



OFFICE OF THE
DEPUTY PRIME MINISTER

IMPLEMENTING ELECTRONIC GOVERNMENT STATEMENTS 2002

Guidance Notes

Local Government Online



Implementing Electronic Government (IEG) statements – 2002

INTRODUCTION

This guidance note is intended to assist English councils in developing their Implementing Electronic Government (IEG) statement for 2002.

It has been prepared for English County, District, Unitary Councils, London Boroughs, National Park Authorities, the Corporation of London, the Greater London Authority, London Development Agency, Transport for London who are subject to the Best Value Performance Indicator 157 and have been requested to prepare these statements. A separate version of this guidance has been prepared for Fire Authorities.

IEG2 statements should summarise the progress your authority has made over the last twelve months in implementing e-government, whilst reflecting the key elements of the draft national strategy for local e-government, e-gov@local, which was published for consultation on 8 April 2002. Your statement should also describe your authority's rationale for the role you expect e-government to play in the wider drive to transform local authority organisation and service delivery for the benefit of all citizens and customers.

The Guidance is set out in 5 parts: (a) vision (b) local and national priority outcomes and services (c) self-assessment of the local e-organisation (d) resources and (e) risk assessment. It would be helpful if your statement could also be set out in this manner. Some standard tables are included to help in the analysis of returns for the purposes of national planning.

The IEG2 statement should complement the self-assessment approach to the Comprehensive Performance Assessment (CPA) being developed by the Audit Commission. Councils are asked to use the IEG2 statement to set out the role they expect e-government to play in each key service area and in the corporate management of the organisation. Your statement should refer to your Community Strategy, Local Performance Plans and your Corporate Plan where necessary to do so.

Funding

As previously notified, a second payment of £200,000 will be available from government for each council that submits a satisfactory IEG2 statement showing they have made good progress since last year and that they are using, or have firm plans to use, the first grant of £200,000 to good effect. By addressing the elements of this guidance in a satisfactory manner in their IEG2 statement, authorities should be able to meet the necessary conditions for continued government support for their plans to implement e-government.

Content

However, the IEG2 statement is more than simply a means to attract further government funding. We are looking to Councils to provide evidence of action, not just words, in taking the e-government agenda forward. Councils are asked to demonstrate that they have a realistic plan of action and expenditure to meet targets for e-government by the 31 December 2005 deadline. The corporate engagement of members and senior officers in IEG plans should also be demonstrated. Progress in implementing e-government should be described using or adapting the model of the local e-organisation set out in e-gov@local, specifying progress against each of the elements. The report should also

provide details of how local citizens are receiving tangible benefits from the changes, including data on the actual and expected take up of e-enabled services.

Length

As a guide to the level and complexity of IEG2 statements, we hope you will be able to keep your statement to a maximum of 20 pages. If you feel you need to provide further information, please put it in an annex to the main report.

Partnerships

IEG2 statements need to set out the programme and plans each authority has to implement e-government. However, some authorities have entered into partnership working that might better be described by their submitting joint statements. The ODPM wishes to encourage authorities to work together in developing and implementing their approach to e-government.

Some general requirements of partnership IEG2 statements include the identification of the individual contribution of each partner authority (including individual performance for the three tables in the guidance), the demonstration of effective management arrangements and the acceptance of individual responsibility for IEG progress and performance. Requirements for member approval of such partnership statements remain as set out below.

The expectation is that partnership IEGs will cover all parts of the self-assessment model. Where this is not the case, each of the individual authorities within the partnership will need to demonstrate how they are proposing to address these issues.

If you would like to submit a joint IEG2 statement with another authority, then the lead authority of the partnership is advised to notify their regional IEG2 contact at the ODPM as soon as possible.

Publication

The Government expects local authorities to make IEG2 statements accessible to all and to publish them on local websites. It follows that the statement should be written in a way that can be readily understood by the public, partner organisations, elected members, managers, staff and all those who may be interested in your authority's visions and plans for electronic government.

