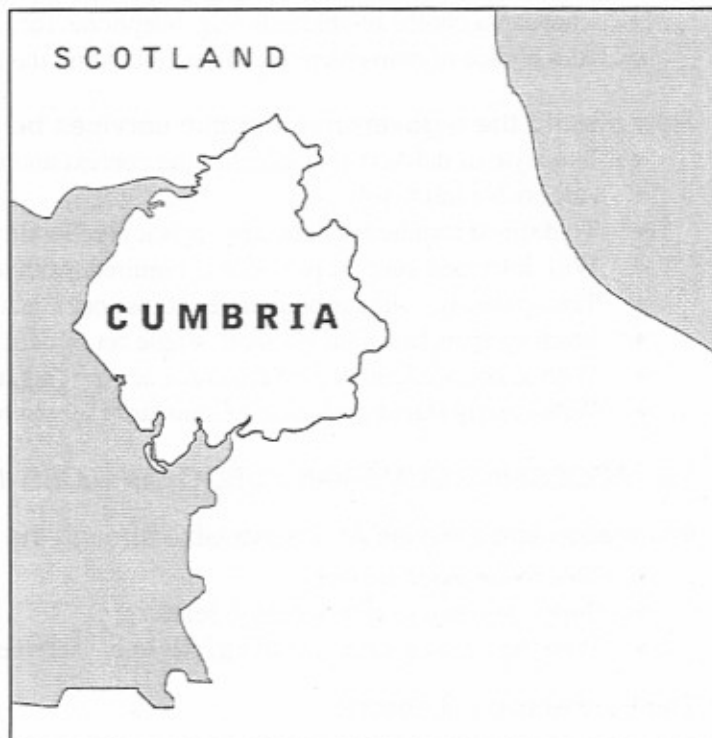
The Connected Cumbria Partnership (the *Partnership*), including all Local Authorities, Fire, Police and Local Councils has been formed to accelerate the introduction of effective e-government across all public services, by the creation of a regional strategy for Cumbria. The Partnership has identified two strategic imperatives for co-operative working across its area:

- Delivering services that attack exclusion and poverty, in both urban and remote rural areas to consistent standards.
- Obtaining best value, from the information technology market in the area; which is less active and competitive than in many other parts of the United Kingdom.

Ultimately the delivery of e-government, including the essential development of e-citizenship will provide considerable benefits in improved:

- Access to information and services for those who live in Cumbria.
- Communications between Cumbrians and the rest of the World.

1.1 ACCESSING CUMBRIAN PUBLIC SERVICES IN 2006 - THE CUSTOMER VIEW

When should e-government public services be available?
- Through at least one channel, when the Citizen wants it (365 days x 24 hours).
- Through other channels that the Citizen chooses, outside traditional working hours.

Where should e-government public services be available?
- Via locations and channels that increase equality and inclusion.
- Through a choice of channels (e.g. telephone, face to face, web site).
- At a choice of convenient locations (including the home).

How should the e-government public services be available?
- In a style of delivery that matches the context and user needs.
- Accessible intuitively.
- To defined standards of security, privacy, reliability and reliance.
- With informed support provided if required (both telephone and face to face).
- Transparently, without boundaries across organisations.
- From systems based on a virtual, single set of data.
- With acknowledgements of customer actions (e.g. requests, complaints, payments made).
- With clearly stated performance standards for the response.

1.2 ACCESSING CUMBRIAN PUBLIC SERVICES IN 2006 - THE INFRASTRUCTURE

Information and services will be available through the channels:
- Telephone based services.
- Supported face to face access to services.
- Web Portal, web sites, including interactive services.

The Partnership will ensure:
- An infrastructure (real and virtual) that will enable improved and consistent standards of customer access in urban, rural and coastal areas.
- The infrastructure will be available for use by member Authorities according to their local priorities.
- Citizens will be able to access services without prior knowledge of administrative and geographical boundaries.
- Citizens will be able to access services of one public body by using facilities provided by another.
- The response from the new e-government infrastructure will be presented and branded to clearly define the accountable service provider, within an open government environment.

1.3 THE PARTNERSHIP APPROACH

In developing the Partnership Vision advice has been taken from Socitm *Consulting*. It is clear from experience elsewhere that addressing cultural and change issues is as important as putting appropriate technologies in place.

The Partnership has therefore committed to goals that will enable the e-government programme:
- Further developing senior management understanding of the strategic importance of e-government – formation of a Member Forum for the Partnership.
- Reinforcing service management understanding of the e-government opportunities.

- Realistic view of available funding – formation of a collective approach to both Partnership budgeting and focusing on opportunities for joint funding – see below.
- Service priorities agreed at Partnership level.
- Specific organisational and skills development interventions to achieve a cultural shift in behaviours and attitudes, to successfully deliver projects across organisations.

The Partnership will strive for common standards in both:

- Customer access.
- Technical standards and interconnectivity.

