Winchester
City Council

Historic Past
Exciting Future

Implementing E-Government Statement | 2002

www.winchester.gov.uk

Version 2 – January 2003

Implementing Electronic Government Statement 2002

Introduction

Winchester City Council believes that local e-government is about supporting local governance and service delivery by improving the quality and accessibility of services and the strength of community leadership. This Implementing Electronic Government statement establishes the links between local plans for e-government and wider policy objectives. It demonstrates how we are taking forward e-government by:

- Describing the progress we have made over the past 12 months in pursuit of the aims set out in last year's statement to use e-government to improve services to the public, its forward business and other internal processes.

- Giving an updated vision of e-government and the wider drive for modernisation taking account of other plans of the Council including community strategy, local performance plan and corporate strategy.

- Showing how this vision will be achieved.

Our statement reflects key elements of the national strategy for local e-government, E-gov@local. We have worked closely with other members of the Hampshire and Isle of Wight Partnership to ensure that this statement achieves consistency of format and close alignment with other strategies.

This statement has been considered and endorsed by both the Officers Management Team and leading elected Members. It is published on our web site at www.winchester.gov.uk.

David Cowan   **Councillor Sheila Campbell**

Chief Executive   **Leader of the Council**

Following a request from the ODPM, the Statement was expanded and resubmitted in January 2003.

Vision – Winchester City Council at the end of 2005

Progress highlight boxes refer to developments since the publication of our first IEG Statement.

Our vision for electronic service provision:

We are committed to achieving the national electronic government target, but at the same time we want to use the opportunity to improve our relationship with our customers radically. By 2005, we will have achieved:

- All of our services which are capable of electronic delivery will be available on-line, either via Winchester.gov or portals operated in partnership with others.

- On-line users will have access, where appropriate, from Winchester.gov to other public sector services, including central government services and those provided by Hampshire County Council.

- All of those who wish to do so will be able to access those services interactively through the Internet.

- Those who prefer not to use the Internet will be given access through an intermediary, either face to face or by telephone.

- We will share service development and provision with partners in the public, private and voluntary sectors as appropriate.

> **PROGRESS HIGHLIGHTS**
>
> A string of electronic forms has been added to the Winchester.gov web site. See for example http://www.winchester.gov.uk/az/a/abandoned_vehicles.shtml - on-line reporting of abandoned vehicles.
>
> Our web site has been re-designed with prominent links to UK Online and Hantsweb (The Hampshire County on-line service).
>
> We have joined the Hampshire and Isle of Wight Partnership to work with others to develop new joined up on-line and intermediary services.

Our vision for organisation change:

We have a strong commitment amongst elected Members and officers to transform business processes and develop new access channels to services. To this end we are developing new partnerships with other public sector bodies and other groups in our community. By 2005:

- At least 70% of enquiries to the Council will be dealt with at the first point of contact.

- Using the H&IOW Partnership network, enquirers for services from other authorities will be advised and directed appropriately.

- At least 50% (by volume) of Council-customer transactions will be made without officer intervention.

- We will have redesigned most of our internal processes, using Business Process Re-engineering techniques, and enabled change by means of the introduction of modern workflow and document management facilities.

- Our dealings with suppliers (procurement, contract ordering, invoicing etc) will be made by electronic means.

- All Winchester councillors and employees will have fully supported access to corporate Intranet and internal/external email services as well as those computer information services they require for the effective discharge of their duties.

- The percentage of officers working wholly or primarily at home will have increased to 10%

- At least 50% of field workers will have some form of mobile information system available to them. A significant number of these will be linked to the Council's corporate systems via "always on" services.

PROGRESS HIGHLIGHTS

A major cross cutting review of Customer Care has been completed and an action plan established to implement its recommendations.

A new Corporate Strategy has been adopted – see
http://www.winchester.gov.uk/council/corporate_strategy.shtml

Following an EU tender exercise we are in the final stages of selecting a new workflow and document management private sector partner.

All elected Members and officers now have direct access to networked IT services. The home support service for elected Members and home workers is being reviewed to extend the help and advise cover available.

The Council has established policies for home workers. Currently 3% of our total workforce is based at home.

Computerised field worker facilities are already in place for some services – notably Car Parking where, in addition to remote entry ticketing devices, officers are equipped with digital cameras.

We have appointed a full-time e-government officer to assist the e-champions in the co-ordination of our electronic government initiatives.

Our Vision for Business Systems

A key component of our electronic government strategy is the development of efficient modern business systems and methods that will facilitate joined-up and customer-focus services within the Council. By 2005 we will have:

- A corporate wide Intranet supporting an integrated information management and flow process.

- A comprehensive property and geographic information service.

- Deployed, in association with the H&IOW Partnership, improved systems for customer relationship management that will enable us to track the progress of customer service requests.

- New systems solutions will e-GIF compliant.

PROGRESS HIGHLIGHTS

An Intranet is now well established with access for all Members and officers. As well providing FAQ, policy and other traditional resources, the Winchester Intranet provides extensive coverage of GIS data.

Workflow and Document Management procurement is about to be completed.

Widely acknowledged as leaders in BS7666 data sets, we have a fully cleansed LLPG and this year became only the second district Council in England to start regular automatic updates to the NLPG.

A new corporate GIS solution has been chosen and an action plan agreed for its deployment.

Our Vision for the Electronic Community:

Demographic and survey information for the community served by the Council demonstrates that ownership and use of Internet connections is significantly higher than the national average. However, we need to ensure that all those who want to do so can access services electronically. By 2005:

- Everyone, who wishes to do so, will have access to the Internet.

- More local people will understand the benefits of transacting on-line and will be using the Internet to access Council and other public services

- Access to free and/or low cost training will be available to residents of Winchester.

- Social exclusion will be addressed by providing targeted Internet services and support to specific groups – including residents in sheltered housing schemes managed by the Council.

- Social cohesion policies will be supported by the development, where appropriate, of Internet related services including community focused services and interaction facilities developed jointly through our Local Strategic Partnership and with parish councils.

Our Vision for Local Democracy:

Winchester has one of the highest election participation rates in England. Nevertheless, we aim to further encourage interest and involvement in local democratic and civic affairs. By 2005 we will have:

- Created a best-in-class citizen information and participation portal.

- Started to use Internet push technology to inform pro-actively local residents about local developments and policy initiatives matching their stated portfolio of interests.

- Ensured that all Council, Executive and Committee reporting processes are fully electronic and papers (subject to appropriate exceptions) are available via the Internet.

- Implemented LASER national electoral register, be connected to the National system and have implemented electronic voting (subject to Home Office approval and funding).

Our Vision for Winchester – World-renowned Capital of Wessex

Winchester is a very special city. Once the capital of both Wessex and England it is the city of Alfred the Great and home to Europe's largest gothic Cathedral. The Council has a particular responsibility for the guardianship of this historic environment and responds not only to the local electorate in this respect but also to the demands of a world wide tourist industry and the interests of international scholarship. Our vision for 2005, then, includes:

- Provision of an integrated and comprehensive environmental information infrastructure supporting both the governance responsibilities of the Council and other public sector organisations, as well as public access.

- Where appropriate, particular heritage and environmental data sets will be made available through the Winchester.gov and other appropriate portals – for example the Planning Portal and museums on-line.

- The internationally important archaeological data sets will be made freely availably via the Internet.

- Our Internet and linked back-office tourism information and booking services will be of world-class standard.

PROGRESS HIGHLIGHTS

We have standardised our key property-based systems in a single product set. These have been modernised this year and are currently being integrated with LLPG and our new corporate GIS. This work is an essential pre-requisite to fully automated planning and local search access.

We have captured and made available via a GIS all the archaeological data for Winchester city. This is an internationally important dataset that is already available to researchers, but only at our premises. Our new GIS action plan includes making this data available world-wide via the Internet.

Winchester.gov has been redesigned to improve the quality of heritage information. The site already has a high percentage of hits from abroad. A linked visitor web site, developed in partnership with several other authorities, presents up to date visitor information and will shortly be offering on-line accommodation booking. See http://www.visitwinchester.com/. With linked back office tourism information and booking services of world-class standard, this project will benefit tourists by improving their ability to source appropriate accommodation and will also improve occupancy levels for the local tourist industry. This initiative is part of the VISIT partnership.

Priority Outcomes

Our Priorities

The Council believes that its Electronic Government programme should form an integrated component of its overall strategy and, in particular, a major driver for revitalising and modernising the way in which the organisation is managed and delivers services to the public.

With Comprehensive Performance Assessment preparations currently underway, we expect some of our detailed objectives to change. Indeed they may alter as a result of the findings of the assessment. Where specific weaknesses are identified, electronic government deployment, in particular the deployment priorities for workflow and customer supporting systems, will have, we believe, a major part to play to in making improvements.

Our present long serving Chief Executive, David Cowan, has taken a direct interest in electronic government matters, acted as our officer e-champion and has pushed forward new developments within the authority. He is retiring in May 2003 and the Council is currently looking for a replacement. A key attribute of our new Chief Executive will be the ability to continue the drive for transformation of our services.

Below we list the Strategic Aims of the Council and show how we are, and will be, using electronic government investment to help achieve these. For a full copy of the Council's 2002 – 2005 Corporate Strategy see: http://www.winchester.gov.uk/council/corporate_strategy.shtml

Our Strategic Aims	IEG Implications

To Promote a Thriving local Economy we will:
▪ Work with business communities throughout the district to strengthen their trading conditions by
    ▪ encouraging tourism throughout the district,
    ▪ promoting strength in the local economy and diversity of employment opportunities by encouraging investment and reinvestment in local business,
▪ strengthen Winchester's position as a centre for administration, tourism, commerce, industry, research and education by
    ▪ working with schools and colleges to promote Winchester as a centre of learning,
    ▪ implementing the Tourism Development Strategy,
    ▪ retaining and, when suitable opportunities arise, developing facilities of county wide and sub-regional importance in
	The VISIT on-line service, being developed in partnership with Hampshire County Council and local business organisations is a key facilitator for this objective, especially as tourism is so important to the local economy. We already provide extensive tourism information on-line (see http://www.winchester.gov.uk/tourism/index.shtml) and the new VISIT site is under live testing see: http://www.visitwinchester.com/
	
	The Council is an active supporter of Wired Wessex that seeks to expand Broadband facilities throughout the District.
	