Approval

It is also important that your statements are approved by the Leader(s) of the Council(s) and elected members before submission and that adequate time for this is built into the timetable. IEG2 statements should show that senior managers and elected members are fully engaged in the initiative.

Submission

The deadline for the submission of IEG2 statements is **Thursday 31 October 2002**.

Please submit them to *Stuart Harrington* by e-mail at the address shown on the last page of this guidance.

Please do not hesitate to contact Stuart Harrington or Peter Blair should you require further information or clarification. Contact details can be found on the last page of this guidance.

GUIDANCE ON PROPOSED CONTENT

This part of the guidance provides advice on the headings and sections that should be included in your IEG2 statement, together with the information that should be provided in each section.

Section 1: Vision

This section should set out the Council's vision of what it hopes to achieve in terms of implementing electronic government by 31 December 2005 and beyond, including information on the tangible benefits that implementing electronic government will provide to local citizens and the council. In doing so you will be describing what your authority will look like on 1 January 2006.

Authorities should outline any specific goals that make up their vision of future public services. For example, [e-gov@local](#) sets out *seven* critical tests of future public services, i.e.

Public Services of the future will look very different. They will be:

- **Joined up** in ways that make sense to the customer
- **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.
- **Delivered or supported electronically**, facilitating faster, more reliable and better value services.
- **Delivered jointly**, where appropriate, by local and regional partnerships, and connected to a national infrastructure.
- **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.
- **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.
- **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.

Reference: 'e-gov@local', Chapter 2, pp9-10

You should now use the rest of your Statement to set out how your authority intends to use e-government to deliver this local vision.

Section 2: Priority Outcomes and Services

The point of local e-government is not just to deliver services electronically, but also to support local governance by improving the quality of services and the strength of community leadership. In these terms, IEG2 statements should establish a link between local plans for e-government and wider policy objectives. Therefore, this part of the IEG2 statement should provide details of significant local e-government projects and targets that support both:

(i) the cross-cutting objectives of:

- **Customer service**
Services structured around the needs and convenience of the customer, delivering “right first time” outcomes with maximum cost-effectiveness
- **Social inclusion**
Not just avoiding the “digital divide”, but harnessing the power of e-government positively to tackle exclusion from services and communities
- **Democracy and accountability**
Encouraging openness and scrutiny across the public sector and encouraging active democratic participation

(ii) relevant elements of the seven key priority services for local government as agreed between central and local government¹:

- **raising standards across our schools:** by helping all schools match the excellence of the best, sustaining improvement in primary schools, transforming secondary schools and ensuring that the school workforce has the capacity to support this
- **improving the quality of life:**
 - **of children, young people and families at risk:** by tackling child poverty, maximising the life chances of children in care or in need and strengthening protection for children at risk of abuse
 - **of older people** by enabling them to live as independent lives as possible and avoid unnecessary periods in hospital
- **promoting healthier communities and narrowing health inequalities** by: targeting key local services - such as health, education, housing, crime and accident prevention - to match need; and the encouragement of healthy lifestyles.

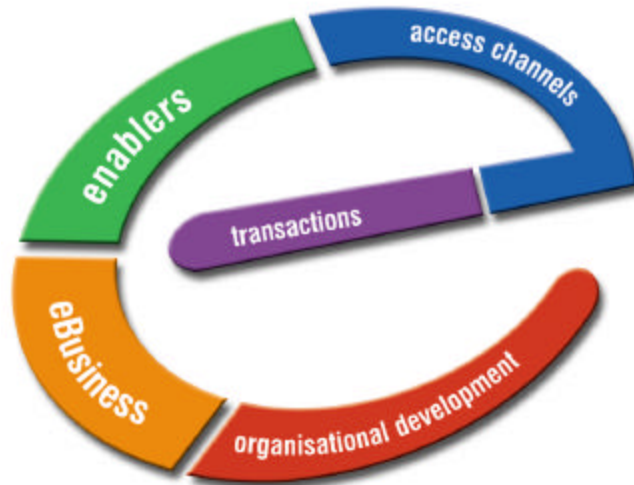
¹ As agreed by the Central-Local Partnership on 10 July 2002. For the text of that announcement see www.odpm.gov.uk/news/0207/0033.htm