In relation to interconnectivity, the Partnership faces a major challenge in establishing a network infrastructure to support the customer access and traffic levels that will be required in 2006. The Partnerships networking strategy, which is subject to further confirmation, is currently:

- To lobby for and utilise the resultant public broadband services (in the expectation that such services are only likely to be available on a limited basis).
- To include public access requirements in applications for publicly financed broadband links in areas that qualify for special funding.
- To plan and budget for the use of other networking technologies (e.g. satellite).

1.4 PROGRESS TO DATE

In addition to e-government developments in individual Local Authorities, the Partnership is progressing a project under the Invest to Save Budget (ISB). The project will explore cooperative working between the organisations and improve address management / geographical based systems and data, which will be fundamental to future customer centred e-government services. The current focus of the ISB project is "environmental" which includes the highways responsibilities that are currently shared between County and District Authorities, together with District cleansing responsibilities. Because of the geographical capability of the project there is scope, subject to further consideration to add functionality to provide benefits in the police and fire areas.

Two District Councils, committed to joint systems specification, selection and procurement, have formed another partnership. The scope of this local partnership that has the potential to provide economies of scale and increase buying power is now being further explored.

The Partnership is represented at the board level on the Cumbria ICT Broadband Initiative (CIBI). CIBI is a partnership drawn from the Cumbrian public and private sector who, along with the NWDA, is seeking to providing 95% of the County with broadband access at metropolitan rates. This, it is to be understood, is a necessary precursor to delivery of e-government services across the County.

The Partnership is fully involved with the Northwest eGovernment Group (NWeGG) which is the regional body driving forward e-government. The Partnership is represented on the NWeGG steering group (by Nick Fardon as Chair of Connected Cumbria) and is also represented at each sub-group. The partnership is recognised by NWeGG as the sub regional group for Cumbria

The Partnership has made significant progress as the following table demonstrates:

PROJECT	DELIVERABLES	TARGET DATE	UPDATE
Member training day	Updated members on eGovernment principles & requirements.	October 2001	✓ Attended by representative from the Office of the eEnvoy & Steve Gallagher (CEO of Knowsley & Chair of NWeGG).

Constitution	Agree constitution as bases for CC partnership.	April 2002.	✓ Agreed 29th April 2002.
Partnership supplier day	Explore different supplier approaches to satisfying eGovernment requirements.	May 2002	✓ The partnership identified a strategic / integrator approach as preferred for working with a commercial partner.
CEO resolution	Obtain support from Cumbria CEO's	June 2002.	✓ Agreed 28th June 2002.
Joint IEG2	Submission of joint IEG2 statement for whole of Cumbria, including high-level vision.	October 2002.	✓ SOCITM Consulting engaged to facilitate joint vision development. ✓ All authorities working to develop consistent individual sections. ✓ Working towards establishing overall assessment of BVPI157 for Cumbria.
Establish eGovernment unit	Unit established to fully develop and own business case and project plans.	December 2002	✓ ISB4 project manager currently being appointed • Two additional posts are currently being advertised

1.5 WIDER STRATEGIC PARTNERSHIPS

Connected Cumbria is developing links with the emerging network of Local Strategic Partnerships (LSP's). There are four LSP's within Cumbria along with a Cumbria Strategic Partnership, which brings the four together to deal with Cumbria wide strategic issues. These strategic partnerships exist to improve the social, economic and environmental well being of the people in their areas and e-government clearly has a significant role to play in this. As the LSP's develop their community strategies, Connected Cumbria will ensure that these inform, and are informed by, the Partnership IEG strategy.

The Partnership has established how its e-government vision will address the jointly agreed National / Local priorities. These are based on a high level analysis of individual Local Authority priorities and plans. The resultant Priorities provides the service dimension that further augments the customer view and infrastructure proposals.

In line with the realistic approach adopted by the Partnership, some of the Priorities are currently provisional and will be developed collectively, when progress has been made in the e-government fundamentals of information provision and service access.

Cross Objectives / Priority Services	Nationally Agreed Aim	Connected Cumbria Vision Priorities	Milestones
Customer service	Services structured around the needs and convenience of the customer, delivering "right first time" outcomes with maximum cost-effectiveness.	The entire Partnership Vision is built on a customer centred approach. The availability of technology (albeit with certain constraints in a remote area such as Cumbria) makes new standards of access possible.	The initial milestone for the availability of integrated services for the ISB Citizens portal will be 2004
Social inclusion	Not just avoiding the "digital divide", but harnessing the power of e-government positively to tackle exclusion from services and communities.	The Partnership acknowledges that it has to reach out to communities to achieve real, rather than superficial benefits. The development of the e-citizen will be a specific part of the Partnerships programme and an essential prerequisite to attacking exclusion and poverty. The current ISB project includes a commitment to trial terminals in the homes of the housebound.	The initial milestones will be: • The assessment of existing facilities where public access to Internet based and other e-enabled services is possible by August 2003. • Obtaining benchmarks and projections for home based Internet access by August 2003. • Through the CIBI, project have made broadband available to 95% of Cumbria at metropolitan rates by Dec. 2005
Democracy and accountability.	Encouraging openness and scrutiny across the public sector and encouraging active democratic participation.	Democratically elected members will be consulted to agree the methods for disseminating information to the public and inviting views and comments"	Member's panel to consider at member panel meetings during 2003/4.