	We see the international-facing nature of Winchester.gov as a key supporter of this objective. The site is already attracting a high percentage of visitors from oversees, but we need to do more to provide an effective two-way channel to prospective visitors and investors. We have seen that elsewhere Internet

Winchester, and
    • helping to promote Winchester as a centre of excellence for creative industries.
• make Winchester more accessible for people by
    • improving traffic management and sustainable means of travel through the Winchester Movement and Access Plan,
    • providing an appropriate range of public car parking; and
    • encouraging better public transport through the Winchester public transport forum.
• support sustainable development and diversification of the rural economy by
    • ensuring planning policies acknowledge the changing needs of agriculture and rural settlement,
    • promoting the provision and use of better public transport through the Central Hampshire Rural Transportation Strategy and through the northern and southern Parishes public transport forums,
    • Assist the local Farmers' Market to become self supporting.
	based friends organisations have developed (for example Friends of Belfast) and will be seeking to develop similar approaches for Winchester.
	
	We have recognised also that we need to do more to integrate our web site with other regional players, notably Hampshire County Council and SEEDA.
	
	Our extensive parking operation is already extensively heavily computerised. We need to extend this approach to public access and will use the Winchester.gov portal to provide on-line real-time transportation information (car park spaces, bus and train timetables and running data).
	
	Making more information and services available on the Internet and using appropriate partnerships will support this objective.

To promote a healthier, safer and more caring community we will
• promote social inclusion by
    • developing partnerships to improve equality of access to services and facilities throughout the district and in particular in areas identified as suffering from relative poverty,
    • encouraging the development of social and affordable housing throughout the district,
    • assessing benefit claims as quickly as possible and promoting the take up of benefits,
    • supporting new and improved community facilities accessible to all within their communities, and
    • ensuring that all new buildings and open spaces are designed to meet the needs of people with disabilities.
 	
• improve community safety by
	Partnership working has become our norm. The most important IEG delivery partnership is the H&IOW partnership, but there are a number of others already in operation – e.g. VISIT (see above) and Benefits (see below). In addition we anticipate using Winchester and District Working Together (our LSP) to develop new local channels and services.
	We are working with Test Valley and New Forest district councils to develop a new on-line benefits application service (funded by a DWP Help Grant).
	
	We will provide IEG development

▪ implementing, in partnership with other agencies, schemes identified in the district Community Safety strategy,	support to Winchester and District Working Together as they identify opportunities for using new technologies in this area. We see possibilities for telemetry in this area and are awaiting the results of the new National Project with interest.

▪ develop healthier communities by
       ▪ enforcing legislation designed to safeguard public health,
       ▪ collecting and safely disposing of waste,
       ▪ promoting healthy life-styles, and
       ▪ working with partners to prepare and implement a health strategy.
	Public health and waste collection services are areas that can benefit from process improvement and we are prioritising these in our action plan for introducing work-flow to the Council.

▪ develop cultural and leisure opportunities throughout the district to support both the local economy and the quality of life for local communities by,
       ▪ working with partners to prepare and implement a cultural strategy,
 	
       ▪ improving sport and recreation facilities in Winchester and the southern parishes,
       ▪ ensuring that all new development has adequate open space and sports facilities,
       ▪ supporting the arts throughout the district, and
       ▪ continuing to support the Theatre Royal, Winchester while it re-establishes its audiences following the refurbishment work.
 	
  ▪ work with others to meet the needs of young people in the district by
       ▪ implementing a strategy in partnership with other organisations working in this area.
	See detail from the new Cultural Strategy Action Plan below.
	
	Note it is already possible to book sports pitches on-line using Winchester.gov. See www.winchester.gov.uk/recreation/pitch_hire/booking_form.shtml We will be using these kinds of approaches, together with improved back-office systems that make it possible to take bookings more easily by telephone or over the counter, to improve access to these important facilities.
	This area is one we are currently considering as part of cross cutting review. We will be creating new Internet and SMS based channels aimed especially at young people in the District.

To help to look after the built and natural environment for the benefit of present and future generations we will
  ▪ make provision for new homes in a sensitive manner by
       ▪ reinforcing the character and identity of existing communities and,
       ▪ promoting a balanced range of amenities for settlements consistent with their size and location.
  ▪ work to protect the natural environment
	Our investment in NLPG and a comprehensive approach to property information systems underpins this objective.
	
	Winchester.gov has a pivotal role to play here in fostering partnership working, by encouraging community networking and providing good common access to information. Where appropriate we will consider the implementation of special interest extranets to support particular partnerships and projects.

for future generations by
    ▪ supporting the work of local groups and specialist agencies, which, in the view of the Council, is designed to protect, conserve and improve the local environment,
    ▪ reducing pollution and energy consumption in our own activities and seeking to persuade others to do likewise,
	The Council's offices feature a pollution monitoring display. We will consider ways in which this information might be disseminated through Winchester.gov portal.

▪ promoting the protection and, where necessary, replacement of trees throughout the district	Using our new GIS we plan to make existing spatial information, such as Tree Preservation Orders, available to on-line enquirers.
▪ working with Project Integra to deliver sustainable waste management,	Recycling sites and other information is listed on our web site. We are considering ways in which new technology might be used improve re-cycling collection effectiveness (e.g. transponder coding of bin units).
▪ developing a strategy to identify and deal with contaminated land, and	We are investing in back-office systems to support contaminated land information.
▪ promoting more environmentally-friendly forms of transport.	Making more information available on the Internet (see traffic management above) will support this objective.
▪ encourage greater community involvement in the protection and enhancement of the district's unique character by ▪ promoting a greater understanding of its history and heritage, and	A key task is the on-line publication of the internationally important archaeological data, which we plan to do shortly. We will do more by making the Council's museum collection accessible on-line.
▪ encouraging local communities to produce village design statements and village appraisals.	We will use our investments in GIS, design technologies and Internet services to facilitate these initiatives.

Our Priority Driven Approach

It is important to understand that planning for the introduction of new technologies is a well-established process at Winchester City Council.   New priority strategies, with specific targets, are being developed all the time - both for cross cutting initiatives and at the service level. All of these are guided by our

electronic government strategy, and related strategies, such as the GIS and Addressing Systems strategy, whilst specifically identifying practice change and technology initiatives that are necessary for improvement or to support new directions.

The example, reproduced below, illustrates the way in which, at all levels of our service planning process, the Council is driving change forward and determining ICT investment direction so that it is our objectives that drive our decision process us. This example is taken from our draft Cultural Strategy Action Plan, which, together our draft Cultural Strategy, are currently prominently published on Winchester.gov for consultation purposes.

Objective	Key Task	Target Outcome	Key Partners	Timescale
5. Make sure that people can find out easily about the leisure and cultural activities they might want to take part in	5a. Audit and evaluate the existing methods by which information reaches all parts of the community	Analyse and understand existing methods	Winchester City Council, WACA, Hampshire County Council	Within 18 months
	5b. Develop a strategy for ensuring that information can be distributed as effectively and quickly as possible	Strategy drafted followed by implementation which improves information flow	Winchester City Council to deliver	Within 18 months
	5c. Evaluate new opportunities for information provision, particularly based on ICT solutions with particular emphasis on reaching those not easily reached by other mechanisms	All viable means in use with minimum delay in Implementation	Winchester City Council, Hampshire County Council, regional agencies	Within 18 months
	5d. Ensure that all information provided is timely, accurate and well presented	Higher levels of participation as a result	All service providers	From the adoption of the strategy

For the full version of this Action Plan see:
http://www.winchester.gov.uk/az/c/cultural_strat_action_plan.pdf

Support to Cross-Cutting Objectives

Finally in this section, we analyse below the way in which our IEG investments are forwarding the national objectives for local government.

National Objective	Our Response
Customer Service	In our Customer Care review we have identified the need to change the way in which we face our customers at our reception points. Electronic Government provides a major component of the change strategy – both as a facilitator for improving back-office services, and therefore mediated responses to citizens, and also in developing new direct access channels, centred on Winchester.gov.
Social Inclusion	We are making significant investment in our back office systems that will improve mediated access for our customers, something especially relevant for the elderly, disabled and other potentially socially excluded groups.

	Rural isolation is an issue in the hinterlands of the District. In the future, we envisage the use of mobile wireless applications for our visiting officers to the rural locations. Our new youth centred priorities include specific assistance to young people at risk of social exclusion and we will seek to use appropriate channels, for example, a specially designed Internet youth portal and/or use of text messaging.
Democracy and Accountability	We are monitoring the pilot projects for e-voting and will implement this when available. We are investigating the replacement of our Electoral systems to prepare for this initiative. Consultation with our customers, as well as feedback from them, is very important to us. There are some facilities for this through our web site and these will be enhanced, particularly with the implementation of the corporate GIS and workflow projects.
Raising standards across our schools	We have made available links to Hampshire County Council services via our Web site, which in turn provide access to Ofsted reports etc. More needs to be done to develop specific portal features that bring together this kind of information within the District and we are researching other public service resource sites that we could link to directly. The Council has identified young people as a priority target for new services and we are planning more youth focused information and interactive services, many of these will be deployed via Winchester.gov. The Council's museum service is an important local educational resource. Schools can book party visits to the museum using an electronic form (see: http://www.winchester.gov.uk/arts_museums/education/booking.shtml)
Improving the quality of life	See our priorities above. Note that this area is the major focus of Winchester and District Working Together.
Transforming our local environment	Our decision to procure a corporate GIS system that will link to all our major applications is seen as the enabler for this initiative. Our target is for our citizens to be able to access geographical data via our web site. Development of other applications will make other information available such as Planning applications and constraints, and will identify other matters such as contaminated land.
Meeting local transport needs more effectively	Our web site has been developed to provide active links to all providers of transport to our area. We have an interactive link that shows car park availability throughout the District. This is online via our web site and indicates the number of spaces available at that time (ROMANSE Project). However, we recognise we can do more to develop these facilities (see our priorities above).
Promoting the economic vitality of localities	As a major tourism and heritage site we have recognised the need to provide details on accommodation and other visitor information. This is being progressed by our participation in the VISIT project with Hampshire County Council and others. We provide an online assisted-booking service and we actively promote our villages and provide information via the web site on their businesses and activities.

