Winchester
City Council

Implementing
E-Government
Statement

This statement has been prepared to demonstrate Winchester's commitment to continuing to develop electronic services and to inform readers of our vision for services in the future. It has been considered and endorsed by Leading Members from all political parties. It can be seen on our web site at www.winchester.gov.uk.

David Cowan

Chief Executive

July 2001

Councillor Rodney Sabine

Leader of the Council

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WINCHESTER CITY COUNCIL

Implementing E-Government Statement

Our Vision

1. Our vision:

    - By 2005 all of our services which are capable of electronic delivery will be available on-line

    - All those who wish to will be able to access those services interactively through the Internet

    - Those who cannot access through the Internet will be given access through an intermediary, either face to face or by telephone

    - We will provide a uniform front-end to our services and on-line help

    - Our services will be secure

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

2. The City Council has been committed to ICT development for many years and has invested significantly in ICT systems. Officers and Members have long believed in ICT as an effective means of supporting service delivery. This continues with positive support at the highest level, with a Cabinet ICT Sub-Committee and an ICT programme backed by financial and staff resources, ensuring that our vision can be achieved and is not merely aspirational.

3. We plan to continue with the provision of services electronically to enhance participation in and access to local and national services for the people of the City and the surrounding District. We have a strong commitment amongst elected members and officers to transform business process and develop new access channels to services and we are developing new partnerships with other public sector bodies and other groups in our 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. Thus, we have concentrated our available resources on developing our website to provide access to public services that is easy to use and is better focused. In addition, the development allows access to more specialised local information, such as tourism, heritage and archaeology, which is of interest to people from across the world.

4. A fundamental Best Value review of our Customer Care capability is being carried out with input from Hampshire County Council and Test Valley Borough Council and with public consultation. It will report in the autumn of 2001. We intend to review options for further development of the entire customer interface, including consideration of the Contact Centre approach, when the outcome of this review and consultation is known. The

public's views are important to us and we are mindful that many, particularly the elderly and more vulnerable members of our society, will continue to need personal, face to face services.

5. We must ensure that new investment in e-government systems will result in real long-term revenue savings and/or be financed jointly with our partners from the public and private sectors. We expect the Pathfinder programme, especially those projects in local authorities similar to ourselves, to provide model solutions that we can follow and to demonstrate the best approach to risk management and the creation of savings opportunities.

6. The Council is the lead in a project, including Parish Councils and private sector suppliers, to test the effectiveness of hosted free access Internet and telephone points as a means of providing interactive public service access to those living in rural village communities remote from the administrative centre. The aim of this project, which was submitted as an ISB3 bid, is to provide free access in public areas including some open outside of normal office hours. Prospective users of the service will be helped and encouraged by local volunteers/staff. The project includes the development of a local government services portal that will link users through to other public web-based services. Although the bid for funding was unsuccessful, and the project timescale will be longer as a result, the project is planned to proceed.

7. Our expectation is that careful and considered local progress, as set out in our Corporate Strategy (available on our web site at www.winchester.gov.uk) and our ICT Strategy, will continue. We anticipate an acceleration in progress in years 2002 through 2005, supported by additional DTLR funding and the examples from the Pathfinder programme. This combination will result in radical changes in the way that residents and visitors to Winchester, whether personal or virtual visitors, can access public services.

8. We expect that service access by 2005 will include:

    *   direct access transactions with the Council and all its partners via a local web portal, providing access to all services and information capable of suitable electronic service delivery in a way that is inclusive and accessible to all

    *   assisted electronic access to the Council's and partners' services at local centres for callers in person

    *   access via telephone and e-mail on a 24/7 basis, operated, as appropriate, in partnership with others dealing with the local communities

    *   focused local special interest web portals, building on the status of Winchester as one of the major areas for archaeology in the United Kingdom

    *   linkage, transparent to the user where that is appropriate, to other on-line public services, including those operated through the UK Online portal, NHS Direct, Hampshire County Council and surrounding district councils.