Cross Objectives / Priority Services	Nationally Agreed Aim	Connected Cumbria Vision Priorities	Milestones
Raising standards across our schools	By helping all schools match the excellence of the best, sustaining improvement in primary schools, transforming secondary schools and ensuring that the school workforce has the capacity to support this	We aim for anytime, anywhere learning; of a culture in which pupils work with teachers to develop control of their own learning. We envisage a society in which teachers are part of a connected community, drawing support and inspiration from the sharing of good practice and effective resources. This vision of learning will only take effect if it gains the commitment of schools to embrace these ideas and mould them to reflect the needs of their communities.	20% of all schools (including all secondary schools) having broadband connection by August 2002 50% of all schools having broadband connection by 2003
Improving the quality of life	Of children, young people and families at risk: by tackling child poverty, maximising the life chances of children in care or in need and strengthening protection for children at risk of abuse. Of older people by enabling them to live as independent lives as possible and avoid unnecessary periods in hospital.	The ethos of the Partnership is reaching out to the community to attack exclusion and poverty. As the basic infrastructure is developed, a dialogue will be opened with housing, social services and relevant health agencies to determine priorities. Provisional objectives are to: • Improve access to services. • Improve coordination of services across organisations, for increased convenience to customers and as a step towards a common record.	Determine customer centred objectives that utilise technologies to deliver local benefits within and between housing, social services and health agencies by 2004
Promoting healthier communities and narrowing health inequalities	By targeting key local services - such as health, education, housing, crime and accident prevention - to match need; and the encouragement of healthy lifestyles.		
Creating safer and stronger communities	By working with the Police and other local agencies to reduce crime and anti-social behaviour, strengthen community cohesion and tackle drug abuse.	The Cumbria Police Service is involved in the Partnership and subject to making progress with the current ISB pilot project priorities (including those involving cross cutting	Determine customer centred objectives that utilise technologies to deliver local benefits within and between the Police Service and other agencies by 2004

Cross Objectives / Priority Services	Nationally Agreed Aim	Connected Cumbria Vision Priorities	Milestones
		relationships) will be defined.	
Transforming our local environment	By improving the quality, cleanliness and safety of our public space.	At the strategic level the emphasis within Cumbria is on protecting the environment and heritage, for the benefit of citizens and tourists. The ISB project directly addresses environmental improvement, by simplifying and accelerating public access to the relevant service provider.	The initial milestone for the availability of integrated services for the ISB citizens portal will be 2004.
Meeting local transport needs more effectively	By improving bus services and other forms of local transport and securing better access to jobs and services, particularly for those most in need.	Encourage diversity of access to transport provision through e-citizenship. The development of e-citizenship specifically through the deployment and use of Smart Cards will improve accessibility to services through improved marketing and service management. Further improvements will be progressed in respect of access to information at the local level and by inclusion in national Transport Direct initiative.	Initial Smart Card deployment by second half 2003

Improvements to local transport information services by early 2003.

Inclusion in national Transport Direct by late 2003 |
| Promoting economic vitality of localities | By supporting business improvement, providing positive conditions for growth and employment, improving adult skills, helping the hardest to reach into work, and extending quality and choice in the housing market. | Through CIBI put in place the necessary broadband connectivity which will lay the foundation for the development of knowledge based industries and support the CIBI action plan which aims towards this | 95% of Cumbria to have access to broadband at metropolitan rates by last quarter 2005. |

SECTION 3   SELF ASSESMENT OF LOCAL EORGANISATION

Of necessity, the main details on self-assessment are contained within the local appendices. However it is appropriate to mention here the contribution made via the Partnership to the Organisational Development (Theme 5) of the partners.

- **Each Council is fully committed to the Partnership. The Partnership was developed post IEG1 as a means of delivering an electronic service delivery channel to the citizens of Cumbria. The Partnership was successful in bidding to LGOL for funding, being awarded £90,000 to develop its business case. The Partnership are currently appointing staff to an E-government unit, to support the development of the partnership.**

- The Partnership will act as the project board for the cross partnership projects in the development of sub regional ESD projects. The Partnership will adopt the principles of the Prince 2 methodology for project management within the partnership, and it is expected that all partners will adopt the methodology as appropriate in the development of internal projects.

- **The Partnership is committed to ensuring that all partners conform to the government's eGif standards in the acquisition of new systems.**

- The Partnership is monitoring the outcomes of the government's pathfinder projects to ensure that best practise is adopted within the ESD developments.