Self Assessment of Local E-Organisation

Theme 1: Transactions

The definitive BVPI157 measurement for 2001/02 was taken at 31 March 2002. The measures are service-based. The projected columns show estimates at the end of the financial years concerned, except for the final column where the ODPM has requested a figure at the end of the calendar year 2005.

	Actual	Forecast			
	2001/2	2002/3	2003/4	2004/5	31.12.05
Service (BVPI 157 Group)					
Providing Information:					
Total types of interaction	165				
% e-enabled	91	95	95	100	100
Collecting Revenue:					
Total types of interaction	72				
% e-enabled	37	60	80	100	100
Providing benefits and grants					
Total types of interaction	19				
% e-enabled	42	42	60	100	100
Consultation:					
Total types of interaction	9				
% e-enabled	44	60	80	100	100
Regulation:					
Total types of interaction	21				
% e-enabled	52	52	52	52	100
Applications for services:					
Total types of interaction	89				
% e-enabled	21	50	80	100	100
Booking:					
Total types of interaction	25				
% e-enabled	60	70	80	100	100
Paying for goods & services:					
Total types of interaction	42				
% e-enabled	52	70	80	100	100
Providing Access:					
Total types of interaction	24				
% e-enabled	96	96	98	100	100
Procurement:					
Total types of interaction	0				
% e-enabled	0	0	50	100	100
Others:					
Total types of interaction	13				
% e-enabled	100	100	100	100	100
TOTAL					
Total types of interaction	479				
% e-enabled	61	70	80	98	100

Note: Attainment of these targets is dependent upon a number of factors, including some which are external to the authority – see Risk Analysis.

Forthcoming Improvements:

Below we list some other major electronic government programme derived improvements that are currently in the pipeline and will be contributing to our projected improvement in our BVPI157 scores.

Transaction Type	Improvement	Timescale
Providing Information	On-line GIS information	Mid 2003
Collecting Revenue	e-payments available (contract pending)	Early 2003
Providing benefits and grants	On-line Housing Benefit application	Early 2004
Consultation	Push technology to citizens	Early 2005
Regulation	Workflow support to relevant services	Mid 2003 onwards
Applications for services	More e-forms Workflow supported	On-going Mid 2003 onwards
Booking	More e-forms New Guildhall booking system (pending) Integrated workflow application	On-going Early 2003 Late 2033 onwards
Paying for goods & services	E-procurement via H&IOW Partnership	2004
Providing Access	Further community networking support	On-going
Procurement	E-procurement via H&IOW Partnership	2004

Theme 2: Access Channels

Winchester City Council is focused on developing the capability of its Internet services but at the same time committed to developing transactional services in all relevant areas.

Our main web site (www.winchester.gov.uk) has been re-designed to enhance its potential. It already includes a mixture of PDF forms and some electronic service booking forms. The linked tourist-centred web site is being developed in association with the regional VISIT partnership. We have exciting plans to develop this channel in a number of ways. Firstly, by investing in web based GIS, workflow and secure ICT infrastructures, we are able to build a base that will allow us to make our on-line interactive services more integrated with back office service functions. In this way we will encourage citizens to use this channel more, because the service provided will be richer, more complete and offer them real advantages over traditional service channels. Secondly, we are planning to use this channel in new ways to make best use of the wealth of material we have available to support our role as community champions. A good example of this approach is our plan to launch an exciting project that will make available the internally important archaeological records of Winchester City, using web based GIS technology.

Below we present our best endeavours at completing the table of public interactions required by the ODPM.

	Estimate (000s)	Forecast (000s)			
Public Interactions & Main E-Access Channel Take-Up	**01/02**	**02/03**	**03/04**	**04/05**	**05/06**
Local Service Websites **www.winchester.gov.uk** **www.visitwinchester.com** volume of interactions	72	96	150	200	250
Telephone – assisted access (157 definition) (Revenues, Health & Housing and Development Control) volume of interactions	97	100	105	110	115
Face To Face – assisted access (157 definition) *(Revenues , Health & Housing and Development Control)*	25	30	35	35	35
Smartcards volume of interactions	0	The Council has no immediate plans to utilise Smart Cards as a Service Channel. Capabilities to read and write to Smart Cards, whether third party provided or own, will deployed as and when opportunities arise that offer business benefits.			
Other Electronic – Incoming Email volume of interactions	*212*	*312*	*350*	*400*	*450*
Other Electronic – Telemetric Care Call 1,000 Public 600 Private sector. volume of interactions	*1,600*				
Other Electronic – Direct Debit payments **Council Tax** volume of interactions **Rents**	*315* *18*	*316* *18*	*317* *18*	*318* *18*	*319* *18*
Other Electronic – Unspecified	The Council offered its first kiosk channel service this year, when our new Visit tourist information and booking service became available via a kiosk in the rural local centre of Arlesford. Our strategy is to adopt new electronic service access channels (e.g. Digital TV) when sufficient local demand is generated. Our multi-channel ICT architecture allows for new channels, including those managed by other agencies, to be integrated readily as and when appropriate.				

Our estimates of the take up (as opposed to availability) of the main service access channels are shown below. Please note that this analysis excludes fully automated transactions such telemetric help calls and direct debit payments. Both of these channels are well developed in Winchester and usage is probably very close to saturation levels. These estimates are by volume of transactions enacted. Further, please note also that some transactions will be enacted over two or more channels. For example a letter may be responded to by e-mail or telephone. In these cases the channel first used applies.

Public Interactions & Main E-Access Channel Take-Up - Percentage Distribution Estimate	01/02	02/03	03/04	04/05
Interactive web services (WCC managed sites)	9.69	12.97	19.23	29.45
Interactive web services (other provider)	0.01	0.02	0.50	1.50
Email	0.30	1.00	1.25	1.50
Voice telephone (BVPI 157 defined electronic)	30.00	35.00	36.00	34.00
Voice telephone (other)	15.00	8.00	5.00	3.00
Kiosk	0.00	0.01	0.02	0.03
Other Electronic (new channels)	0.00	0.00	0.00	0.02
Post, hand delivered mail, Fax and DX	30.00	28.00	25.00	20.00
Reception Serviced (BVPI 157 defined electronic)	8.00	9.00	7.00	5.50
Reception Service (other)	2.00	1.00	0.00	0.00
Other face to face (BVPI 157 defined electronic)	1.50	3.00	4.00	4.50
Other face to face (other)	3.50	2.00	1.00	0.50

Note that, although we have allowed for a steady growth in transactions which originate with other channel providers (e.g. portals such as NLIS, the Planning Portal and the UK On-line and other linked public services), we have assumed that the majority will be handled by channels managed by us or close-coupled partnerships (e.g. VISIT).

If we can achieve this level of take-up of our electronic channels we believe we can start to make real savings in transaction handling costs. However, these savings will not be achievable unless we ensure that the integrated business processes have been reformed to take full value from this opportunity. To some extent these savings will be absorbed by an overall increase in the number of transactions. Whilst part of the shift to new channels will be attributable to customers switching from traditional channels to on-line service options, the majority of the percentage change will be occasioned by the take-up of new style on-line services. This could increase the participation radically in some services, for example, planning consultation.

However, it is clear that customer take up at this level will only be achievable if:

- New channels and services available through the Internet work efficiently.
- New service access methods offer significant added value to significant numbers of service users
- Customers are informed of the new services and encouraged to use them.

It follows that the Council, and its partners such as the H&IOWP, are committed to creating new on-line services that are exciting to use, are feature-rich and provide more value than simply reproducing paper forms and process in Internet form. Moreover, it means that we will need to market the new services actively and, where appropriate, offer specific encouragement to customers to get them to migrate to these channels.

We will need to monitor carefully the actual level of take-up, both in absolute volume terms and in respect of social-economic group preferences. Where we find that one group is not showing signs of channel shifting, in line with our strategy, we will consider ways in which services might be re-focused for this group and market directly to the group concerned.

Theme 3: Enablers

Below we show the progress made so far with respect to LGOL defined enablers and outline the plans to address these where appropriate.

LGOL Enabler	Current Status (1.10.02)		Strategy
Land and Property LLPG	Level 3		We were one of the first districts to develop a clean gazetteer. Several property-based systems are already connected to the LLPG. Integration with the other main applications that are addressed-based is on-going.
NLPG	Level 3	Approved	We are one of the first districts to pass information to the National Project. Electronic updates from our LLPG to the NLPG continue to be made on an on-going basis.
NLIS	Level 1		Con29 searches are accepted from the NLIS hub by electronic mail. Full integration awaits further computerisation of our land charges system. A new system to make this happen is scheduled for procurement. We expect to be on level 2 shortly.
Customer Database	Being pursued through the H&IOW Partnership		The Council has recognised the need to bring together in a common referencing system appropriate information about customers. We are working with the H&IOW Partnership to develop standard approaches to doing this that conform to the requirements of the Information Registrar.

Knowledge Management	Intranet	We will continue to develop our Intranet and ensure that all employees and councillors have fully supported access to these facilities. The Council has recognised that the adoption of the metadata framework standard and the development of a more robust corporate information management strategy is necessary. We are currently investigating the potential of a Content Management Systems approach and expect that this may involve developing infrastructure components that will support a Knowledge Management Approach. Work is also proceeding with the HI&OW Partnership and we are supporting the adoption of a regional approach to this enabler.
CBR/Query Handling	None as yet	We have yet to identify any specific CBR requirements, but have not ruled out the potential of this technology, perhaps developing as from the regional initiative outlined above, or as the result of Pathfinder project. Perhaps the most likely route for CBR adoption within the Council would be via an initiative from one of our service supporting software partners, e.g. CAPS, SX3, Orchard etc. As yet none of these have indicated a strategic move in this direction, though we are aware that in the Building Control service there has been some interest in a technological approach that uses Knowledge Engine technologies which, we feel, might lend themselves to the eventual development of CBR functionalities. We are also aware that certain local authorities (e.g. Three Rivers) have used CBR-influenced techniques to assist agents working in generic call centres. As Winchester, having analysed its local citizen preferences, is committed to an iterative improvement plan for telephone handing rather than a generic call centre, this enabler as a general tool is not currently as applicable as perhaps it is elsewhere.
CRM	Strategy to be agreed	It has become clear to the Council, following our comprehensive review of Customer Services this year, that some form of additional front-line service support system is required. We have been monitoring the progress of Pathfinder CRM projects and some local initiatives. Our preference is to work with the H&IOW Partnership to develop a regional approach to CRM as we believe that, as well as improving our own customer service performance, a regionally agreed approach will offer very important potential for facilitating future joined-up working. In the meantime we are planning to utilise our new workflow facilities to broaden our experience in electronic cross-departmental working on individual customer service requests.

