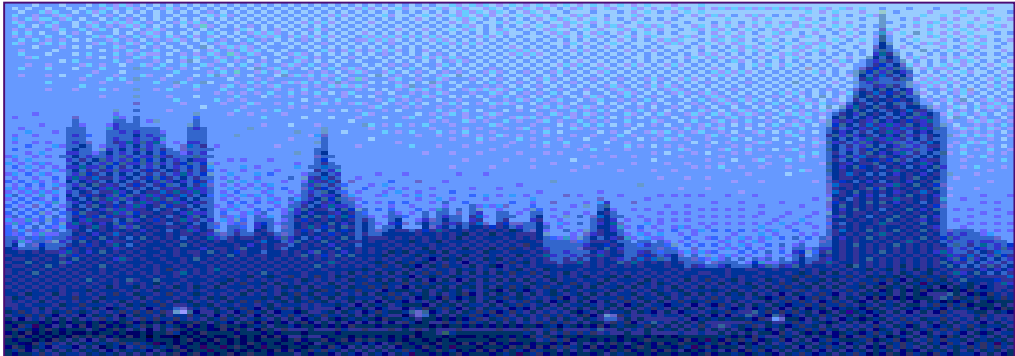




***Implementing Electronic  
Government in  
Brentwood Borough Council***

***July 2001***





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## 1. OVERVIEW AND VISIONARY STATEMENT

### *Executive Summary*

This strategy outlines the commitment of Brentwood Borough Council to meeting the Government target of ensuring that all services capable of being delivered electronically are delivered electronically by 2005. Its fundamental assumption is that services must drive technology rather than the other way around.

The strategy takes a bold and optimistic view of the future and the Council believes that the methods now available for delivering services electronically facilitate the transformation of these services over time

The key to the Council's e-Government Strategy is its commitment to electronically enabled single points of contact linked to electronically enabled 'back-office' functions. This will make it possible for the Council to offer a common high standard of Electronic Service Delivery (ESD) throughout the Borough, whether accessed through Council staff or directly by the citizen. It will also provide a platform for inter-agency and partnership working (so contributing to the broader Modernisation Agenda), to the development of joined-up "seamless" service provision and to the capacity of the Council to participate in national electronically based programmes such as NGFL, the National Land and Property Gazetteer and the National Land Information Service.

The Council believes that this IEG Strategy demonstrates effectively, adherence to the four guiding principles of e-Government namely:

- Building services around citizens' choice
- Making services more accessible
- Ensuring social inclusion
- Using information more effectively.

To these the Council adds some key outcomes of its own:

- Using e-Government to transform the delivery of services
- Recognising it as a vehicle for organisational change
- To partner effectively where it is operationally and financially beneficial
- To result in Brentwood Borough Council being recognised as a beacon of best practice in the electronic environment.

## 1.1 The Council's vision for modern service delivery in 2005 and the nature of this Strategy

The Council has a clear and progressive vision of service delivery in 2005. The overall vision is to enable citizens, Members agencies and other partners dealing with the Council to communicate electronically through a variety of modern channels. This extends to the ability to transact electronically in areas where there is identifiable customer and organisational benefit. Constraints on funding are recognised, but the Council's intention is to be as ambitious and bold as possible.

This Strategy Statement is the result of an extensive investigation which has involved consultation with a number of officers and third parties. It was decided at the outset that the investigation should encompass a broad aspect and include consideration of back office systems and organisational elements as these subjects will impact upon the capability and outcome of electronic government delivery. Therefore, this Strategy is not limited solely to citizen focused matters and functions.

The Council proposes to publish a summary version of this Strategy for communication to the public as part of this process.

## 1.2 The Key Elements of the Vision

The vision is made up of several key components and considerations as follows:

### ***One Contact Process and Call Centre Development.***

The Council intends to aim towards a One Contact and Delivery Point function, commonly known as a 'One Stop Shop' or 'Front Office'. It should be borne in mind that the outcome may be more virtual than physical. However, for the purpose of this Strategy, this environment continues to be referred to as "Front Office".