- The Partnership is committed to ensuring that all citizens of Cumbria have access to the Government's Gateway and UK online portal

- **Each Council is also committed to the Cumbria Broadband Initiative, a sub-regional strategic initiative to develop (through private or public funding) a broadband network for the whole of the sub-region to ensure that all the citizens of Cumbria have fast access to the Internet. The initiative will support the Councils and the Partnership in the delivery of ESD.**

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SECTION 4   RESOURCES

Listed below are the funding arrangements applicable to the Partnership.
The arrangements for the individual authorities, including their respective IEG grants, are
contained in the local appendices.
ISB ROUND 4 – CUMBRIA INFORMATION HUB
Under this scheme a total grant of £1.37m has been allocated over the next two years. Matched
funding from the partnership members is outlined in the respective appendices.
The planned expenditure for this project has been fully detailed in the plans submitted to the
ODPM.
LGOL PARTNERSHIP FUNDING
The Partnership has been allocated "pump priming" funding of £90k in the current year. This is
augmented by contributions from the partnership members.
The Partnership will be seeking to achieve higher levels of contribution in the following year.
Planned expenditure of the currently allocated funds is as follows:

Expenditure by Funding source		
Resources	02/03 (£000)	03/04 (£000)
IEG partnership money in 02/03 and 03/04	90	Not yet known
Resources being applied from budgets of partnership members.	84	84 (Minimum)
TOTAL	174	Not yet known
Expenditure by Funding source		
Establishment of central e-government unit to support partnership	78	78
Consultancy support for development of joint IEG Vision across the partnership	9	
Consultancy support to evaluate BVPI.157 progress, conduct a gap analysis and develop joint plans	5	
Formulation of strategy and business case for continued development of partnership	92	
TOTAL	174	Not yet known

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Risks	Int or Ext	Impact	Probability	Countermeasure/mitigating action
1. Lack of Clear Vision, Objectives and Strategy				
Lack of political support / engagement.	E/I	H	L	• Ensure engagement through regular briefing sessions for portfolio holders and other members. • Invite members to attend partnership meetings on an ad-hoc basis. • Use of Communications Officers and web sites
Lack of engagement with relevant officers.	E/I	H	M	• Continue full internal communication programmes at all levels within partner organisations. • Demonstrate progress to business areas to ensure ongoing buy in. • Establish business representative 'eChampions' in each partner organisation.
Partners unable to agree to common vision.	I	H	M	• SOCITM Consulting engaged to facilitate the development of a joint vision. • Workshops to be attended by all partners.
Partners unable to agree common IEG2 statement.	I	H	M	• Common proforma documents for IEG2 statement and BVPI157 review. • All partners agreed to use common documentation. Regular progress meetings taking place at IT Manager level. • All documents to be pulled together with the assistance of SOCITM.
Vision & strategy does not evolve in line with national agenda.	I	H	L	• Partnership to ensure that it is represented at all regional and national strategy & general events. • Partnership represented at all NWeGG sub-project cluster groups.
Strategic partner does not provide suitable guidance.	E	H	L	• Strategic partner to be equal contributor to partnership steering group. • Prospective partners to be selected against criteria agreed by whole partnership.
2. Technology fails to deliver improvements expected by citizens				
Sharing of information between partner organisations not possible.	E/I	H	M	• All partners to ensure that new systems comply with eGIF requirements. • All to ensure that wherever possible, a

Risks	Int or Ext	Impact	Probability	Countermeasure/mitigating action
				consistent approach to implementing major new systems is followed. • All partners to ensure the partnership is aware of significant projects.
Broadband not being available	E	H	H	• Monitor progress through CIBI. • Lobby Central Government at Member & Chief Officer level. • Seek alternative technologies (wireless / satellite etc). • Note that alternatives may be costly. • Bandwidth requirements minimised by adherence to eGIF standards. • IT Managers to actively chase relevant telecom suppliers for progress.
Legacy systems not suitable for delivering services electronically.	E/I	H	M	• All to liase with legacy system suppliers to ensure integration with appropriate front office systems.
Suitable personnel not available to resource the eGovernment unit.	E	M	L	• Advertise locally and nationally. • Engage recruitment agencies if required. • Review salaries and job descriptions as required.
ISB4 'Cumbria Information Hub' does not deliver necessary infrastructure.	I	H	M	• Connected Cumbria acting as steering body overseeing ISB4 project. • Full involvement of all Connected Cumbria partners throughout project lifecycle. • Project Manager to work within overall partnership eGovernment unit.
Priority of efforts does not meet requirements of citizens across Cumbria	I	M	M	• Ensure citizens are consulted in each area. • Use Citizens panel. • Regularly publicise plans and progress. • eGovernment unit to establish ongoing communication programme.
National authentication standards not agreed and available in time.	E	M	M	• Involvement with NWeGG to ensure this area is progressed. • Regular reviews or progress and development of local standards / procedures if required.
Suppliers not meeting eGIF standards.	E	H	H	• Many suppliers are not showing commitments to eGIF as yet. • Careful system selection (using set criteria) to standards in place.
XML schemas not in place	E	H	L	• The programme of schema development and submission is gathering pace. • If schemas were not available, we would develop at a Cumbrian level.
Lack of availability or failure of suitable mobile technology to	E	M	M	• Careful selection of technologies & systems. • Systems designed to facilitate on-line working or remote working wherever