Background

9. In the past our vision has been translated into action. In 1990 a programme to connect all staff and Members to ICL's Officepower email facility was implemented. In 1993 document imaging was introduced for Revenues services. In 1994 devolved financial systems were installed allowing service managers access to financial information. In 1995 a new Housing system was introduced, allowing our private sector partner, Serco, access to retrieve information and to input and update data. 1997 we migrated from Officepower to Microsoft as our standard Office suite.

10. In 1998 our IT service was contracted to a private sector partner, Integris, to ensure that we continued to obtain the highest level of technical expertise in a diverse and rapidly changing environment. In 2000 a joint procurement of a new Revenues system was undertaken with Test Valley Borough Council and private sector partners. Significant investment has been made in infrastructure and other systems, including, latterly, the Internet, GIS and a Property Gazetteer. Further work continues: on NLPG and NLIS; with expansion of document management and work-flow systems; and furthering Internet service provision.

Current Situation

11. We have completed our initial measurement of BVPI 157, recording an overall score of 45%. This relatively high figure reflects the penetration of ICT systems in the back office and the work that has been done to develop comprehensive information provision through our website. The figure may give a misleading view of the state of our preparedness for Electronic Service Delivery (ESD) as we envisage it. In particular, much still needs to be done to provide for extended hours access, direct access to services via the Internet, rather than just information, and joined-up services across the wider public sector.

12. Progress has been made in working in partnership with other organisations both to develop new services and to provide the essential infrastructure needed to support the delivery of e-government. We have a history of providing tourist and heritage information in partnership with Hampshire County Council, English Heritage, Parish Councils, the Southern Tourist Board and with local health, police, businesses and attractions. The development of a dedicated Winchester TourISt (Tourism towards the Information Society) website is nearing completion, and a Winchester Smart card is being considered for a pilot in partnership with Hampshire County Council.

13. Currently we are actively involved in the Local Strategic Partnership to develop the local Community Strategy. Partners in discussions to date include the County and Parish Councils, Chamber of Commerce, Police, Primary Care Trust, voluntary sector representatives, Southern Arts, the Environment Agency, local colleges, military establishments and housing associations. A number of these same agencies are actively involved in partnerships that are more specifically focused, such as the Domestic Violence Forum, Community Safety Partnership, Housing Needs Group, TACT (Tenant and Council Together) and Floral Winchester Group. Project Integra is a formal partnership with other Districts, the County and the private sector that has been awarded Beacon status. These links provide the Council with a firm foundation for cross-agency e-government developments.

14. All Hampshire authorities and the Isle of Wight are working together on e-government – co-operation evidenced in the joint statement attached as an annex to this paper. Other links are planned, including a County-wide services catalogue for the Internet that will also assist in dealing effectively with telephone callers in advance of any decision on the introduction of Council Contact Centres. The Leader of the Council chairs a group that is planning the deployment of broadband communications facilities across the County, starting in November 2001, for complete coverage by mid-2002.

15. We have home working in place for a growing number of staff and all Members have home connections. These connections provide email facilities, Intranet and Internet access, and access to appropriate central systems. We are using mobile technology for supporting some home visits.

16. Considerable progress has been made with our land and property gazetteer, with completion to NLPG standards. However, further progress on this and on participating in the NLIS initiative are dependent upon national resolution of a number of issues. In setting targets we assume that a satisfactory solution will be found speedily and the milestones may have to be adjusted if this does not happen.

17. We have strong working links with Test Valley Borough Council including a successful joint procurement of systems and support for our Revenues services. We are committed to developing this partnership further. We also have a number of important partnerships with ICT suppliers and are working with these to develop our ESD facilities. Key ICT industry partners include Integris and Fox (IT services), ESRI/CAPS Solutions (property based systems) and Anite (document management systems).