The Council intends to take a pragmatic approach to this provision, which will take a series of modest steps towards its realisation, progressing the ability to respond to joined up queries as the plan proceeds. These steps will be:

- Resolving underlying technical infrastructure and back office issues on which successful delivery depends
- Developing and adopting standard gazetteers.
- Launching common query facilities via telephony and the Web which encapsulate a planned and growing number of electronic business processes.

There are many convergent elements required to facilitate this which will be invested in as part of the e-Government programme including:

- Investment in a modern telephone system allowing routing to required contact points via a single number
- Developing a common workflow system to underpin the response to queries received by 'phone and all forms of contact
- Investment in customer relationship management (CRM) technology most likely to be used as a software support tool for front office Council staff rather than as a remote call centre. For example call centre principles will be operated internally, but it is considered that the organisation is too small to establish a fully fledged call centre nor does the Council desire the remoteness of access commonly suffered by such provision.

The result of this will be a common query environment for Revenues, Benefits and Housing and the supporting functions, supported by integration of back office systems for full front office orientation.

### ***Portal Development***

Considerable progress has been made in extending the internet functions into a developed multi-function portal and this will continue over the IEG focus period. As with the telephony development, it will migrate through planned stages from simple information provision, to electronic forms access, to direct transactional processing for approved processes, providing 24 hour access. The underlying workflow and contact management technology will be the same for this environment as with telephony, so that an internal operator is seeing the same screens as an external Web user using a defined public access space subject to gateways and controls.

The portal will consist of both subject/topic areas and a:

- Members exclusive area
- Public access area with security controlled gateways
- Internal management and information area
- A Gateway to the Council's 'Community Net' project in its Invest to Save bid, which contains a sub set of many features of the IEG intentions.

The overall investment in the portal is to be accelerated by funds from the Invest to Save bid amounting to £891,000. The bid has been reproduced in Appendix 2.

### ***Members Access to Electronic Information.***

This is viewed as a high priority. All Members will be able to view all relevant information electronically. Citizens will be able to communicate with their Councillors on a 24 hour service basis. A Members section of an overall Council portal will be defined as a 'Members On-Line' system and agendas

and minutes will be posted to the portal replacing the paper based committee cycle where permitted.

Laptops will be made available for Members. There will be sufficient IT training for Members which will facilitate the speed of induction and familiarisation for new Councillors. This will extend the range of facilities for Members enabling them to conduct interactive surgeries for their constituents.

The Council's Invest To Save bid dated 29<sup>th</sup> June 2001 seeks to attract funds which will be directed principally towards this objective.

### ***Mobile Computing***

The Council sees many benefits emerging from the provision of mobile computing i.e. laptops and palmtop devices, empowering Members and field officers/staff with direct information access and on site input capability. It is intended to develop this capacity over time to include:

- Fraud investigation
- Health and leisure training
- Building Control on site
- Ticketing for decriminalised parking
- Environmental Health
- Housing
- Planning Services
- Teleworking
- Licence and parking permit renewal and processing.

### ***Document Management Systems (DMS) and Workflow***

Although this can be considered as an internal almost 'engine room' development, the Council considers it to be part of the vision in recognition of the vital role it will play in making business processes available to the public through the new media. It will also be an enabler of organisational change, which will channel benefits through to the citizen facing mechanisms.

All departments will share a workflow which will dovetail all defined activity across the organisation i.e. it will be developed from existing departmental projects to extend as far as possible across the departmental boundaries. It is recognised that some corporate systems are too specialist to apply a comprehensive workflow and that the local workflow would remain within the remit of the core systems. It is likely that simplified or key milestones will be reflected in the corporate workflow and this information will be made available to the front office activity. This will be supported by a common database or operational data store.

In summary, the DMS workflow is not simply to act as a mailroom function to scan and move documents around the organisation, but will eventually track

and report on the status of both documents and relevant transactional processes to the public and other users.

### ***GIS Systems and Digital Mapping***

The Council has the advantage of having adopted a common technology platform for Geographical Information Systems (GIS/CAD) and has considerable expertise on a departmental basis particularly, in the Planning and Technical Services functions.