Risks	Int or Ext	Impact	Probability	Countermeasure/mitigating action
deliver mobile services.				possible.
3. Lack of capacity to deliver (people/skills)				
Suitable personnel not available to resource the eGovernment unit.	E	M	L	• Advertise locally and nationally. • Engage recruitment agencies if required. • Review salaries and job descriptions as required.
Programme/Project Management disciplines & resource not available.	I	H	M	• Appropriate PRINCE2 disciplines to be adopted. • Connected Cumbria to monitor the group's progress and resource requirements. • Secondments (with training) or contract resource to be arranged if required.
Human Resources – The organisation structure does not change to support the front office approach to service delivery.	I	H	M	• Plan and agree programme of work at early stage. • Leadership and direction from Members & Chief Officers required. • Progress to be monitored by Connected Cumbria partnership.
Insufficient resources or skills internally to deliver necessary initiatives.	I	H	M	• Ongoing monitoring of progress by Connected Cumbria. • Secondments (with training) and / or external resources to be recruited as required.
4. Administrative processes do not support e-ways of working				
Data Protection legislation prevents joined up service both within organisations and between partners.	E	H	H	• Ensure all systems designed to cater for data protection requirements. • Information management is in place to ensure that only relevant information is stored for the right timescales. • Ensure senior management of data protection. • Lobby Central Government to update relevant Data Protection legislation.
Current policies and procedures do not currently support/recognise the development of 'e-government'.	I/E	M	M	• develop understanding of where current policies may not support the development of e-government. This may include: • technical policies • working practices (Flexible Working) • use of IT • Health and Safety • develop new policies where appropriate
e-Government not fully recognised within individual partners organisational plans (eg BVPP, Dept Service Plans)	I	H	L	• e-champions to ensure integration

Risks	Int or Ext	Impact	Probability	Countermeasure/mitigating action
5. Operational processes do not support e-ways of working				
Failure of the underlying technology to deliver	E/I	H	L	• Careful system selection using agreed criteria. • Learn from others (including pathfinders). • Avoid unproven systems or technologies.
6. Customer Dissatisfaction				
Do not currently know what customers require: • Availability • Access Channels	I/E I/E	M M	H H	• consultation with customers on an on-going basis to ensure that electronic service deliver and access channels meet customer needs
Customer Requirements may Change	I/E	M	M	• Ensure that customer feedback is an integral process within electronic service delivery and that this feeds into the development and implementation of strategy
Electronic Service Delivery may expose 'latent' demand.	I/E	H	M	• need to ensure that 'back-office' improvements are linked to enhancements in access. • need to manage expectations as to the service that the Council can deliver.
May not be able to deliver joined up services to customers needs	I/E	M	L	• work with partners and other agencies to understand common priorities and deliver joined up services
Need to avoid service inequality arising out of inequality of access	I/E	H	M	• Ensure that same quality of service is delivered regardless of access means • Maintain existing access channels as long as there is a significant demand or removing them would create inequality.
7. Lack of Funding				
Insufficient funding or funding not available on time.	E/I	H	H	• Would seriously impact our ability to deliver. • Funding situation to be monitored closely. • Resource required with responsibility for seeking and managing funds at Connected Cumbria level by the eGovernment unit.

Appendix 1

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Carlisle City Council

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Introduction

This Appendix details the local circumstances and issues surrounding Implementing Electronic Government (IEG) which are specific to Carlisle City Council. It forms part of the Connected Cumbria IEG statement where the overall vision is detailed, priority outcomes and services for the partnership are listed and a group risk assessment is made.

The form of the joint statement was arrived at during a SOCITM facilitated event arranged by Connected Cumbria, with a subsequent meeting of Connected Cumbria deciding the format of the locally produced elements.

This Appendix and the main Connected Cumbria document have received contributions from the Chief Executive, the Head of IT, and the Member Champion. The Councils Policy Unit has also contributed to ensure that the statements contained within are aligned with the Council's overall aims and objectives. The Executive have considered the document and it has been approved by full Council.

Consultation with the public has taken the form of publishing this Appendix on the web site and inviting comments.

Contact Information

Name	Title	Role & Responsibility	e-mail address
Peter Stybelski	Chief Executive	Officer e-champion	Chief_Executive@carlisle-city.gov.uk
Lawrence Fisher	Member e-champion	Portfolio Holder, Policy & Performance	lawrencef@carlisle-city.gov.uk
Jim White	Policy & Performance Manager	IEG Policy Alignment	jimw@carlisle-city.gov.uk
John Nutley	Head of Customer & Information Services	IEG Policy Implementation	john@carlisle-city.gov.uk

Section 1: Vision

Local Vision

The Corporate Plan for Carlisle aims at an attractive, vibrant and historic city, which is well placed to advance as a regional centre, with a high quality of life for all in both our urban and rural communities.