- **creating safer and stronger communities by** working with the police and other local agencies to reduce crime and anti-social behaviour, strengthen community cohesion and tackle drug abuse.
- **transforming our local environment** by improving the quality, cleanliness and safety of our public space
- **meeting local transport needs more effectively** by improving bus services and other forms of local transport and securing better access to jobs and services, particularly for those most in need
- **promoting the economic vitality of localities** by supporting business improvement, providing positive conditions for growth and employment, improving adult skills, helping the hardest to reach into work, and extending quality and choice in the housing market.

Councils are also encouraged to provide details of major projects and plans to address issues of e-Citizenship and e-democracy², and other local priorities such as those concerned with their Community Strategies (and the activities of their Local Strategic Partnerships) and priorities secured through Local Public Service Agreements.

² By e-Citizens we refer to the drive to empower local populations, to give them the skills, confidence and opportunities they need to exploit the opportunities that e-enabled access to information and influence that local e-government should bring. By e-democracy we mean not only the capacity to vote electronically in local and national elections, but the use of the Internet and related technologies to facilitate the engagement of citizens in consultation and community planning.

Section 3: Self-Assessment of Local e-Organisation



The National Framework – Model for local e-government

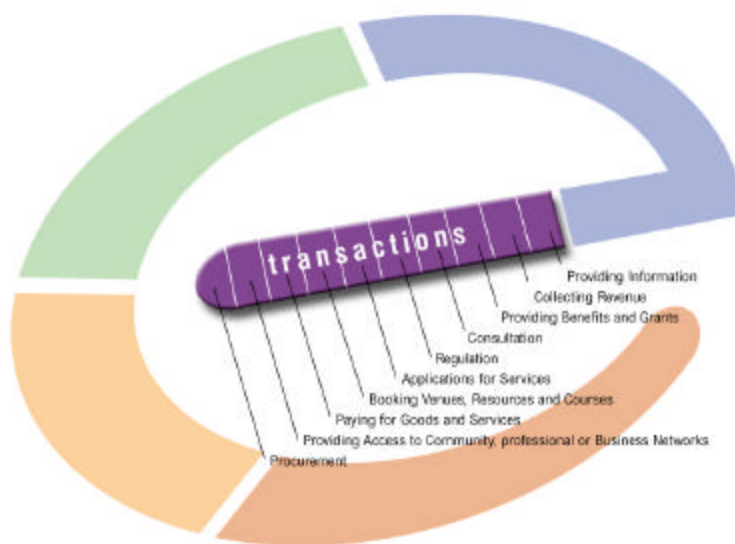
This part of the IEG2 statement is intended to provide information on the nature and extent of corporate engagement with the e-government agenda. Authorities are asked to provide a self-assessment of their local e-organisation, using or adapting the model above as set out in Chapter 5 of '[e-gov@local](#)'.

The model provides a checklist of work areas against the *five* e-organisation themes, or building blocks of local e-government - transactions, access channels, enablers, e-business and organisational development.

More detailed guidance on how authorities might address the five themes in their IEG2 statements is set out below. Please note that:

- It is up to each authority to formulate and justify its own approach to implementing e-government, including reasons why particular options have been adopted or rejected. Development option plans may include the use of generic products or models arising from LGOL Pathfinder or National Project work.
- Whilst councils are expected to outline their policies covering all five parts of the e-organisation model, they are not expected to be working in every technology area. The IEG2 statement should indicate each Council's chosen routemap through the model, adapting it where necessary, and the progress that is being made.
- Councils are asked to provide details of planned or anticipated expenditure for each financial year from 2002/03 until 2005/06 for each theme of the model and, where possible to do so, for each relevant element within these themes.