It is planned to develop a core system with a corporate GIS database which incorporates subject overlays onto the common system. By definition, this will not be owned by a single department, but incorporate subject overlays which are developed and maintained by the specialist departments with central applications support. The overlay tiers are envisaged to be:

- Planning - architectural, inspections database, development control
- 
- Housing - property, status, condition right to buy
- Building Control - regulations, emergencies
- Legal - land charges, Land Registry references where available
  
- Highways - highways design including Traffic Regulation Orders, residents parking
  
- Community Safety - CCTV, neighbourhood watch, business security
  
- Environmental Health - licensing, environmental issues, campaigns
  
- Electoral Registration - wards, Members and local statistics.

This common system will assist in breaking down departmental barriers internally and provide opportunities for extensive public referral, the information being available for reference and query through the portal and front office, whilst conforming to legal access and data protection conditions.

### ***Key Transactional Systems***

As described in the Portal definition, the vision will be realised in outline terms by a progression from simple information provision, to electronic forms of access and eventually to direct transactional processing in select areas. Within these phases will be delivered key operational facilities which will evidence this graduation, the principal ones being:

### ***Debit and Credit Card Payment Facilities***

The Council is currently developing a system to allow payments to be made by card. This applies to all forms of payment i.e. at a physical Council location, at banks and Post Offices as well as on the Web. It is particularly important in the context of the Web. It is believed that this function, released via the portal, will promote its use for transactional processing and will result in considerable efficiencies for the organisation and increased convenience for the public. Payments on-line will include for example application fees, council tax, rents payments, planning and building applications, fees and licenses. The system will post payments directly to underlying systems. This will result in a secure payments portal and is also an important constituent of the e-Account principle.

### ***The e-Account***

It is intended in due course to consolidate all changes into a single statement connecting all sub systems into the single statement against which payment terms and functions can be attached. This provision will influence organisational change e.g. establishing a centralised corporate debt function, and make more extensive use of the e-banking facilities. It will result also in highly efficient CRM process i.e. the ability to refer interactively to an e-citizens or e-business account.

### ***Electronic Forms***

All forms will be available on-line prior to direct transactional processing. Progress will be made to direct processing for selected procedures in a controlled and auditable manner.

### ***Modern Applications***

The Council believes that the successful implementation of ESD can only be achieved by having sound core applications. Examples of this are the current investigation into the provision of an advanced integrated Housing system, and the work being carried out to facilitate the Planning Services IT Strategy, to fully integrate the Planning System into the intranet and internet, linked to the corporate GIS. The intention is to provide the highest level and quality of information and service to officers, Members, citizens and external agencies. All existing Council "legacy" computer systems will come under the same level of scrutiny over the "2005" development period.

### ***e-Procurement***

This term is used to include on-line procurement, tendering and Business to Business (B2B) connectivity. The Council will aim to procure services on-line, assuming sufficient contract legal processes are in place. Quality assurance will have to be built in also. There is a need to break down and speed up old tender processes that require long winded procedures and signatures. Linked processes will be established between the budgeting and FMS ordering system supported by the abolition of paper cheques, using e-signatures and a full BACS implementation.

This will assist in controlling ad hoc procurement from unauthorised sources and every transaction will require an order number in order to be processed. It will result in significant efficiency and budgetary savings both in terms of the



processes and resources committed, but also in being able to acquire goods and services on the most beneficial terms.

### **1.3 Important Crosscutting Relationships with Public and Private Sector Bodies**

This IEG exercise has focussed attention upon cross cutting relationships and the Council views this to be a critical factor in both the development of e-Government and in its future shape and profile. The Council intends to extend from its base of current relationships, which are many and varied. It believes there are 5 categories of joining up, some of which are relatively simple, whilst others will require more complex integration and negotiation with the parties involved. The plan does not propose merely a simple graduation from the simple to the complex. Some of the activities will have to be planned in parallel and the major developments initiated as soon as possible. The five categories are:

- Simple information exchange and the sharing of Web sites
- More dynamic sharing of site functions
- Central Government initiatives which are changing the nature of the underlying operations
- Combining operational systems with other parties
- Providing outbound IT services.

The aim of each of these categories is to provide a better service, capitalise on economies of scale and promote more effective organisational flexibility. The detail of these plans is expanded upon in section 2.3.