Mobile Technology	The Car Parks and Housing officers already make extensive use of mobile computing to access and record information in the field.	We are currently accessing the potential of GPRS enabled system for Environmental Health field workers and we are looking at a 802.11 option for our new Guildhall Management system.
GIS	Traditional and web-based GIS systems in use.	A new system (supplied by ESRI) is currently being implemented as a corporate system. See references elsewhere in this statement to our existing and intended use of GIS.
EDMS and Workflow	Used in Revenues	We are currently procuring a corporate solution. The project is about to move into the implementation phase, with rollout extending throughout 2003. See references elsewhere in this statement which explain how we intend using these enabling technologies as a transformation facilitator. Anite DMS and workflow is already used in our Taxes and Benefits services, allowing those dealing with telephone enquiries to access all aspects of their case histories readily.

Theme 4: E-Business

The Council's further development of its electronic business processing in the short term is closely linked to the roll out of our new GIS, EDMS and Workflow systems. We are seeking to get maximum advantage from these investments by integrating them with existing corporate and departmental business systems.

LGOL e-Business	Current Status	Strategy
Office Systems	Electronic office systems are universally used within Winchester City Council.	Our office accommodation strategy is in place and a medium term plan being developed. New developments include closer integration with information and workflow systems where appropriate
Teleworking	We have around 15 officer home workers at present and have good experience in the necessary supporting technology and services.	We expect home working and mobile working to grow and offer scope for accommodation savings as part of our office strategy. The technology developments under consideration include greater use of broadband connections and improvements to security systems as well as to the provision of out of hours support.
Asset Management	In-house	We will consider the impact of home working and new channel take-up as the programmes develop.
HR and Payroll	A cost efficient system was installed in 1999.	The current system is performing well and there are no immediate plans to change.

Procurement	Looking at options including from Financials supplier – Radius.	We will consider e-procurement jointly with the H&IOW Partnership. In the meantime we are investing the potential for using workflow to automate requisition procedures.
Financials	Radius system deployed.	The current system is performing well with regular updates and there are no immediate plans to change.
Extranet	All councillors have home to Council extranet links and supported home based computer facilities.	We will continue to work closely with our local communities and with other regional partnerships. We plan to consider joining the Government Gateway when the pilot results demonstrate business benefits. We are considering providing full map access to some public sector partners, including parish councils, using extranet technology.
Intranet	All Council officers have links to the Intranet. In addition to acting as the main corporate information depository for the Council, the service platforms a large range of GIS based information and services.	We plan to expand the amount of information published both first and only on the Intranet.

Theme 5: Organisational Development

Leadership:

Senior officers and Members have been closely involved in the formulation of the E-government strategy and are active participants in its objectives.

Our E-champions are the Chief Executive David Cowan and the Leader Cllr Sheila Campbell.

These two have been active in leading the development of electronic government systems in Winchester and have also contributed to the development of the H&IOW Partnership initiative. Our leaders have seen electronic government, not as an end in itself, but as a vitally important facilitator for transforming our service performance to our citizens. As we have demonstrated earlier in this report, our policy and service planning process have a clear electronic government theme running through them.

The e-governance Organisation
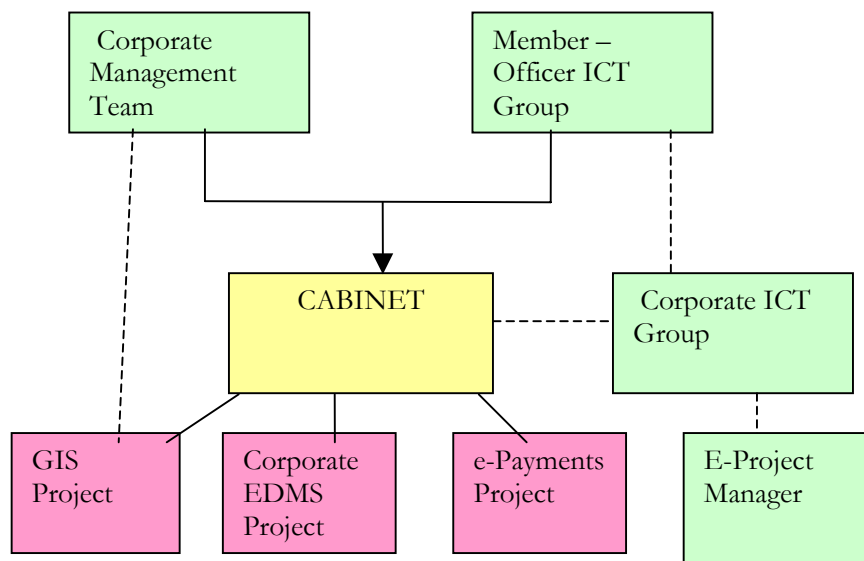
Following the appointment of a dedicated E-Government Project Manager a Corporate ICT group was formed whose membership includes senior representatives of every Department, the Member Portfolio Holder for ICT as well as a representative of the outsourced supplier of our ICT Services.

The group's purpose is to:

- Ensure overall co-ordination of the various initiatives.
- Take forward the e-government initiative and monitor progress against our Implementing E-Government Statement.
- Provide a senior forum for new initiatives.

Change Management:

We have recognised that the successful introduction of new ways of citizen centred services is not solely dependent on the effective use of technology but also on changing the culture and operational practices within the Council.

Internal resources for change management are limited, but with assistance from external consultants we are widening the experience of those officers and Members involved. Traditional organisational barriers are being taken down as the e-initiatives move us forward.

Our overall aim is to achieve a very high standard of service performance that fully satisfies the demands of our customers. We recognise that as we move into the Information Age, we are challenged to transform our services to respond to new demands and make best use of opportunities for improving new services. This will involve embracing new service channels, including those operated by other channel providers, and we will need to make a step-change in our approach to customer service. We need above all to transform Winchester City Council from being merely an efficient administrative machine to a wholly customer-focused organisation. This process can be facilitated by electronic government, but is essentially an organisational transformation task involving much more than the introduction of new technology. In particular to continue to build on our success to date we will need to:

- Provide inspired and determined leadership from the top of the authority – the Cabinet and the Directors.
- Support our officers and Members in the process of change by providing change management programmes and on-going human resource professional advice and guidance.
- Consider bringing in expertise from outside, using the private sector where appropriate, but also resources from our public sector partners and national supporting bodies, such as the IDeA and the e-Champions Network.

Project Management:

The diagram in the Leadership section outlines how our e-agenda as a whole is managed. Under the monitoring function of the E-Government Project Manager the Action Plan (shown in an Appendix) is taken forward. Individual projects have a project manager assigned from the sponsoring department.

External Consultant/Project Managers have been used in our recent procurement of a Corporate Document Management system and a Corporate Geographical Information system.

The Council has been using a project management system based on PRINCE, latterly PRINCE2, since 1998. All major electronic government projects are subject to formal Project Initiation and management procedures.

Each project has a Project Board to monitor and discuss progress. This group reports in turn via the corporate ICT Group through to the Member group for ICT.

Business Process Re-Engineering:

We have included this requirement into our recent projects to procure a corporate Electronic Document Management System and a corporate Geographical Information System.

We see these two projects as core to joining up back office processes and have used external consultancies to assist in their specification.

These specifications will be flexible enough to allow adoption of a CRM solution and allow engagement by the citizen through our web site to services.

The first service to be identified for EDMS and workflow implementation is Development Control processing. We believe that by employing business process analysis techniques and, where appropriate, redesigning the processes to make them more customer-serving and to take full advantage of the new technology we are employing, we can transform our performance in this area. Lessons learnt in this pilot application will be carried forward to implementations in other services.

E Skills:

Extensive training has been carried out within the Council in response to the e-agenda and is considered as an ongoing project.

All new staff joining the Council receive initial personal computer training followed by opportunities for more advanced skills in areas of the Office products.

We acknowledge that the introduction of new e-business systems will involve further training. There is recognition that implementing the changes involved in service delivery will require an increase in change and project management skills. These requirements will be factored into our corporate and service level staff development plans.

Much of the technical skills necessary to enact our programme will bought in from the private sector. The Council benefits from a partnership with Steria and has a strategic support contract with Nineveh Consulting. Increasing the Council is also benefiting from the technical skills available to the H&IOW Partnership.

We recognise that our transformation programme may require additional human resource professional resources to support staff development. Some of this may be bought in from the private sector.

Marketing and Sales:

Our ambitious e-government agenda will involve a radical transformation of the way in which we deliver services to the local people. It follows that as new electronic services are developed we will include, as an integral feature, a significant consultation and community involvement process. In this way we aim to ensure that our priorities reflect the interests of the community at large and that detailed designs and processes are tested and approved by the people who will need to use them.

We need to be more proactive at marketing new ICT services. This can be done through announcing new services, but also we believe that reporting on take-up and publicly celebrating successes will play an important part. By developing new portal-like features, such as registration and push-technology, we are hoping to develop a continuing relationship with on-line users. The strategy here is to draw in the casual user and develop the relationship to one that supports a long-term dialogue and, over time, will encourage more and more people to switch to the electronic service channels.