It aim's to do this by adopting a number of core values chief of which include:-
- Putting Customers First
- Valuing Staff
- Achieving Equality
- Being an Open and Accountable Organisation
- Being Sustainable
- Working in Partnership
- Striving For Improvement
- Managing Effectively

Clearly, as an e-enabled organisation, the aims and objectives of the Council will be easier to achieve.

E-government Vision

Carlisle City Council subscribes to the partnership e-government vision detailed in Section 1 of the main body of the Connected Cumbria IEG statement.

The delivery of service, though joined up, will reflect the diversity of the sub-region by retaining a sense of local identity and place.

Services will be restructured so they are meaningful to the citizen and presented in a way in which they can relate to.

In particular by the 1st January 2006, all citizens will be able to contact the Council using any access method of their choice, at any time of their choice and be able to request information and services even it the Council is not primarily responsible for that service. When possible, if the service supports the capability, the service will be capable of being delivered electronically.

To achieve these e-government partner and local visions:-

- Carlisle will continue to support Connected Cumbria in its' vision of providing joined up electronic services and infrastructure.

- Will consolidate its' existing customer contact operations by creating a new cross cutting customer service unit within the Authority to ensure services are delivered seamlessly.

- Develop a new customer contact centre to deal with face to face, telephone, mail, e-mail and web requests from the public.

- Ensure every local citizen has the opportunity, if they so desire, to engage electronically with the Council.

The Council is determined that in it's drive to realise this vision work to remove any barriers which prevent this aim being achieved. This paper, and the supporting local appendix, shows how this will happen.

Section 2: Priority Outcomes & Services

The analysis if outcomes and priority services appears in a complete form in the main part of this report.

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Section 3: Self Assessment

Progress to date

Last year, as part of the initial IEG process, the Council took the strategic decision to improve it's front office services. Part of that process was, through a cross cutting Best Value Review, to create a new Customer Contact Unit.

Additionally it sought to improve the front office service by focusing the LGOL funding in this area. Significant funding was set aside to join with other Cumbrian Councils in developing the Cumbrian Information Hub Pathfinder project. In addition local projects have commenced to improve the essential services which underpin the front office operation. These include a service knowledge database, redesign of content management and setting up of a CRM project. In addition, targets set in the original IEG statement and funded directly by Carlisle, has resulted in the implementation of e-procurement and and e-payments. Finally, in order to work towards greater openess and accountability to the public a project has commenced to implement an electronic council minutes and reports system.

This year, after fulfilling it's commitments to Connected Cumbria, the Council intends to focus its efforts on improving back office systems with an aim to – enabling these to dovetail with the front office work carried out this year.

As requested in the ODPM guidance, this self assessment of the local e-government process follows the model described in the Chapter 5 of e-gov@local

Theme 1: Transactions

The information presented in the table below has been collected by adapting the IdeA ESD toolkit and is a common approach adopted by all Connected Cumbria partners. However, this method of calculation differs from the method used by Carlisle last year in that a more rigorous approach is taken in assessing services. This had led to a drop in BV157 for Carlisle for this year. It is thought that this year's figure is more accurate and this methodology will be adopted in coming years.

	Actual	Forecast			
	2001/2	2002/3	2003/4	2004/5	31/12/05
Applications for Services					100%
• Number – YES	37	57			
• Number – NO	87	67			
• % YES	30%	46%			

					100%
Booking venues, resources and courses					
• Number – YES	4	5			
• Number – NO	5	4			
• % YES	44%	55%			
Regulation (Such as issuing licences)					100%
• Number – YES	0	6			
• Number – NO	24	18			
• % YES	0%	25%			
Providing Benefits & Grants					100%
• Number – YES	0	0			
• Number – NO	12	12			
• % YES	0%	0%			
Providing Information					100%
• Number – YES	111	159			
• Number – NO	96	48			
• % YES	53%	77%			
Collecting Revenue					100%
• Number – YES	4	5			
• Number – NO	1	0			
• % YES	80%	100%			
Providing access to community, professionals or bu					100%
• Number – YES	1	1			
• Number – NO	17	17			
• % YES	6%	6%			
Paying for goods and services					100%
• Number – YES	2	22			
• Number – NO	48	28			
• % YES	4%	44%			
Consultation					100%
• Number – YES	0	10			
• Number – NO	115	105			
• % YES	0%	9%			
Procurement					100%
• Number – YES	1	2			
• Number – NO	1	0			
• % YES	100%	100%			
Total					100%
• Number – YES	160	267			
• Number – NO	406	299			
• % YES	28%	47%			

The Council is not prepared to commit to firm targets for 2003/04 or 2004/05 beyond the fact that the trend will be upwards, reaching 100% for Dec 2005. Any projections for these two years would, based on the information to hand, only be guesses.