Theme 1: Transactions

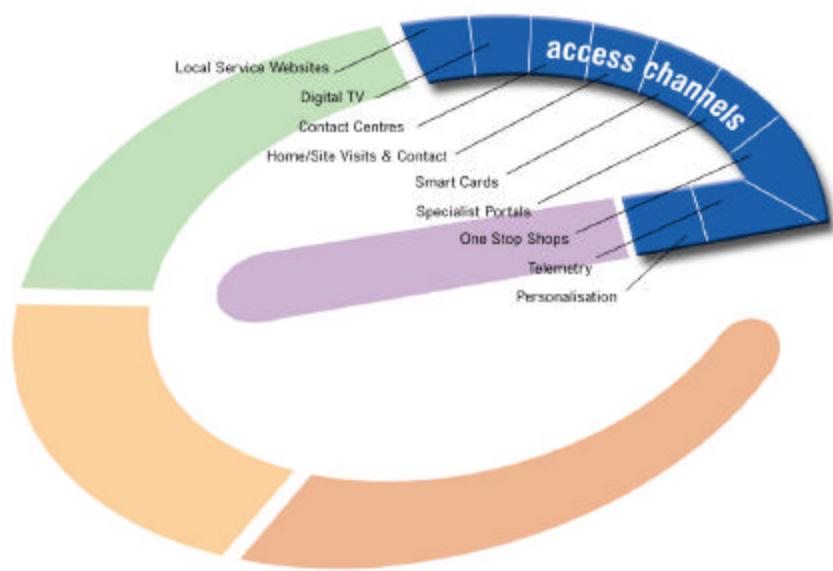


Councils are asked to provide a summary of their corporate progress in implementing electronic transactions. Alongside descriptive text provided by each authority, the following table is requested using the definition of BVPI 157 for Electronic Service Delivery (Corporate). Authorities may adapt this table to provide alternative summary information (e.g. by service heading) based on the way that they calculate BVPI 157 returns, provided total figures are given in each year up to 2004/5 for the actual and forecast percentage of interactions that are e-enabled.

Interaction Type	Actual	Forecast		31/12/05
	2001/2	2002/3	2003/4	
Providing information:				
<ul style="list-style-type: none"> • Total types of interaction identified • % e-enabled 				100%
Collecting revenue:				
<ul style="list-style-type: none"> • total types of interaction identified • % e-enabled 				100%
Providing benefits & grants :				
<ul style="list-style-type: none"> • total types of interaction identified • % e-enabled 				100%
Consultation:				
<ul style="list-style-type: none"> • total types of interaction identified • % e-enabled 				100%
Regulation (such as issuing licences):				
<ul style="list-style-type: none"> • total types of interaction identified • % e-enabled 				100%
Applications for services:				
<ul style="list-style-type: none"> • total types of interaction identified • % e-enabled 				100%
Booking venues, resources & courses:				
<ul style="list-style-type: none"> • total types of interaction identified • % e-enabled 				100%
Paying for goods & services:				
<ul style="list-style-type: none"> • total types of interaction identified • % e-enabled 				100%
Providing access to community, professional or business networks:				
<ul style="list-style-type: none"> • total types of interaction identified • % e-enabled 				100%
Procurement:				
<ul style="list-style-type: none"> • total types of interaction identified • % e-enabled 				100%
TOTAL:				
<ul style="list-style-type: none"> • TYPES OF INTERACTION IDENTIFIED • % E-ENABLED 				100%

It is anticipated that authorities will base their current BVPI 157 position on the latest available data from returns.

Theme 2: Access Channels



In measuring progress on access channel development, Councils should outline their access channel policy, reflecting local customer preferences and including plans for linking front and back office processes.

Councils should also be looking to develop an overall strategy for encouraging the take-up of their e-services. Key e-access channels are expected to be achieving growing levels of use up to 2005/6, whilst reflecting customer and local policy-based concerns for a flexible approach to access channel development for different types of service. This will help ensure the sustainability of investment in e-services by promoting wider take up by the public.

Alongside descriptive text provided by each authority, the following standard table is requested showing take-up in the main e-access channels up to 2005/6. Councils that are able to give figures for the volume of interactions being delivered electronically as percentage of total interactions (i.e. including both electronic and non-electronic) should do so, amending the standard table accordingly. The definition of interactions corresponds to that used in BVPI 157.