Central Government standards and infrastructure:

Standard	Current	Strategy
Government Gateway	Not yet Implemented	We are particularly interested in the potential for using the Government Gateway authorisation services and using Winchester.gov as a feeder portal to central government services. The progress of national projects and the availability of turn-key solutions to connections are prerequisites to our adoption, probably via the H&IOW partnership.
UK Online Portal	Prominent links on web site. Local libraries provide UK On-line access points.	We will seek opportunities to co-operate with others to facilitate better access from UK on-line to local services.
Broadband	Founder member of the Wessex Broadband	We will take advantage as Broadband services become available – much of the District is not covered by Broadband services.

	project.	The H&IOW Partnership has decided to link all partners together in an IP based Virtual Private Network. This will facilitate our connection to Broadband services.
	Council Internet link at Broadband standard.	
E-GIF	Reviewed regularly.	We are fully committed with compliance required in all new ICT system procurements.

Resources

Expenditure by Funding source	Actual (£000s)	Forecast (£000s)			
Resources	**01/02**	**02/03**	**03/04**	**04/05**	**05/06**
£200k IEG money in 02/03 and 03/04		200	200	200	200
Financial contributions from EU funding	Nil	Nil			
Financial contributions from other sources of Government funding, such as Invest to save (ISB)	Nil	Nil			
Financial contribution from public-private partnership	Nil	Nil			
Financial contribution to or from partnership projects undertaken with other organisations, including ongoing project work with Government departments or agencies that have an element of service e-enabling		1000	1000		
Resources being applied from internal revenue and capital budgets to improve quality of services through e-enablement.	376	50	100	100	100
Reinvestment of savings produced from early e-government investment					
Other resources (please specify) Planned service Investment	264	400	0	0	0
Total	640	650	300	300	300

Notes:

We have assumed that the current level of LGOL funding will continue.

The total of the LGOL funding made available to the Hampshire and Isle of Wight E-government partnership is shown as allocated (ie shared by all participants) – not included in the Total line.

Resources being applied from internal revenue – these figures are costs relating to a dedicated e-government project manager and costs in subsequent years projecting the appointment of a dedicated ICT Business Analyst.

Estimated LGOL IEG Support Funding

The current forecast for LGOL IEG support funding allocation is as follows:

Project	2002/03 £000	2003/04 £000
Electronic document management	100	25
Geographical information system	100	25
Citizen web portal		25
Assisted public access		50
Web site development		25
Customer relationship management		50

Benefits

Winchester City Council has already started to see the benefits from on-line service provision in terms of increased accessibility for citizens and other customers (notably tourists and other visitors).

We expect these to continue to develop with on-line service take-up reaching a stage where significant administrative savings can be made – perhaps from when the number of direct access transactions reaches 25% of the total (excluding new transactions).

Our strategy is that all new projects are subject to full business case reviews.

We do not expect to make financial savings in the short term from the introduction of our new e-services or, indeed, in the longer term, for many of the new facilities. Inevitably the maintenance of additional channels will raise the complexity of service delivery and increase costs. There will be some longer term savings in administrative costs as the efficiencies inherent in our new practices start to drive costs out of the service using them. But these savings will take longer to realise and are dependent upon organisational and cultural change as much as the introduction of new technology and will inevitably be netted off against the increase in service demand that we expect to arise once our services are more accessible.

Administrative costs will go down as we achieve take up levels in self service transactions for simple transactions. We foresee increased back-office costs arising from increases in participation services – especially in areas such as Planning and other consultation services.

The Council sees that a major benefit will be in the form of an improvement in service delivery, including faster turn-around times, that will lead to a real improvement in the quality of the lives of its citizens. It is believed that long term financial benefits are unlikely to better than neutral.

Risk Assessment

The following is based on guidance issued by SOCITM

Key:

Control	Impact	Probability
Int = Internal	VH = Very High	VH = Very High
Ex = External	H = High	H = High
	M = Medium	M = Medium
	L = Low	L = Low
	VL = Very Low	VL = Very Low

Risks	C	I	P	Countermeasure/mitigating action
Lack of Clear Vision, Objectives and Strategy				
Lack of Political will /engagement	Int	H	L	• Continue to engage Members • High visibility to the Member ICT Group
Lack of engagement with Directors	Int	H	VL	• continue communications with senior managers • demonstrate benefits to services through the achievement of quick wins • ensure that key issues of senior officers

				are addressed
Extent of communication of Vision and Strategy at all levels	Int	H	M	The Communications Strategy will identify different audiences and mechanisms for communications
Strategy becomes static	Int	M	M	• Build into the programme a review of Strategy to ensure that it remains dynamic and relevant
Technology fails to deliver improvements expected by citizens				
Universal Broadband capability not available to support the developments	Ex	M	H	• reduce levels of aspiration and design e-government around available bandwidth • work closely with regional/sub regional agencies .(Wessex Broadband) • develop demand and capacity within the community to encourage suppliers to respond
Technology may not be "future proof"	Ex	M	M	• Adopt flexible approach to infrastructure design • Use e-GIF standards
Legacy systems may not be suitable for delivering services electronically. (e.g. inability to integrate to overall systems architecture)	Int	H	VL	• Identify potential scope of problem • Prioritise replacement of systems that inhibit progress to delivering services electronically • Policy parameters set for new systems to ensure capability of supporting electronic service delivery • Use CRM/Middleware techniques to make the best of existing investments

Lack of capacity to deliver (People/Skills)				
Potential lack of skills /expertise to support /implement new technologies	Int/ Ex	H	H	• Extend training • Transfer skills during new implementations • Buy in skills where necessary
Lack of skills/capacity to support Strategy implementation • Programme/Project Management Skills • Change Management Skills • Knowledge Management Skills	Int/ Ex	H	M	• Buy in assistance for review, programme/project and change management skills • Focus staff training programmes on these areas.
Current working practices not flexible enough to support new ways of working	Int	H	H	• New policies and procedures to support flexible working.
Staff may not have sufficient skills in using technology	Int	M	L	• Minimum training standards set for all staff in use of technology – ECDL • Involve staff in new procurement projects at the early stages
Administrative processes do not support e-ways of working				
Current policies and procedures do not currently support/recognise the development of e-government	Int	M	M	• Increase understanding of where current policies may not support the development of e-government. This may include: - technical policies - Data Protection/FOI - working practices (Flexible Working) - use of IT - Health and Safety • Develop new policies where appropriate • BPR Back office systems
Unwillingness to change policies and procedures	Int	H	L	• Include in change management plans • Raise issues at the Corporate Management Team and ICT Groups
Operational/Service Processes do not support e-ways of working				
Many services are delivered by or with others (e.g. with Hampshire CC, Government Agencies etc.)	Int/ Ex	H	H	• Identify key partners in service delivery and include within strategy • Work with range of partners to achieve electronic service delivery • Understand partners' aims and objectives
Lack of resources within services to devote to the implementation of e-government	Int	H	M	• Effective programme management will identify and secure resources to implement e-government • Plan implementations carefully • Share resources and responsibilities across all departments
Inability to support extended access hours (24/7)	Int	M	L	• Identify impact of extended access on service delivery and support services

Failure to meet the expectations of customers	Int/ Ex	M	M	• Manage expectations of customers in external communications – do not over promise
Technology Failure	Int/ Ex	M	L	• Invest in secure infrastructure • Ensure effective and adequate testing
Disaster/Catastrophic Failure	Int/ Ex	H	L	• Develop service continuity plans
Customers' Dissatisfaction				
Do not know what customers require: - Availability - Access Channels	Int	M	VL	• Consultation with customers on an on-going basis to ensure that electronic service delivery and access channels meet customer needs
Customer Requirements may Change	Ex	M	L	• Ensure that customer feedback is an integral process within electronic service delivery and that this feeds into the developing strategy • Be prepared to take on new service access channels and technologies
Electronic Service Delivery may expose latent demand.	Ex	M	H	• Ensure that back-office improvements are linked to enhancements in access • Manage expectations as to the service that the Council can deliver.
May not be able to deliver fully joined up services to customers' needs	Ex	H	H	• Work with partners and other authorities /agencies to understand common priorities and deliver joined up services • Keep use of the Government Gateway under close review.
Need to avoid service inequality arising out of inequality of access	Ex	L	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
Lack of Funding				
Not enough resources to deliver electronic service delivery	Ex	VH	H	• Deliver quick wins to release further resources for electronic service delivery • Consider alternative methods of financing • Work with other partners to share cost and risk • Bid directly for additional funding
Failure to deliver best-value	Int	M	L	• Projects will only proceed where a robust business case has been demonstrated

Common E-Government Infrastructure - Technical Architecture

Customer Information System

Property Information System

Data Loader

Batch Update

LLPGs

WCC

www.