18. We have a full ICT Strategy, prepared with the assistance of external consultants (Nineveh Consulting). Leading elected members and all the senior officers of the Council were closely involved with the creation of the strategy. A survey of attitudes to e-government across senior officers in all parts of the Council, carried out as part of the strategy development, showed a reasonably high level of awareness, which has been actively developed since. Senior officers and elected members make extensive use of electronic mail; access to the intranet and the external internet is provided for all officers and members; and all members have a dedicated e-mail address, published on our web site.

Summary of Requirements

19. Our ICT strategy identifies two main elements to our electronic services investment programme. These are:

- Improving our internal electronic infrastructure.

- Developing new direct service facilities.

20. Improved electronic information management systems will facilitate joined-up working within the Council and enable both on-line customers and those staff dealing directly with customers to have direct access to all relevant information and service request recording facilities. Key components of this investment are:

- An Intranet accessible to all officers, elected members and, as appropriate, our partners.

- A BS7666 compliant Land and Property Gazetteer linked to all property related applications.

- A comprehensive and interactive web site offering access to all services that are capable of delivery in this way.

21. Our direct service investment will be made, in whole or part, with other partners. Our expectation is that components will include:

- An authentication function, to UK Online standards, enabling the secure identification of individuals and businesses. Our current expectation is that this will, as with the Government gateway, use Public Key Infrastructure (PKI), at least for business customers. However, if PKI supported single sign on fails to penetrate significantly within the general population, we will adopt the pre-registration method, sending individuals their initial password details by post after checking their details on our existing records.

- A certification function to UK Online standards to enable individuals to be assured that, for example, permits and licences issued electronically by the authority are indeed issued by authorised Council officers.

- On-line sales and payments with appropriate security.

- On-line billing.

- On-line application for services and, where appropriate, trial assessment.

- Electronic issuing of decisions, permits and licences.

- On-line consultation and, when permitted, voting. We envisage this function developing a "push technology" character linked to a personalised citizen portal.

- On-line access to museums, heritage and archaeology archive material.

22. Because ESD will have such a radical effect on the Council we have made our e-government and ICT policy part of the Council's overall policy framework. The requirements of our implementation of e-government will form a part of the corporate planning process and both our strategy and this Implementing e-Government Statement will be revised each time the Council's objectives and overall policies are reviewed.

23. The following table shows the barriers to implementing e-government that we have identified and our strategy for dealing with these issues:

Barrier	Impact	Solution
Resistance to change	Slows the pace of implementation.	Education and involvement of all internal stakeholders. Monitor and report on community Internet take-up and attitudes.
Departmental silos	Impedes data sharing and joined up working.	Strong and determined corporate leadership. Re-alignment of services to complement corporate objectives
Too many initiatives	Not enough officer time to devote to this project.	Prioritise to suit local needs and requirements
Underdeveloped e-skills	Slows the pace of take up and effectiveness of use.	Analyse skill requirements and address through the training programme. Re-align service resources and provide co-operative working Bring in external consultants and use IT partners. Work with other local authorities and private sector organisations.
Legal constraints	May inhibit data sharing and access to certain services on-line; may reduce effective cross-working	Seek Government commitment to review legislation
Insufficient funding	Projects do not happen or the full benefits are not realised.	Set aside some Council money for e-development as part of our corporate commitment. Seek external funding and joint funding. Seek to develop schemes jointly with other councils and the private sector.

Milestones

Activities	Major Milestones	Years and quarters 2001				2002				2003				2004				2005	
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2
Strategic Development	Complete IEG Statement		●																	
	Review ICT strategy for e-government			●																
	Cabinet/CMT e-government responsibilities, e-champion and ICT project manager	●																		
	ICT and e-government strategy in corporate framework				●															
	Adopt e-GIF and LG recommended standards			●																
	Privacy and Data Sharing protocols								●											
	Agree detailed service priorities and action plan				●															
	e-government in the Best Value review process			●																
	Decide e-government development partners				●															
	Agree strategy for links with County and other partners								●											
Wider Access	Community consultation and Citizens' Panel				●															
	Customer Care fundamental review			●																
	Completion of "TourISt"			●																
	Assisted access enabled for Council services						●													
	Assisted access enabled for other public services										●									
	All forms downloadable from the web site					●														
	District mutual exchange protocol agreement										●									
	Interactive web links to UK Online											●								
	Interactive web links to NHS Direct														●					
	Interactive web links to other councils													●						
	Comprehensive interactive Council web services																	●		
	Citizen portal (pilot)					●														