### **1.4 Costs, benefits and savings likely to accrue from meeting the 2005 target**

Any precise savings emanating from IEG are complex to quantify. In the early stages the costs will be significant. Funding will be required from three categories of source namely, direct grant monies, partnering with a financial contribution or savings contribution, and internal rationalisation. However, the positive outcomes will be substantial, the key ones being:

- Reduced workload in the form of less interactions per query
- More effective use of staff time
- Combining the administrative overheads allocated to services and departments that can work closer together at the operational level
- Savings accruing to participating Councils through the joint funding of IT development and support

- Reducing the complexity of public access to local services through the rationalisation of council access points
- Undertaking a fundamental process of re-engineering systems to separate front office and back office functions
- Sharing overhead costs such as databases and knowledge pools
- Improving the information flow to and from Brentwood residents and between the Council, the County Council, Health Parish Councils and Police services and other local partners
- Reducing the cost per transaction of post, e-mail, and face-to-face contact.

IEG will facilitate a shift from administration to professional staff via the filtering of specific queries to experts, whilst maintaining direct customer contact. The modern systems of multi-channelled enquiry will allow expert access for expert questions, the remainder being filtered out for quick or automatic response. This will develop a broader range of Council Staff into empowered and problem solving people and free up the experts to address non routine matters of significance.

### **1.5 Services to be included in achieving the 100% local and national targets by 2005**

The key aspects of the Council's current capability for e-Government are:

- An advanced portal and firewall development under way
- Resilient server installations running the UNIX operating system and Reality and Oracle databases
- Innovative use of open source software such as Linux, PHP and MY-SQL
- A common network integration project under development
- Departmental internet/intranet access presently installed
- A relevant GIS and workflow project being installed and piloted in Planning
- Implementation of Cable and Wireless remote access solutions
- A telephony options investigation underway.
- Implementation of AUDDIS and ADDACs processes.

#### ***Best Value Performance Indicator 157 Local Targets***

In establishing local targets, reference has been made to the targets and measurement guidelines prepared by the Central Local Liaison Group (CLLG)

and published in the e-Government '**Local Targets for Electronic Service Delivery**' document.

The guidance on corporate measures has been used to assess the Council's overall preparedness for the introduction of electronic government. Progress to date can be demonstrated by the following:

- An officer has been appointed with responsibility for e-Government.
- An overall action plan has been drawn-up and is supported by elected Members.
- Joined-up, seamless services are a defined long-term objective of the IEG statement
- Access to electronic information is to be addressed as part of implementing the IEG statement
- The Front Office/One Contact process will provide a single point of notification
- The Council's policy will be to include all citizens in the programme i.e. it does not feel that lack of access methods or social deprivation is likely to deny any citizen beneficial connection with these facilities, and inclusiveness will be at the forefront of the Council's planning.

This demonstrates that the Council is well placed to deliver any outcome this Strategy might produce.

In response to the requirement to define local service targets that reflect local needs, aspirations and priorities, the Council is to adopt central government's electronic service delivery (ESD) targets of 25% by 2002 and 100% by 2005.

The Council has created a methodology for determining its BVPI 157 baseline for the current year, using an abridged version of the list of services compiled by SOCITM. The Council believes that it has an encouraging foundation on which to build and the Strategy will result in significant improvements in the next 2/3 years, assuming the availability of sufficient levels of investment. These targets will be reviewed periodically and amended in the light of changing circumstances, both locally and centrally.

#### **Best Value Performance Indicator 157 National Targets**

The Council is aware of the national targets associated with the various national projects which will facilitate the joining-up of central and local government. The Council is to adopt the national targets and this is reflected in the timetable. Progress towards the national targets will be monitored and reviewed on a regular and ongoing basis.

#### **National Land Information Service (NLIS)/Sellers Pack**

The Council currently operates a computerised system in support of the Land Charges service. This system will be developed to meet the requirements of

the national targets and the Council is assessing the various options open to it. As encouraged in the guidance from IDeA, the Council will give due consideration to hypothecation of part of the income from searches to pay for the modernisation of the Land Charges system.

### ***Register of Electors***

The Electoral Registration function is supported using a third party packaged solution which itself is used in a number of other local authorities. The Council will work closely with the supplier and other local authority users in ensuring that the national targets are met.