Other Channel

Call Centres

Content Management System

Configuration tools and stored parameters

C R M

E-Forms

Scripting

FAQs

Workflow

Middleware Gateway

ED MS

GIS

Intr-net

Enabler

Integration Adaptor
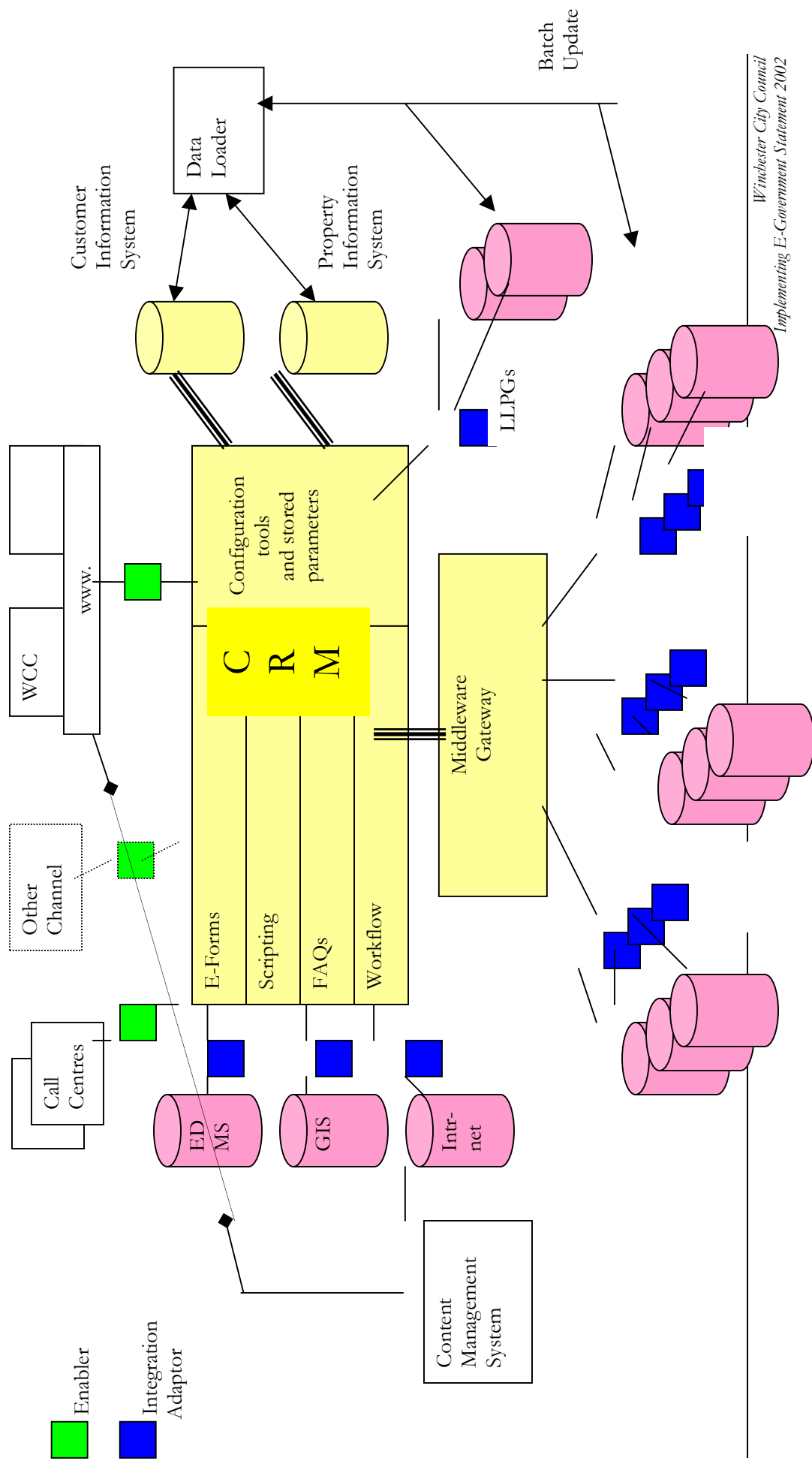
Action Plan

IEG Project Plan

Action Plan: Red = Work in Progress . Black = Scheduled start. Green = Complete. Blue = Ongoing Project.

Theme	Initiative	Lead Officer	2002/3 1	2	3	4	2003/4 1	2	3	4	2004/5 1	2	3	4	2005/6 1	2	3	4
Strategy	IEG Statement for 2002	P Cox	■	■														
Project	e-payments – Feasibility	G Cranswick		■														
Project	e-payments – Procurement	G Cranswick			■													
Project	e-payments – Implementation	G Cranswick				■												
Project	Corporate EDMS – Procurement	D Prestidge	■	■														
Project	Corporate EDMS – Implementation Phase One	D Prestidge		■		■												
Project	Corporate GIS – Procurement	S Buchanan		■														
Project	Corporate GIS – Implementation Phase 1	S Buchanan			■													
Project	Corporate GIS – Subsequent Phases	S Buchanan			■	■	■											
Project	NLPG & LPG	A Gutteridge	■			■												

Years and Quarters

Type	Title	Owner
Project	Local Land Charges – Procurement	H Bone
Project	Local Land Charges – Implementation	H Bone
Project	Guildhall Booking System – Procurement	E Appleby
Project	Guildhall Booking System – Implementation	E Appleby
Project	Electoral registration – To Windows based. – Procurement	C Ashcroft
Project	Electoral Registration – Implementation	C Ashcroft
Project	CAPS Upgrade Version 7 – Implementation	D Prestidge
Strategy	Customer Care Fundamental Review	B Merrett
Strategy	Teleworking Strategy – Agree	A Gavin
Project	Teleworking Strategy – Implement	A Gavin
Project	Downloadable Forms from Web site – Link with EDMS	S Buchanan
Project	On-Line Job Applications	A Gavin
Project	Council Tax and NNDR e-Billing	G Cranswick
Project	Online Change of Address	S Buchanan
Project	Procure New Telephony equipment	A Moore
Project	Online Museum Catalogue	K Qualmann
Project	Sites & Museum Records	K Qualmann
Project	Assisted Public Access	S Buchanan
Strategy	Interactive Web links with neighbouring councils	S Buchanan

Project	Citizen Portal (Pilot)	S Buchanan			
Project	Benefits Application / Trial assessment	G Cranswick			
Project	e-Procurement	S Buchanan			
Project	**Milestone** 100% transactions web-enabled				

Seven Critical Tests Assessment

7 Critical Tests	Specific Goals
Joined up *in ways that make sense to the customer - internal services and with external public and voluntary services.*	Our goal is to provide services that address directly the way the customer needs them.
Accessible *at times and places most convenient to the customer. Customers will have more choice over the way in which they contact and receive public services.*	Our strategy is to provide full accessibility 24/7, initially via web portals, but with the capacity to add additional channels as these become feasible and customer demand is demonstrated.
Delivered or supported electronically, *facilitating faster, more reliable and better value services.*	The Council has set a target of meeting the Government's electronic service delivery targets. A key component of this is use of interactive web services. However, we have designed our strategy to enable us to integrate traditional services, using a common CRM, and adopt additional channels were necessary.
Delivered jointly, *where appropriate, by local and regional partnerships, and connected to a national infrastructure.*	Linkage, where appropriate transparent to the user, to other on-line public services including those operated through the UK On-line portal and Hampshire County Council.
Delivered seamlessly, *so that customers are not asked to provide the same information more than once and service providers are better able to identify, reach and meet the needs of service users.*	By adopting a CRM-based common e-government Infrastructure we aim to provide a managed customer service that will allow seamless, single information entry to all services.
Open and accountable *so that information about the objectives, standards and performance of local service providers and their elected representatives will be freely and easily available.*	We are examining how we can develop our already extensive electronic information services further to meet the requirements of the Freedom of Information Act fully. We plan to provide personalised information services using push technology to on-line registered citizens.
Used by e-citizens *through effective promotion of available and accessible new technologies and helping local people to gain the necessary skills to take advantage of the Internet.*	We have embarked on production of a cultural strategy that sees the promotion and support for e-skills as a vital element to making e-government work.

Visit Winchester Tourism Website (Insight Article)

Winchester City Council will be launching a new tourism website.

The website is based on the 'Visit' system, developed by Hampshire County Council in partnership with Winchester City Council, Eastleigh Borough Council and Southampton City Council.

'Visit' is a powerful online tourism marketing and management system that uses up-to-the-minute technology to improve the quality of the information provided to tourists, visitors and local residents on attractions, events, accommodation, places to eat and drink, shopping, and other attractions in the Winchester district.

The Visit service also helps the City Council to transform and strengthen its marketing, management and sales of local tourism services and products, helping local tourism businesses and supporting the local economy.

The service has been operational since June 2000 and is now being used in twelve destinations in south-east England, with more destinations likely to be joining Visit in the coming year.

Winchester Tourism has found Visit to be an extremely useful tool and it is used in the Tourist Information Centre to assist with enquiries and make bookings.

The system is also run on a kiosk in the visitor centre at the Watercress Line in Alresford. The kiosk, in the Edward Knight Centre (formerly the Old Goods Shed), relays up-to-date tourism information through the Visit database, as well as promoting businesses in the area.

This project is a partnership between Winchester City Council, Alresford Town Council, Hampshire County Council and Mid-Hants Railway (the Watercress Line), and aims to provide local and regional tourism information to visitors and residents in Alresford. It is hoped that volunteers will assist with manning the information point and responding to enquiries during busy times.

Visit is endorsed by the South East England Development Agency (SEEDA) as the Destination Marketing System for the South East. SEEDA has awarded grant funding to help with the roll-out and work on this is being taken forward by the Visit Service Team in partnership with the Southern Tourist Board, and working with the South East England Tourist Board. Visit has also been recognised both nationally and at European level as a blueprint to effective integrated online tourism marketing for the future.

You can access the Visit system for yourself at the TIC in the Guildhall, Winchester; the Edward Knight Centre at the Watercress Line in Alresford or via the web.

If you are interested in volunteering to man the information point at the Watercress Line, or would like to discuss adding the details of your business to the kiosk in Alresford, please contact Lynsey Bell at Winchester City Council on 01962 848554 or email lbell@winchester.gov.uk

Working Towards E-Government (Press Release June 2002)

Since the launch of its e-government strategy last year, the City Council has been working to put in place the foundations on which to build its electronic transaction capability by the government target year of 2005.

The Council is taking the two-pronged approach of ensuring that its "back office" systems are developed and integrated to meet the e-government requirements, and by steadily developing its website, which will be the main service delivery transaction channel.

The Council is deliberately moving steadily forwards rather than taking the "big bang" approach, or developing individual departmental infrastructures that will then have to be integrated.

Developing the back-office systems means that the council will move from manual processes to electronic handling in areas like land charges, and it is buying and implementing a corporate document management system for use authority-wide to hold all information electronically.

"If the Council does not hold its information electronically, it cannot hope to interact with and deliver services to the public electronically," says ICT Project Manager Sandra Buchanan.

A corporate ICT - Information Communication and Technology - Group is overseeing every aspect of e-government to ensure a common approach.

The Council's website is still primarily an information site, and documents such as planning applications and the Cabinet's forward plans can be accessed on-line. There are also a number of forms that can be downloaded and returned, and the site will move towards some interactive and transaction capability over the next year or so.

Best Value Performance Indicator 157 Matrix

This is the original matrix by which we have calculated our BVPI 157 returns.