Years and quarters

Activities	Major Milestones	2001				2002				2003				2004				2005	
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2
Telephone	Review existing services				●														
	Procure appropriate new telephony equipment/service								●										
	Enhanced 24/7 services (in partnership)											●							
On-line service availability	General enquires and complaints			●															
	Council Tax and NNDR e-billing									●									
	Benefits application/trial assessment							●											
	Local land charges searches									●									
	Payments											●							
	Museum catalogue						●												
	Archaeology archive														●				
	Change of address (generic)								●										
	View and comment on democratic papers			●				●											
	View and comment on planning applications	●					●												
Infrastructure	LLPG to NLPG standards		●																
	Electoral register data to central hub			●															
	Electoral register connection to central hub						●												
	Electoral register link to LLPG								●										
	Connection to NLIS hub			●															
	Upgraded WAN and LAN capabilities								●										
	Corporate e-government investment fund	●																	
	Standardised desktop and server infrastructure review						●												
	Standardised property-based information systems								●										
	Intranet roll out to all customer-fronting points						●												

Activities	Major Milestones	Years and quarters																
		2001				2002				2003				2004				2005	
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2
	Community governance information resources review						●												
	Democratic information system						●												
	Press room Internet facilities				●														
	Corporate management planning & performance											●							
	Job applications						●												
	Integration with UK Online													●					
	Registration of web site for UK Online badging															●			
New style working	Revised asset register completed				●														
	Teleworking strategy agreed						●												
	Staff and Member training programme review			●															
	Mobile access for field workers								●										
	Workflow and paperless office											●							
	Accommodation and service point needs review									●									

Transition

24. We have involved senior management in developing the ESD strategy; we have appointed an ICT project manager, who will support the service managers in the implementation process, and we have identified a significant budget with which to further our development of electronic services. Conscious of the need for leadership at the highest level for this fundamental initiative, the Chief Executive, David Cowan, has been designated as our e-government Champion. He is supported by an officer ICT Steering Group.

25. Members consider these developments as crucial and have re-appointed to the ICT Sub-Committee members from the all-party Cabinet, providing the highest level of political support.

Costs, Benefits and Funding

26. The following table summarises our current estimates of costs, main benefits and direct savings. Net annual savings estimates are made on the basis of the application being fully implemented and take-up of the new access channels reaching 20%. It is anticipated that, with improved access, take-up of services will increase. Thus, substantial benefits will accrue to our customers, through increased service provision and access availability, but these will not result in any quantifiable savings. Indeed, there may be additional costs associated with providing services electronically as well as by traditional methods as customers may require both. Further significant savings may be achieved once a critical point has been reached and rationalisation of office accommodation becomes possible.

Project Areas	Investment Cost £000	Benefits	Net annual saving £000
Strategy development	20	Guidance for the future	None directly
Democratic information system	60	Quicker response Joined up service enabling Paper savings Distribution saving	 10 5
Intranet rollout – extend current system to all customer fronting points	50	Joined up service enabling Paper savings Distribution saving Staff time saving	 2 2 5
LPG and computerised land charges	200	Joined up service Improved corporate information Link to national projects Easier information retrieval Administrative savings	 5 25
Council services web site development (initial phase)	50	Increased usage Provision for new facilities Reduced traditional publishing Administrative savings	 25 15
Tourism web site development (funded from income/EU funds)	0	Increased usage Provision for new facilities Reduced traditional publishing Administrative savings	 10 15