### ***Standards***

The development of and adherence to open standards is seen by the Council as being a critical factor in facilitating the eventual objective of joined-up services. In the design and implementation of e-Government initiatives, the Council is keen to ensure that the technologies proposed and used, adhere to, or have due regard to, the Framework Policy Guidelines published by The Cabinet Office as part of its e-Government Strategy. For example, in ensuring that the Council is well positioned to respond to data-sharing requests, reference will be made to the standards laid down in the e-Government interoperability Framework, (e-Gif) document.

Any potential partners will be required to demonstrate a wide knowledge of e-Government, in particular the various Framework Policy Guidelines and their relevance to the project in hand.

See also 1.7 - Information Management.

## **1.6 Summary of services which the Council have identified to date which will be joined up in achieving the 100% target by 2005**

The key highlights of the intention to join up are:

- Joining up some specific services with Essex County Council, for example the Education Department and Youth Services
- Providing outbound software services for specialist functional and Web applications development for other local authorities
- Developing the GIS initiative in all areas, capitalising on the expertise in traffic management GIS, and supplying the service to other public sector bodies
- Working with other public, private and voluntary bodies within the Borough
- Exploring the relationship with Northgate Information Solutions to develop a co-operative partnership to supply and exchange best practice and economically beneficial services for the running of back office and front office environments, in the interests of progressing e-Government.

This summary is detailed in section 2.3. Refer also to the cross cutting section 1.3.

### **1.7 Information management functions to be handled corporately**

The Council believes there are two categories which fall under this heading:

- the adherence to emerging standards
- management information systems required to support the organisation in running an e-Government infrastructure.

The Council intends to apply and conform to essential standards including the National Land and Property Gazetteer, BS 7666 and BS 8666. There will be a property definition database underpinning the comprehensive GIS application, so that responses, whether applications or complaints, can be effective by finding the precise location and its underlying record. This will accommodate Land Registry digital mapping when such a complete record exists via the national initiative. In the meantime, all aspects of land data will be maintained locally as a tier of the GIS overlays, using all relevant data sources.

In advance of BS 8666, a common Names and Addresses matching policy is required using a common unique reference number or master matching index. This will be influenced in due course both by the emerging standard and the design of the front office solution. The property gazetteer has been developed by IT and is available now which links three underlying databases for GIS (Property), Electoral Roll and First Software. There is at present an inconsistency in the way names and addresses are stored in the Housing and Benefits applications, which requires to be resolved under a standards policy.

It is recognised that information must be used to better effect. The Council holds large amounts of data in complex operational systems, none of it particularly easy to access on a common/shared basis reflecting the departmental divisions of ownership in the organisation. With the variety and sophistication of distributed databases, questions of information sharing and issues associated with the introduction of new technology, particularly the Web, result inevitably in most Management Information projects being quite complex. The Council intends to develop a common reporting and business intelligence function which will require successful integration of the disparate sources of data. This may result in influencing changes to the underlying business processes. The desired result will be to enable local and corporate reporting and information exchange, subject to Data protection provisions, which will fuel decision making and filter through to improved services.

### **1.8 Summary Action Plan and milestones**

The plan at this stage identifies only the timing of the development of key visionary and technology components identified in the report. This will be

developed into a detailed rolling programme plan during the strategy workstream period.

Refer to Appendix 1 and section 2.4.

## 1.9 Detail of the relationship between the IEG and the wider modernising agenda

The guideline '*Local targets for Electronic Service Delivery*', February 2001, details nationally co-ordinated projects within the modernising agenda. These points where relevant are addressed elsewhere in the report, apart from:

### ***Electoral Registration Services***

The key points of the Council's intentions in this area are:

- The Council will need to address the issue of public and commercial organisations being able to access the electoral register on the Web thereby undermining the current charge arrangements, although it may be possible on a 'pay per click' basis
- The Council envisages that the annual canvass can be complemented by a continuous update via the Web by the public or their agents
- The Council sees benefit in contributing to the IDeA national hub project
- The Web should be used for absentee and postal vote registration in due course enhancing the current system with a secure operation for voting in advance
- The Council sees the Web as useful for publishing election issues and mechanisms for encouraging participation and voting. However, it does not see the emergence of on-line voting during this timescale, although electronic voting in the context of polling stations may well make some progress.