	Actual ('000s)	Forecast ('000s)				
		01/2	02/3	03/4	04/5	05/6
Public Interactions & Main E-Access Channel Take-Up						
Local Service Websites • volume of interactions						
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres):</i> • volume of interactions						
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits):</i>						

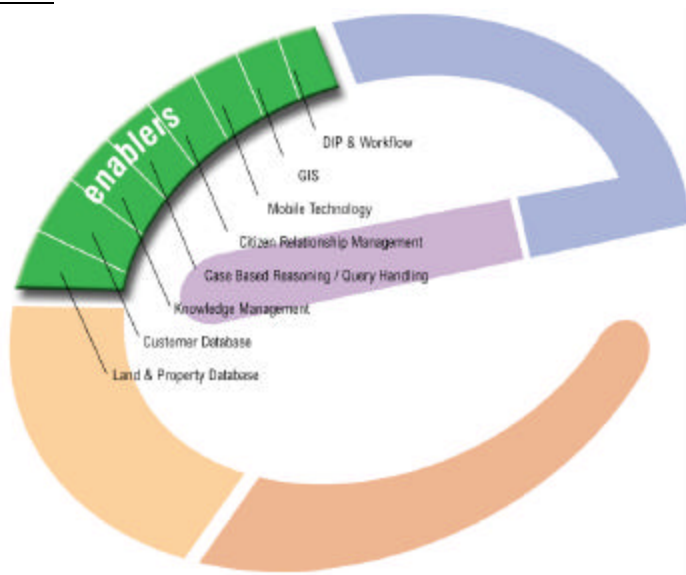
<ul style="list-style-type: none"> • volume of interactions 					
Smart Cards <ul style="list-style-type: none"> • volume of interactions 					
Other Electronic <i>(including digital TV, kiosks, telemetry):</i> <ul style="list-style-type: none"> • volume of interactions 					

The IEG2 statement should also outline the methods being adopted to encourage take-up of new channels. These might include guaranteeing quicker responses, discounted charging or improved accessibility.

Councils should also describe any other measures of progress that are being used, for example:

- improved **quality** of customer service, or customer satisfaction, through the e-enabling of services, e.g. greater first-time resolution of public enquiries;
- the **weighting or prioritisation** of e-enabled interactions to reflect volumes of business, e.g. achievements in putting high volume transactions online;
- the **impact** of e-enabling services on the way that the authority runs its business, including changing and improving traditional processes, such as by joining-up services.

Theme 3: Enablers



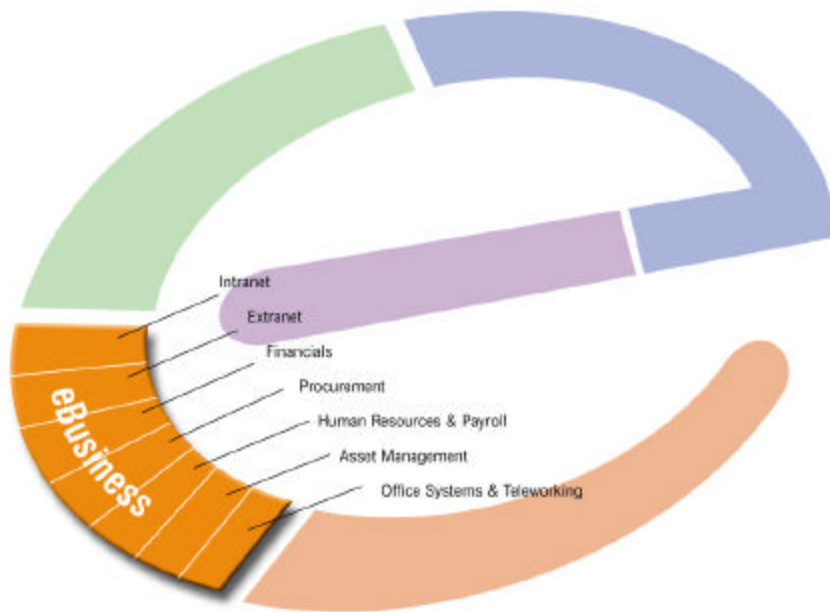
Councils are asked to provide information on the technologies and data management approaches that they are using to support e-access channels and provide the link to core business and information systems. In particular, Councils should set out their plans and target dates for development of their land and property database in relation to national infrastructure projects, as identified in Appendix C of e-gov@local.