Theme 2: Access Channels

The approach to linking front and back office systems is to adopt an evolutionary approach. When back office systems, which have a typical shelf life of five years, are replaced, they are replaced with e-enabled systems in which front office e-access are inherent to the design of the product. In the last two years a number of key systems has been replaced as part of the natural business cycle and this has had the effect of gradually e-enabling services within the Council.

Through citizen panel consultation local demand for e-services has not always been seen as a priority. However, where services have been e-enabled take up has been ahead of the levels of demand suggested by the citizen panel surveys. This suggests a pool of demand which is not being picked up during the regular consultation. It might well be that the benefits of modernised services are not immediately obvious to the citizen – until the service has been tried and tested.

	Actual ('000s)	Forecast ('000s)			
Public Interactions & Main eAccess Channel take-up	01/2	02/3	03/4	04/5	05/06
Local Service Website's • volume of interactions	86k	120k			
Telephone *(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including contact centre interactions):* • volume of interactions	1.43M	1.43M			1.43M
Face To Face *(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):* • volume of interactions	162k	150k			120k
Smartcards • volume of interactions	0	0	0	1.5M	1.5M
Other Electronic *(including Digital TV ,kiosks, telemetry):* • volume of interactions	0	0	0	0	0

Notes:

Smartcards: The jump in transaction count for smartcards is explained by the introduction of a concessionary fares card. This project is subject to Government approval for the NW concessionary fare smartcard initiative

Other Electronic: We have used kiosk technology in the past and found the service takeup to be low. Based on that experience there are no current plans to utilise kiosks. The use of Digital does not form part of our current e-strategy due to the unavailability of a digital TV service in the region

Theme 3: Enablers

Currently, the property information contained in the NLPG is seen as central to service delivery. The Council is considering the

Unless otherwise specified the following descriptions apply to the given levels:-
Level 0:   decision still to be made
Level 1:   committed to implement
Level 2:   in progress
Level 3:   completed

	2001/2	2002/3	2003/4	2004/5	2005/6
National Infrastructure Projects					
Connections with National Land and Property Gazetteer (NLPG) Budget bids have been approved to resource this project in the coming year. Whilst the process of ensuring all the Council's property database's will not be complete, a LLPG will have been created and be aligned with the NLPG	1	1	3	3	3
Connections to National Land and Information Services hub (NLIS) The Council are currently are registered with NLIS but are currently only operating at the basic level. Proposed budgets for next year allow for the differential charging to be put in place to allow us to proceed to the next levels. Level 3 will not be achieved until connection to the NLPG has succeeded. *Level 1: operating at only basic fax/DX level* *Level 2: electronic receipts/despatch of search requests* *Level 3: automated interface with NLIS hub*	1	1	2	3	3
Technical Compliance The Council is committed to eGif compliance and this is a procurement requirement for all new systems	3	3	3	3	3
LASER – Local Authority Secure Electoral Registration The Council is awaiting the Government's stance on funding of this project before committing	0				
Local Infrastructure Projects					
Geographic Information Systems (GIS) The Council has had a long term aim to	1	1	1	2	3

	2001/2	2002/3	2003/4	2004/5	2005/6
implement GIS as a way of relating and presenting information from a variety of sources. The standardisation of property databases around NLPG addressing will enable this, subject to adequate funding being identified, to proceed.					
The Council is creating a culture which centres around its' services. To this end it is implementing a service database that will capture information on all aspects of the services it provides. This resource will be used to manage all aspects of service knowledge.	1	2	3	3	3
As well as managing service and service requests the Council intends to manage the customer side of the service through a Customer Relationship Management system.	1	2	3	3	3
The ability of the Council to control and pass information amongst it's various units will lead to more efficient and improved services. The Council is doing this in at a basic level currently but it is the intention of the Council to develop this electronic service through the use of a new intranet	1	2	3	3	3
The ability of customers to service their own requests will require the development of on-lines services. In particular the Council will implement on-line forms and the workflow necessary to manage those forms after completion.	1	2	3	3	3
The availability of correct and current information is essential for the success of the modernised service. The web channel is seen as the most effective and immediate method of accomplishing this. New web publishing software will be implemented to accomplish this and reduce the overhead associated with this process.	1	2	3	3	3
The ability of the customer to have their service requirement fielded by the correct organisation is essential. The Council's commitment to the Cumbria Information Hub will ensure customers will be confident that their service requests will be fulfilled and will not need to be concerned as to who will do it.	1	2	2	3	3
Accountability is important to the Council and they will ensure that the decisions they take	1	1	2	3	3

	2001/2	2002/3	2003/4	2004/5	2005/6
and the reasons they take them will be open to public scrutiny. This will scrutiny will be improved through the implementation of a new committee minutes and report system which will be e-enabled					

Theme 4: e-Business

Progress has been made on a number of the key e-Business processes that has significantly impacted on how the Council manages itself.