### ***UK On-Line***

The Council welcomes the creation of the UK On-line national citizen portal and has begun to consider how the Council will integrate its electronic service delivery options with both the national portal and the Gateway project. In the short term, the Council will consider how and when the portal architecture can be integrated with the national portal.

## 2. MILESTONES

### 2.1 Introduction

This section sets out:

- Brief details of the key technical infrastructure elements that the Council recognise are required to deliver the e-Government vision. Although some of these reflect IT development in general and hence some appear to be part of the internal strategy, the Council believes that they all have outward focussed relevance and e-citizen impact as indicated in 1.1
- Proposals for joining up with other bodies
- A draft timetable and indication of milestones leading up to 2005.

## 2.2 Technical and Infrastructure section

### ***The First Software Applications***

The First Software core applications of Council Tax, Benefits and Business Rates, are not yet integrated. The future update which allows this and enables Council Tax to be paid over the internet, 'I World', will become available in September 2002.

### ***Centralised Mail Management***

IT are developing an in house program for mail scanning, storage and e-mail distribution. There is a requirement for a global integrated mail room facility, which still retains departmental control. This system is an inherent part of the workflow vision related in 1.1 and will be standardised across the organisation. This will extend to a status tracking system which can be interrogated via the front office functions. Further examination is anticipated to ensure that this part of the vision is realised.

### ***Direct e-Mail and Internet Access Facilities for All Staff***

In the near future, every officer will be able to be contacted directly and send e-mails with sufficient security, once firewalls are in place. The development will start with current users who have their own PC and extend eventually to all staff. This will achieve major cost savings and will open up citizens access at an early stage. The e-mail channel will be open but needs to be co-ordinated with developing front office and web transactional options, so that ad hoc e-mail requests do not flood the system and bypass other access provision.

The Council intends to develop and institute e-mail and internet access discipline in the form of a personal contract with all staff and members to ensure safe and appropriate use.

### ***Minutes and Agenda System***

This will be made available to appropriate users over the internet.

### ***Direct Dialling Telephony***

The Council is in the process of investigating options to modernise its telephony system with routing and messaging facilities. It is intended that telephone contact with the Council will be made via a single number in all circumstances using common routing for both CRM and telephony. This will be designed to be as efficient as possible and include touch pad and other

access media for disabled citizens. This will facilitate the front office opportunity and result in efficiencies in making contact and promoting the understanding of the organisation.

### ***Centralised Fax Function***

It is intended to develop a centralised fax accessed through a single number and then distributed via e-mail incorporating a single corporate image. Secure communication for confidential subject matters will be maintained. Similar facilities are being investigated for outbound faxes.

### ***Land Charges Functions***

Land charge transactions and records will be incorporated into the GIS tier and controlled via the Land and Property gazetteer. The system will be relevant to many departments particularly Legal, and interfaces will be developed with the environmental health system Health 3.

### ***High Specification Display in Council Chamber***

To promote democracy and facilitate Member's entry into e-Government, the Council intend to invest in a sophisticated display system in the Council Chamber. A further potential objective is to and establish video conferencing via the web for key sessions. This will enhance the involvement of the public and members alike.

### ***Common Asset Management***

At present there is no common system for the Legal, Finance and Housing functions. It has been recognised that it is essential to develop an integrated asset management system and incorporate a detailed database, planned maintenance and the GIS tier related previously.

### ***Common Business Intelligence and Reporting Tool***

This has been highlighted in section 1.7 There is an urgent need for management information and forecasting and current facilities for Housing and within Finance could be improved. Leisure also needs easier access to statistics. It is important to recognise that a front office system, however it is designed, generates its own measures and KPIs. A business intelligence tool set up with pre-defined models will be essential and this should extend to providing a balanced business scorecard underpinned by a global performance initiative such as the Excellence Model. This selective information will then be made available via the portal.

### ***Customer Booking System***

Payment systems will be extended to allow the booking of tickets to leisure facilities, events and the theatre by any means and eventually via the Web.

### ***Local Government Secure Intranet***

The Council is developing infrastructure and protocols for sharing information with other local and central Government organisations.