These include:

1. **National Land & Property Gazetteer (NLPG)** – you are asked to identify whether your connections with the NLPG are:
 - Level 1: Committed to implement NLPG
 - Level 2: In progress
 - Level 3: Linked to, and updating NLPG
2. **National Land Information Services (NLIS)** - you are asked to identify whether connections with the NLIS hub are:
 - Level 1: registered but not connected
 - Level 2: starter system in place or requested
 - Level 3: automated interface with NLIS hub

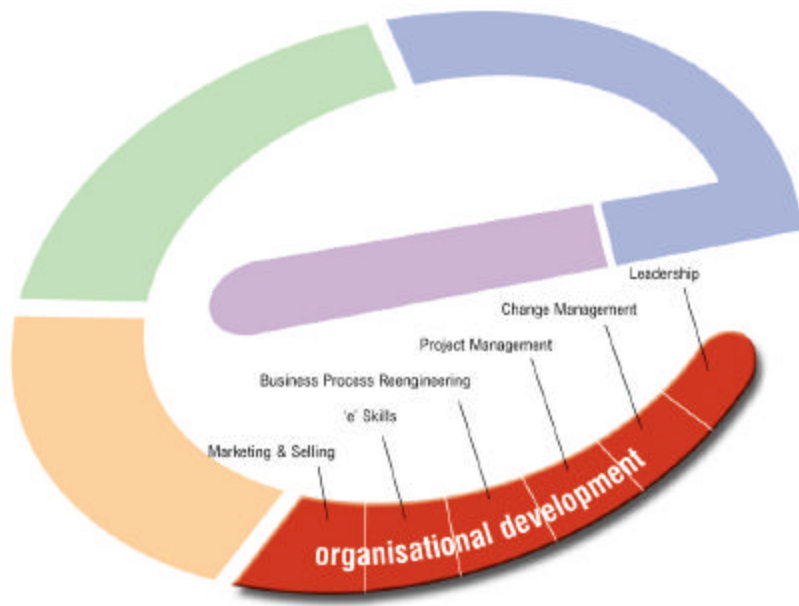
Authorities at Level 1 for either NLPG or NLIS are invited to provide details of alternative arrangements that have been put in place to address these issues and why these alternatives are seen as preferable to NLPG or NLIS.

Theme 4: e-Business



Councils should set out details of how the core business processes of their organisation are being e-enabled. This will include plans for e-procurement, engagement with professional services such as Human Resources and the impact of e-enablement on the future use of office space, with a schedule and any relevant milestones up to 31 December 2005.

Theme 5: Organisational Development



Councils are asked to identify how their internal organisation and practices are being adapted to help deliver the changes necessary for e-government. In particular, the Government is concerned that all Councils demonstrate local leadership of the e-agenda and change management capacity. This would involve the IEG2 statement:

- identifying officer and member e-champions and their respective roles, responsibilities and activities in leading the e-agenda;
- summarising how the organisation has progressed during the last twelve months in terms of implementing e-government;
- identifying engagement with professional services such as Human Resources to handle the consequential change management, leadership and skills capacity which be required to meet your local aims for e-government.;
- outlining details of project management arrangements, covering the organisation, management and control of e-government projects, as well as specific project objectives.
- identifying the necessary Business Process Re-engineering required to support:
 - longer-term access channel policy, e.g. to meet any potential increase or skewing in demand which increased access might generate;
 - the re-positioning of services around the needs of local people; and
 - improvements in the back office administration of front line service interactions.

IEG2 statements should also indicate any plans the Council has to align their organisation with the standards and infrastructure work being undertaken by the Central Government, as set out in Chapter 8 and Appendix B and C of [e-gov@local](#). This would include references to:

- The Government Gateway;
- UK Online - Portal;
- Broadband;
- Interoperability Framework (e-GIF) and other standards and frameworks.