BV/AC PI = 57%
Of which 84% is
purely
information

Department	Service	Info	Tran	Sply	Dlvr	Links	%
Development Services							
	Department Structure	✔	N/A	N/A	N/A	N/A	100
	Building Control						
	Building Regulations applications	✔	✘	N/A	✘	N/A	33
	Providing technical advice and information	✓	N/A	N/A	N/A	N/A	0
	Land & property search enquiries	✘	✘	✘	✘	N/A	0
	Dangerous Structures	✓	N/A	N/A	N/A	N/A	0
	Planning						
	Development Control applications	✔	✘	N/A	✘	N/A	33
	Development Control consultations	✔	✘	N/A	N/A	N/A	50
	Development Control representations	✔	✘	N/A	N/A	N/A	50
	Development Control enforcement	✔	✘	N/A	N/A	N/A	50
	Local plan & consultation information	✔	✔	N/A	N/A	N/A	100
	Advice relating to planning policy	✔	✘	N/A	N/A	N/A	50
	Historic building grant applications	✔	✘	N/A	✘	N/A	33
	Listed buildings specialist advice	✔	✘	N/A	N/A	N/A	50
	Environmental improvement grant apps	✔	✘	N/A	✘	✔	33
	Tree Preservation creation/enforcement	✔	✘	N/A	N/A	✔	50
	Purchase of publications	✘	✘	N/A	N/A	N/A	0
	Engineering						
	Address Management	✔	✘	✘	N/A	N/A	33
	CCTV	✔	N/A	N/A	N/A	N/A	100
	Drainage and Flooding enquiries/information	✘	N/A	N/A	N/A	N/A	0
	Parking General	✔	N/A	N/A	N/A	N/A	100
	Parking Permits	✔	✘	✘	N/A	N/A	33
	Project Services	✘	✘	✘	✘	✘	✘
	Parking – Penalty Charge Notices	✔	N/A	✔	✔	N/A	100
	Shopmobility	✘	✘	N/A	N/A	N/A	0
	Disabled Badges	✔	✘	✘	N/A	✔	33
	Concessionary Travel	✔	✘	N/A	N/A	N/A	50
	Traffic policy consultation	✘	✘	N/A	N/A	N/A	0
	Traffic Management information	✘	N/A	N/A	N/A	N/A	0
	Cycling	✘	N/A	N/A	N/A	N/A	0

	Flooding	✘	N/A	N/A	N/A	N/A	0
	Highway Management	✔	N/A	N/A	N/A	N/A	100
	Estates						
	Estates Management (private)	✔	✘	N/A	N/A	N/A	50

Community Services

	Department Structure	✔	N/A	N/A	N/A	N/A	100
	Community Services Business Plan	✔	N/A	N/A	N/A	N/A	100
Arts	Arts	✔	N/A	N/A	N/A	✔	100
	Arts Strategy	✔	N/A	N/A	N/A	N/A	100
	Art/community grants	✔	✘	✘	N/A	N/A	33
	Light Art Project	✔	N/A	N/A	N/A	N/A	100
	Parks	✔	✔	N/A	N/A	N/A	100
	Leisure Centres	✔	✘	✘	N/A	✔	33
	Cemeteries	✔	✘	✘	N/A	N/A	33
	Sport	✔	✘	N/A	N/A	✔	50
	Street Parties and Road Closures	✔	✔	N/A	N/A	✔	100
	Tourism - Free Guide	✔	✔	N/A	N/A	✔	100
Tourism	Accommodation Booking	✔	✔	✔	✘	✔	75
	Allotments	✔	✘	N/A	N/A	N/A	33
	Community Groups	✔	N/A	N/A	N/A	N/A	100
	Golden Jubilee Celebrations	✔	N/A	N/A	N/A	✔	100
	Special Events	✔	N/A	N/A	N/A	N/A	100
	Guildhall	✔	✔	✘	N/A	N/A	67
	Museums	✔	✘	N/A	✘	N/A	33
	Monuments	✔	N/A	N/A	N/A	N/A	100
	Souvenir Guide Order Form	✔	✔	✘	N/A	N/A	67
	Archaeology	✔	✘	N/A	N/A	✔	50
	Internet Access	✔	✔	✔	✔	✔	100

City Secretary and Solicitor

	Department Structure	✔	N/A	N/A	N/A	N/A	100
	Land Charges	✔	✘	✘	✘	N/A	25
	Register of Electors	✔	✔	✘	N/A	N/A	67
	Elections *	✔	✘	✘	N/A	N/A	33
	Licensing	✔	✘	N/A	✘	N/A	33
	Licensing – cemeteries	✔	N/A	N/A	N/A	N/A	100
	Public Health Act Burials	✔	N/A	N/A	N/A	N/A	100
	Minutes and Agendas	✘	N/A	N/A	N/A	N/A	0
	Councillors	✔	N/A	N/A	N/A	N/A	100
	Committees	✔	N/A	N/A	N/A	N/A	100
	Monthly Meetings	✔	N/A	N/A	N/A	N/A	100
	Parish Information	✔	N/A	N/A	N/A	N/A	100
	Code of Conduct	✔	✔	N/A	N/A	N/A	100
	Public Participation	✔	N/A	✘	N/A	N/A	50

	Constitution	✔	N/A	N/A	N/A	N/A	100

Chief Executive

	Department Structure	✔	N/A	N/A	N/A	N/A	100
	Constitution	✔	N/A	N/A	N/A	N/A	100
	Emergency Planning	✔	N/A	N/A	N/A	N/A	100
	Corporate Strategy	✔	N/A	N/A	N/A	N/A	100
	Best Value	✔	N/A	N/A	N/A	N/A	100
	Agenda 21*	✔	N/A	N/A	N/A	✔	100
	Local Agenda 21	✔	✔	N/A	N/A	N/A	100
	Civic Events	✔	N/A	N/A	N/A	N/A	100
	Community Planning	✔	✘	N/A	N/A	N/A	50
	Community Safety Partnership	✔	N/A	N/A	N/A	N/A	100
	Community Safety Strategy	✔	N/A	N/A	N/A	N/A	100
	Parish Council Links	✔	N/A	N/A	N/A	✔	100
	Performance Indicators	✔	N/A	N/A	N/A	N/A	100
	Public Relations	✔	N/A	N/A	N/A	N/A	100
	Press Archive	✔	N/A	N/A	N/A	N/A	100
	Insight	✔	N/A	N/A	N/A	N/A	100
	On the Move	✔	N/A	N/A	N/A	N/A	100
	IEG Statement	✔	N/A	N/A	N/A	N/A	100
	Local Plan	✔	N/A	N/A	N/A	N/A	100
	Consultations	✔	N/A	N/A	N/A	N/A	100
	E-Government	✔	N/A	N/A	N/A	N/A	100
	How to complain	✔	✔	N/A	N/A	N/A	100
	Citizens' Panel	✔	✘	N/A	N/A	N/A	50

Health and Housing

	Department Structure	✔	N/A	N/A	N/A	N/A	100
	Recycling	✔	N/A	N/A	N/A	✔	100
	Waste Collection	✔	✘	✔	N/A	✔	67
	Abandoned Vehicles	✔	✘	✔	N/A	N/A	67
	Accidents at Work	✔	N/A	N/A	N/A	N/A	100
	Air Quality	✔	N/A	N/A	N/A	N/A	100
	Animal Licensing	✔	✘	N/A	N/A	N/A	50
	Asbestos	✔	N/A	N/A	N/A	✔	100
	Bonfires	✔	N/A	N/A	N/A	N/A	100
	Cesspools	✔	N/A	N/A	N/A	N/A	100
	Clean Air Pub Awards	✔	✘	N/A	N/A	N/A	50
	Contaminated Land	✔	N/A	N/A	N/A	N/A	100
	Dog Warden Service	✔	✘	✘	N/A	N/A	33
	Dog Fouling	✔	N/A	✘	N/A	N/A	50
	Dog Tags	✔	✔	✘	N/A	N/A	67
	Street Cleaning	✔	✘	✘	N/A	N/A	33
	Health For All	✔	N/A	✘	N/A	N/A	50

	Drains and Sewers	✔	✘	✘	N/A	N/A	33
	EH Enforcement	✔	✘	N/A	N/A	N/A	50
	EH Premises	✔	✘	N/A	N/A	N/A	50
	EH Services	✔	✘	N/A	N/A	N/A	50
	Food Safety (poisoning, complaints, inspections)	✔	✘	✘	N/A	N/A	33
	Food Safety - Hygiene Training	✔	✔	✘	N/A	N/A	67
	Garage Rental	✔	✘	✘	N/A	N/A	33
	Grants (home improvement, renovation)	✔	✘	N/A	✘	N/A	33
	Green Fleet Awards	✔	✘	N/A	N/A	N/A	50
	Health For All	✔	✘	N/A	N/A	N/A	50
	Health and Safety	✔	✘	N/A	✘	N/A	33
	Health and Safety Training	✔	✔	N/A	N/A	N/A	100
	Heartbeat Award	✔	N/A	N/A	N/A	N/A	100
	Heart Disease	✔	N/A	N/A	N/A	N/A	100
	Homelessness	✘	✘	N/A	N/A	N/A	0
	Home Check Scheme	✔	✘	N/A	N/A	N/A	50
	Housing - General Information	✔	N/A	N/A	N/A	N/A	100
	Housing Allocation	✔	✘	N/A	✘	N/A	33
	Housing Enabling	✔	✘	N/A	N/A	N/A	50
	Housing - Exchanges/Transfers	✔	✘	N/A	N/A	N/A	50
	Housing - Joint Housing Register	✔	✘	N/A	N/A	N/A	50
	Housing - Rent Arrears	✔	N/A	N/A	N/A	N/A	100
	Housing - Rent Payment	✔	✘	N/A	✘	N/A	33
	Housing - Repairs	✔	✔	✔	N/A	N/A	100
	Housing - Right to Buy	✔	✘	✘	N/A	N/A	33
	Housing - Strategy	✔	N/A	N/A	N/A	✔	100
	Housing Revenue Account Business Plan	✔	N/A	N/A	N/A	N/A	100
	Intruder Alarms	✔	N/A	N/A	N/A	N/A	100
	Lifeline	✔	N/A	N/A	N/A	N/A	100
	Litter	✔	✘	✘	N/A	N/A	33
	Noise	✔	✘	N/A	N/A	N/A	67
	Pest Control	✔	✘	✘	N/A	N/A	33
	Street Cleaning	✔	✘	✘	N/A	N/A	33
	Estates Management (other e.g. Nuisance)	✔	✔	N/A	N/A	N/A	100
	Sheltered Accommodation	✔	✘	N/A	✘	N/A	33
	Public Conveniences	✔	N/A	N/A	N/A	N/A	100
	Tenant Participation	✔	✘	N/A	N/A	N/A	50
	Water Sampling	✔	✘	✘	N/A	N/A	33
	Waste Bins	✔	✘	✘	N/A	N/A	33