Project Areas	Investment Cost £000	Benefits	Net annual saving £000
Museum and archaeology web site and on-line applications developments	50	Increased usage Provision for new facilities Reduced traditional publishing Administrative savings	 3 10
Online bookings	100	24/7 service for customers Faster service More customer involvement Staff savings Accommodation savings Paper savings	 30 0 2
e-payments	30	24/7 service for customers Improved cash flow Reduced collection cost	 2 3
Online application forms and services (eg permits, job applications) with middleware interface to back office applications	500	24/7 service for customers Faster service More customer involvement Staff savings Accommodation savings Paper savings	 50 0 30
Citizen Portal	300	24/7 service for customers Faster service More customer involvement	Included above
Broadband network development (initial funding from supplier)		Infrastructure across the district Outreach/community development Business benefits	None directly Significant indirectly
Online democracy	50	More people voting Increased civic involvement Reduced election costs	 5
Mobile workers service expansion	100	Reduce unnecessary travel Improved service on home visits	10
BPR/Workflow/ERM	1,000	Improve process efficiency Reduced use of paper Reduced filing costs More efficient information retrieval	100 10 20 50
New telephone equipment	300	Better service to telephone callers	
Project Management	200		
Member/Staff Training	100		
Equipment/Infrastructure	500		
Consultation	30		
Total	3,640	Total	444

27. Because the major savings envisaged can only be released in the long term, when take up of the new services has reached the critical point (we estimate this to be when 20% of all transactions are conducted electronically), there is a substantial period before the investment can be recovered. The Council's resourcing plan is summarised as follows:

Funding	2001/2 £000	2002/3 £000	2003/4 £000	2004/5 £000	On-going £000
DTLR grant	0	250	250	0	0
ICT investment fund	376	100	124	0	0
Planned service investment	264	400	0	0	0
Net savings realised	0	0	100	250	444
Total	640	750	474	250	444
Investment required (from above)	640	1,000	1,000	1,000	0
Short fall/(investment repayment)	0	250	526	750	(444)

28. It has been assumed that Government support will be by means of a direct capital grant. We are working towards becoming debt free and credit approvals would impede achievement of that objective.

29. Even with the concentration of the Council's ICT development resources and the anticipated central government grant of £500,000 over the two years 2002/2003 and 2003/2004 there will still be a significant shortfall in investment funding. Our conclusion is that the Council will need to share some of the development costs, especially the development of on-line service applications and delivery facilities and the Contact Centre capability, should that be identified as the preferred option. We intend to continue to develop the links we have already made with other authorities within Hampshire and the wider region, and look at other opportunities that may arise from the special nature of our Heritage.

30. A key component of our e-government strategy is the involvement of the local community. We will use our current consultation links together with specifically targeted consultation channels, such as Neighbourhood Initiatives, Winchester Area Community Action, Council estates-based groups, and parish and town councils, to develop community involvement in the strategy. In addition, our web site will be used to publicise ESD initiatives and invite comments from the community.

31. We will seek to develop ESD facilities in partnership with other organisations and, of necessity as we have no internal development facilities, in partnership with the private sector. In addition to existing private/public partnerships (such as TourISt) we will seek to form new public/private partnerships, or join those formed elsewhere, as the main means of developing ESD facilities.
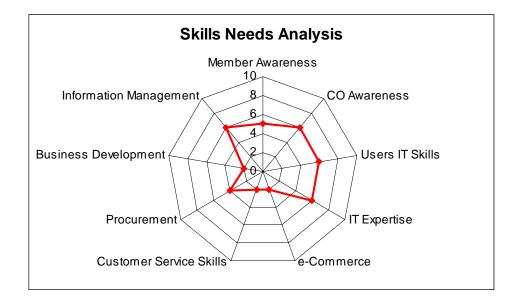
Risks Assessment

32. Our ICT and E-Government Strategy, and this IEG Statement, will be reviewed annually as part of our overall review of business objectives and policies. We expect that changing variables will impact on the details of our strategy and may, to some extent, affect our ability to meet the ESD Targets set out here. The main risks to achieving our ESD vision that we can foresee at present are summarised as follows:

Risk	Impact	Mitigation Strategy
Technology paradigm changes – e.g. away from an IP based infrastructure.	Could result in investment wastage	Avoid leading edge technologies and monitor closely standards developments – i.e. through the e-GIF and GovTalk.
Central Government funding support is cut back or fails to materialise.	Targets will not be met.	Be flexible and scale down plans if necessary.
Pathfinder results recommend unexpected approaches.	Parts of the strategy may be invalidated.	Wait for early Pathfinder results before committing to major on-line projects. Be prepared to revise the Strategy.
Privacy and data sharing barriers and legal constraints are not removed.	Will not be possible to achieve all expected joining-up and resultant economies and efficiencies.	Wait for Government reports and proposals on data sharing. Monitor developments in other authorities to identify ways to move forward.
Citizens fail to support new ESD services as expected.	Will not be possible to scale down traditional service methods and so realise the main savings.	Involve the community closely in the new strategy. Track internet use carefully. Plan to go for "assisted" access ahead of "direct" access ESD

Skills Analysis

33. The diagram below summarises the results of our initial e-government skills needs analysis referred to paragraph 16:

Skills Needs Analysis

34. Significant work has been done to involve Members and staff in the development of e-government and this has resulted in a reasonably high level of awareness which we continue to develop. Using the skills analysis above we will address areas of weakness identified in order to support the successful introduction of ESD and to achieve a genuine change in service provision and culture.

Conclusion

35. Over the past ten years or so we have embraced technology in order to improve our services and to create a culture of efficiency as well as effectiveness. The current vision for ESD brings the prospect of further significant culture change. We have significant experience of such change and are well placed to embrace this new approach. We will continue to consult with our customers to ensure that we meet their expectations and deliver high quality services that are valued and needed by them. This statement has been prepared to demonstrate Winchester's commitment to continuing to develop electronic services, in line with customer expectations, and to inform readers of our vision for services in the future. It has been considered and endorsed by Leading Members from all political parties.

Association of Hampshire and Isle of Wight Local Authorities

Joint statement on the implementation of electronic government

The local authorities in Hampshire and the Isle of Wight are keen to build on the co-operation that already exists in the delivery of services and the development of new ways of working. In the context of e-government, we are working together to establish a solid framework for collaborative service delivery in order to ensure:

- seamless access to services for members of the public
- cost effective solutions to common needs
- effective and efficient sharing of information
- pooling of expertise and of creative thinking

To help co-ordinate activities in this area, an e-Government Steering Group (chaired by the Chief Executive of Hampshire County Council) has been set up under the auspices of the Association of Hampshire and Isle of Wight Local Authorities.

We all recognise that successful implementation of e-government and electronic service delivery depends more on changes in service design, culture and approach than on technology, and we will work through existing and developing partnerships, including the emerging Local Strategic Partnerships, to bring these changes about.

However, recognising that infrastructure also has a part to play, we will develop over the coming months joint strategies and plans for:

- shared access to a catalogue of services and shared arrangements to feed the UK Online portal
- collaborative arrangements for call centre and contact centre development where appropriate
- protocols and tools for sharing of person/customer information
- joint arrangements for information sharing with other local agencies, including the Health Service
- public consultation on e-government.

In doing this, we will be building on existing successful initiatives such as:

- the Hampshire and Isle of Wight Customer Services Information Network protocol, which establishes collaborative arrangements for the operation of information points and one-stop shops.
- Community Safety information sharing protocol and development of federal database of community safety information, between district and unitary authorities, the County Council and the Police.
- Collaboration on projects such as the production of the guides to residential care and care at home, the bed vacancy service and the
- Regional databases of community resources (eg. Cousin)
- The Certificate in Higher Education: Public Services Information Management, developed in collaboration with King Alfred's College, Winchester.
- the Hampshire Public Services Network, which provides voice and data network services to a growing number of local authorities in the area