Section 4: Resources

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2005/6. This should include the standard elements in the table below:

Resources	Actual (£'000s)	Forecast (£'000s)			
	01/2	02/3	03/4	04/5	05/6
<ul style="list-style-type: none"> • £200,000 IEG money in 2002/3 and 2003/4; 		200	200		
<ul style="list-style-type: none"> • financial contributions from EU funding; 					
<ul style="list-style-type: none"> • financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB); 					
<ul style="list-style-type: none"> • financial contribution from public-private partnerships; 					
<ul style="list-style-type: none"> • financial contribution to or from other partnership projects undertaken with other organisations, including ongoing project work with government departments or agencies that have an element of service e-enabling. 					
<ul style="list-style-type: none"> • resources being applied from internal revenue and capital budgets to improve the quality of services through e-enablement 					
<ul style="list-style-type: none"> • reinvestment of savings produced from early e-government investment 					
<ul style="list-style-type: none"> • other resources (please specify) 					
TOTAL					

Councils should indicate how the £200,000 IEG money in 2002/3 and the second IEG grant of £200,000 in 2003/4 is being used. Councils should also provide an estimate over time of the financial or other benefits that are anticipated, or have been delivered, through the implementation of electronic government.

Section 5: Risk Assessment

Councils are asked to provide details of any barriers & constraints that are hindering progress towards meeting the 2005 target and how the authority is dealing with them in order to minimise the risks of not achieving their vision. Such risks might be classified as **internal** (e.g. organisational & change management and skills capabilities) or **external** (e.g. reliance on outcomes from partnership working) and weighted according to their degree of impact and probability (e.g. in terms of very low, low, medium, high and very high). This should be set out in a matrix format.

SUBMISSION

Please make sure that your IEG2 return reaches us **by midnight on Thursday 31 October 2002**.

We would prefer to receive responses by email at: lgol.ieg2@odpm.gsi.gov.uk. If this is not possible, please send a hard copy of your response on floppy disk or CD ROM to:

Stuart Harrington
LGOL Programme Executive
Office of the Deputy Prime Minister
Zone 4/G9
Bressenden Place
London SW1E 5DU
Tel: 020 7944 3335
Fax: 020 7944 3799

FURTHER INFORMATION

Details of e-gov@local the draft National Strategy for local e-government can be found at www.local-regions.odpm.gov.uk/consult/egov/index.htm

Details of national infrastructure projects can be found at www.e-envoy.gov.uk & www.idea.gov.uk

We are happy to deal with individual enquiries as best we can. However this guidance is comprehensive and it is for local authorities to use this Guidance for themselves, adapting it to suite their individual circumstances.

Any enquiries we receive will be documented. We will also attempt to ensure that any further clarifications provided to individual authorities are circulated to all authorities before the submission deadline through a posting on our website: www.local-regions.odpm.gov.uk/egov/

Your regional IEG2 contacts at the ODPM are:

Yorkshire & Humberside, East - Julian Bowrey – julian.bowrey@odpm.gsi.gov.uk

South West - Guy Ware – guy.ware@odpm.gsi.gov.uk

London, South East, North East - Janice Morphet – janice.morphet@odpm.gsi.gov.uk

East Midlands - John Blundell – john.blundell@odpm.gsi.gov.uk

North West, West Midlands Chris Haynes – chris.haynes@odpm.gsi.gov.uk

Your contacts for general IEG2 enquiries

Peter Blair – peter.blair@odpm.gsi.gov.uk

Stuart Harrington – stuart.harrington@odpm.gsi.gov.uk

PUBLICATION OF IEG STATEMENTS

The ODPM may wish to publish IEG2 statements in due course or deposit them in its own library or that of the Houses of Parliament. Should you wish any element of your statement to be treated in confidence please clearly indicate this in your response, and separate out these elements in a separate annex to your statement. Nevertheless, all responses will be included in statistical summaries.