Carlisle City Council was an early adopter of e-procurement and is now using a true e-procurement system linked to their back office financial system. This has delivered benefits to the Council in the way goods and services are ordered, though the Council is concerned at the lack of progress suppliers have made in e-enabling their systems.

Other professional services have taken advantage of the modernised office systems available to them to improve their working methods. The arrival of internet and e-mail access has improved there access to specialist services and produced efficiency gains in the way they work.

Taking the example of HR, their business model has been modified to include access to e-services. Vacancies are advertised, in addition to the normal channels, on the web site with applicants able to submit application forms via e-mail up until the final deadline.

Central storage and retrieval of policies and commonly used forms has proved invaluable to the Council and the way it works. This whole process is to be moved on by the implementation of a new content management system.

Theme 5: Organisational Development

Previously responsibility for IEG rested solely with the Head of IT. The Council has now recognised that the e-government agenda is not soley concerned with IT but is a broader agenda concerned with the modernising of services. This has led to a reorganisation of e-government responsibilities within the Authority.

Responsibilities for e-government has now been allocated to specific officers within the Authority:-

E-government champion:- the Chief Executive is the nominated officer e-government champion. This strong leadership role from the top of the organisation ensures that e-government is given the priority within the Council that it deserves.

Member e-champion :- an Executive Member holder now holds the responsibility for e-government. Member representation at the Executive ensures that this initiative is kept close to the centre of the political process. Additionally, all Members have now been issued with IT equipment that ensures any discussion or debate on the e-agenda takes place against a background of Member participation.

e-policy champion:- the Policy & Performance Manager is tasked with ensuring that e-government policies are aligned with Corporate policies and, likewise, Corporate policies takes account of the developing e-government agenda within the Authority.

e-strategy champion:- The Head of Customer and Information Services is tasked with producing the strategy to deliver on e-government policies.

The Council has also taken on board the impact that e-government will have on how services will be delivered in the future. As part of a major reorganisation it has created a Customer Service Unit to be responsible for all aspects of customer service within the Council. Removing customer contact from within the silo's in which they currently operate will remove one of the major barriers to the delivery of joined up services within the Authority. As part of that process, and to ensure that the modernising aspect of e-government is incorporated into the new structure, the Head of IT will manage this Unit. This radical, and perhaps unique initiative will ensure that e-government will be built into the Customer Services operation at every part of the design and creation of this new service.

Section 4:   Resources

IEG Income

In addition to the funding detailed here, the Council is involved in two partnerships that have been successful in attracting funding. The ISB4 Cumbria Information Hub and the Connected Cumbria partnership   have attracted funding of £1.4M and £90k respectively. The income and expenditure of these funds is covered in more detail in the main part of this report.

	Actual (£'000s)	Forecast (£'000s)			
Resources	2001/02	2002/03	2003/04	2004/05	2005/06
£200k IEG money in 02/03 and 03/04	0	200	200	0	0
Financial contributions from EU funding	0	0	0	0	0
Financial contributions from other sources of Government funding, such as Invest to save(ISB)	0	0	0	0	0
Financial contribution from public-private partnership	0	0	0	0	0
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	0	-70	-70	0	0
Resources being applied from internal revenue and capital budgets to improve quality of services through e-enablement.		50	60	70	80
Reinvestment of savings produced from early e-government investment	0	0	0	0	0
Other resources(please specify)	0	0	0	0	0
Total	0	180	190	70	80

IEG Expenditure

The general plan for utilising IEG funding is to direct the funding for year one into improving the front office service. This will produce an immediate improvement for the customer in terms of access to services. In the second year the aim is to focus on the back office and the link to the front office service. This will produce improvements in service efficiency and quality.

	IEG spend schedule	2001/02	2002/03	2003/04	2004/05	2005/06
	Project	£'000s	£'000s	£'000s	£'000s	£'000s
1	Service Database		20			
2	ISB4 contribution		70	70		
3	CRM System		30			
4	Democratic services system		20			
5	Electronic Forms		6			
6	Intranet		20			
7	Content Management System		12			
8	Infrastructure Improvements		10	10		
9	IEG Contingency		12	10		
10	Customer Service Set-Up			50		
11	BS7666 Completion			10		
12	Back Office System e-enabling			50		
	Total		200	200		

Section 5: Risk Assessment

The risk assessment associated with the IEG process appears in complete form in the main part of this report.

Project sheet template

Project Name	Project no.
Managed by: *Enter Project sponsor, Project manager, Steering group*	
Partners: *List key partners, and if you feel relevant, their role in the project*	
Project Objectives: *Describe the objectives in terms of outputs, impact and contribution to the vision* *If an infrastructure/technical project, describe what projects will be supported*	
Contribution to implementing e-government: *Indicate the contribution towards Local Governance, Community Strategy, LSPs (ODPM document Section 2)* *Enter which element(s) of the model this project contributes to (ODPM document Section 3)*	
Key milestones: *Enter the milestones and targets dates (suggest qtr/year)*	
Qualitative benefits: *Be as specific as possible about benefits and who will benefit*	