Finance

	Department Structure	✔	N/A	N/A	N/A	N/A	100
	Financial Reporting	✔	N/A	N/A	N/A	N/A	100
	Debtors	✘	✘	N/A	✘	N/A	0
	Creditors	✘	✘	N/A	✘	N/A	0

	Payments	✗	✗	N/A	✗	N/A	0
	Council Tax – Billing and Collection	✔	✔	N/A	✗	N/A	67
	Benefits (housing and council tax)	✔	✗	N/A	✗	N/A	33
	Business Rates	✔	✗	N/A	✗	✔	33
	E-government	✔	N/A	N/A	N/A	N/A	100
	NNDR Billing and Collection	✔	✗	N/A	✗	N/A	33

Other Information

	County Councillors	✔	N/A	N/A	N/A	✔	100
	Local MP	✔	N/A	N/A	N/A	N/A	100
	MEPS	✔	N/A	N/A	N/A	✔	100

Personnel

	Department Structure	✔	N/A	N/A	N/A	N/A	100
	Job Vacancies	✔	N/A	N/A	N/A	✔	100
	Job Application Form	N/A	✔	✔	✔	N/A	100
	Terms and Conditions	✔	N/A	N/A	N/A	✔	100

Analysis of e-deliverability:

Info =   Information about the service

Tran =   Transaction, i.e. where the customer orders services or makes an application

Sply =   Ordering the supply of a service internally, e.g. requesting action from a back office department or a contractor

Dlvr =   Delivering the service

Hampshire and Isle of Wight E-Government Partnership - Project Report

Joint Catalogue of Services

A preliminary report to the Electronic Government Partnership Board

Andy Key
Hantsweb Manager
Hampshire County Council
1 October 2002

Note: This report has not yet been reviewed by all members of the workshop session which formed its basis. Further amendments may therefore be made to this document.

Background

In the first round of IEG Statements, Hampshire & Isle of Wight local authorities submitted a joint statement which included the goal of a shared online catalogue of council services in the area, with "the majority of partners expected to be participating fully by the end of 2003." The subsequent successful bid for partnership funding also referred explicitly to them development of such a catalogue.

During 2001, Hampshire County Council developed a prototype service catalogue system and used it to create a new A-Z on the County Council's website. Following extensive user-testing of the "back-end" of the catalogue by HCC staff, a new and much-revised release has been developed and is being tested. In parallel with this, HCC is working with Test Valley Borough Council on a pilot project to deliver a shared service catalogue for residents of the Test Valley by the end of 2002.

On 5 September, a workshop, hosted by Fareham BC, brought together representatives from most of the HIOW partner councils to discuss how to make progress on the shared service catalogue. All present expressed a willingness by their councils to be involved in the establishment of this service. Unfortunately Southampton, the Isle of Wight, Eastleigh and Winchester were not represented; it is hoped that they will also become fully involved in the project.

The workshop concluded that this report should provide an outline proposal for a formal project to progress the joint catalogue, the report forming the basis of a full project initiation document after further consultation with partnership members.

Scope

1.1   Project aims

The aims of the project will be:

i   To deliver an online catalogue of public services in the H&IOW area

ii   involve as many members of the partnership as possible in this catalogue.

iii   To agree standards for the content and format of the service information.

iv   To design and implement a catalogue system which will meet the needs of public and partners, and which can be opened to other service providers to add their services to the catalogue.

v   To use and influence the emerging standards for metadata and service information, and to be sufficiently flexible to accommodate changes to those standards.

vi   To ensure that the partnership authorities are working to common standards for metadata.

vii   To carry out consultation with public and stakeholders to ensure the catalogue delivers a useful service.

viii   To avoid the need to duplicate service information where an authority is already providing this on its website.

ix   To deliver this services information to the public via a number of routes:

- directly via the Web,

- indirectly via council staff in contact centres, Hants & IOW customer access points, information centres and offices

- indirectly via third parties such as voluntary sector advice agencies and central government agencies.

x   To monitor national initiatives regarding online service information, and to work to integrate with UKonline and other national/regional initiatives as appropriate.

xi   To establish a programme of guidance and support for partners to ensure continued maintenance

xii   To involve other public and voluntary sector bodies in the process with a view to their inclusion as service providers in the catalogue. The inclusion of any specific organisation, however, is not included in the scope.

xiii   To meet Test Valley's aim of having a localised A-Z of services online in December 2002.

1.2   Main deliverable – the Catalogue

The catalogue will:

xiv   **Provide a shared database of services for use by partners**. This will be separate from the presentation of the catalogue, so partners can choose either to use the presentation features described below, or take the information and present it in whatever manner they see fit.

xv   **Deliver the catalogue to the Web in various formats.** These will include "branding" for individual authorities and information focused on specific areas or specific categories of service – for example, a catalogue branded as part of Fareham's website which lists services available to Fareham residents, or one which lists care and health-related services. This may include the creation of a "neutrally-branded" online catalogue, not explicitly tied to any one authority.

xvi   **Provide the end-user with multiple routes** to the information they want, including:

- simple A-Z listing,

- browsing by "Life Event",

- personalisation based on home address or on expressed interests,

- personalisation based on information passed from UKonline,

- search facility,

- geographical search by postcode, settlement, postal town, parish/town council area, district.

A graphical map interface is desirable here but not initially included in the project scope.

xvii **Provide a shared platform for the delivery of service information** to other media such as mobile phone and digital TV. **Note:** The creation of interfaces to these media is **not** within the scope.

xviii **Provide service information for use by neighbouring councils, other public bodies and UKonline**. **Note:** The creation of an interface to exchange service information with UKonline is **not** included in the scope, as there is as yet no information on what will be required.

xix **Allow for easy integration of service information** from other service providers in the area. **Note:** The detailed process of integration for any particular organisation is **not** within the scope.

Milestones

The following major milestones were proposed as realistic (though challenging) goals:

(2 December 2002	Test Valley A-Z launch)
31 December 2002	Initial agreement on standards for service information Publication of Project Initiation Document, including a Project Plan and individual plans for each authority
30 June 2003	First release of shared catalogue available for consumer testing – database includes full or partial service information from most partners
30 September 2003	Second release available for test
1 December 2003	Public launch of catalogue service – includes full service information from most partners (at least 10 of the local authorities in the partnership).

Assumptions made here are:

1. We need to achieve the IEG statement target: "end of 2003".

2. Some partners will expect to collate the service information as part of the rolling annual review of their website content. This fact drives the December 2002 milestone – having a standard in place by this date will enable authorities to have full information in place for the launch

3. These milestones do not preclude the possibility of authorities using early versions of the catalogue system to provide service information to the public well in advance of the December 2003 launch.

Management

We intend to set up the following roles for this project:

- A project board to provide overall guidance to the project. This would report regularly to the E-Government partnership board.

- A project manager

- A project team

- A project assurance team, to act as representative of the users of the system (public and staff) to check the plans, designs and deliverables from the project and advise the project team.

- A project office

Resources

1.3 Project board

We suggest three members for this board, selected to represent the three type of authority involved – one from Hampshire County Council, one from a district/borough, and one from a unitary.

1.4 Project manager

This will be a part-time role based at HCC to allow close involvement with the development of the core functionality and with the EGPB project office.

1.5 Project team

This will require 5-6 staff from across the authorities, with experience in relevant backgrounds. A mix of technical and business skills is essential. Each will have to devote the equivalent of several days a month to this project.

1.6 Project assurance team

Will require 4-5 staff, possibly drawn from or nominated by the HIOW Customer Services Development Group, with a strong background in communication with the public. They will have to allow several days a month during critical phases of development.

1.7 Project office

We will make use of the proposed E-Government Partnership project office.

1.8 Development resource

Core functionality: Will be developed by HCC IT resource. Not allowed for here.
Specific interfaces for each authority: Will be developed using resource in each authority. Not allowed for here.
Post-implementation support & management: Not allowed for here.

Funding
Funding for the development resources and project teams is assumed to be covered by the individual councils.
A rough guide to the expected level of funds required is:

- Software: £30,000 (database licenses, supporting software)

- Hardware: £60,000 (server, connectivity)

- Services: £30,000 (external consultancy & training)
The project initiation process will provide more reliable estimates of likely costs.

Risks & constraints

Brief initial discussion of the likely risks to project success covered the following topics:

4. Partners fail to reach consensus on design and implementation

5. The complex inter-authority relationships result in delays

6. Changes in national government policy may render the Catalogue irrelevant.

7. Advances by other products in the local government sector may render the Catalogue irrelevant.

8. The solution may not be scalable to cope with the workload.

9. The required resource may not be available from each authority.

Recommendations

That the EGPB:

- Agree to the general direction of the project as outlined in this report, or highlight areas where changes are needed;

- Endorse the commencement of work on a formal Project Initiation Document (PID) which will establish the scope and management of the project in more detail;

- Seek to make available the funding and resource as outlined here, subject to more detailed estimates being provided in the PID.

Hampshire and Isle of Wight E-Government Partnership – IEG2 Statement

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

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

It is therefore the intention of all authorities within the partnership to continually share and review their e-government plans to ensure that common strategic intentions are matched by a commonality of approach to their solution and implementation. This should help ensure that not only is central government's timetable met but it is done so in the most cost effective way possible. Individual partners or groupings of partners will take a lead on specific areas to share expertise and developments once they are proven. Such an approach has benefits for the citizens within the partnership area since in many areas of service delivery best practice delivery systems can be adopted which demonstrate to citizens a seamless approach across the partnership to service provision.

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

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

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