### ***Decriminalised Parking***

The Council's intention to adopt decriminalised parking will need a dedicated IT system. The current system is under development with hand held data



entry and ticketing and will require integrated payment systems via the Web. Essex County Council is funding this initiative so other software options may be considered.

#### ***Residents Parking Scheme***

e-Government enables the Council to institute an electronic application and payment system throughout the whole process.

#### ***Planned Maintenance System***

There are examples in other councils of Web access to the planned maintenance system. This functionality will depend upon the choice of housing application.

#### ***Specialist Publications System Developments***

The role and function of the Information Officer will be particularly important in the e-Government arena. This will develop into a Web Master rôle and the officer will have to be supplied with the software functions to handle content management for the management of the portal and the Web orientation of the CRM/Front Office environment.

#### ***Access to Service Media***

The Council's e-Government strategy will incorporate any relevant access media, the main channels being contact centres, kiosks, interactive digital TV etc. This will be on a planned basis when resources allow and is dependent upon the technology becoming widely available to the public. This will be in partnership with other authorities, private sector organisations, voluntary bodies and public services.

#### ***BS 7799***

The Council is working towards a common security policy under the governing standard.

### **2.3 Details of objectives for 'Joining Up'**

Section 1.3 indicated a progression of objectives for joining up. These are expanded here:

#### ***Simple Information Exchange and the Sharing of Web Sites***

This is underway already with the current Web site development but will be extended to allow cross referral and navigation with an expanding number of parties under the control of the Web Master. Examples include:

- Joining of Parish Council web sites for participating in Council debate
- Cross referral and logical routing of the Web sites of the Health Authority, Brentwood Primary Care Trust, GPs, Essex Police and other Boroughs
- Public transport information system via the Web and telephony funded by the transport providers

- Collaboration and information sharing with the Fire Brigade and Water Authorities regarding planning, building regulations and emergency provision. This will be greatly enhanced by the GIS mapping system
- Sharing of policy statements with other authorities and providers to promote joined up government.

### ***More dynamic sharing of site functions***

Enhancing legal advice services by joining up legal advice sources such as the voluntary sector into a comprehensive service enabling the Council to act in an increased welfare role

Share minutes and other key statements with other local authorities providing comparative Best Value information for consistent benchmarking and service supply comparisons

e-enable the current Ringmaster system for Neighbourhood Watch. This has proved to be a very worthwhile venture in combating crime and co-ordinating crime prevention with the Police. This site could be used not only for advice but also to share joint initiatives, establish links with CCTV and warn participators of threatening events and individuals, subject to legal and procedural constraints.

### ***Central Government Initiatives which are Changing the Nature of the Underlying Operations***

The 'Supporting People' initiative to consolidate revenue streams to claimants will be focussed at County level. This will require integration of back office functions and revised processes that need to be provided in the CRM and Web front office environment.

### ***Combining Operational Systems with Other Parties***

There has been no specific inroads to negotiations with other parties to date, but it is recognised that this is an area for regular consultation. It is envisaged that over the focussed timescale, there should be integration with key systems of other parties such as Health and Safety Executive, Highways and Social Services. This may be more extensive than just sharing information but embedding the Council into their systems and sharing the management of the Web based environment with them.

Developing seamless services with Essex County Council in areas such as advice on historic buildings, services for Youth, Social Services and Education. This may involve collaborative searches for funding for Citizen centric IT spending with the County and will be assisted by the transfer of skills between the two bodies

Expanding the development of and access to a CCTV database to work in partnership with Police and the Chamber of Commerce to support local business in crime prevention and safer community programmes. This can be brought together under a single initiative, which can be relevant to private homes as well as commerce.

***A Co-operative Partnership with Northgate Information Solutions***

Northgate (formerly MDIS) has been the provider of services, infrastructure and database software to the Council for many years and it is intended to exercise this relationship to help achieve the objectives of e-Government and Best Value.

***Providing Outbound IT Services.***

The Council IT department have technologies and experience that can be directed to assisting the 'joining up' agenda. This can be routed through the Northgate partnership or supplied directly to other parties. This involvement can be in developing and installing both Web, Front Office components and specialist local government applications. A need has already been identified with Essex County Council for Youth contact monitoring. This effort can be directed to any private or public sector partner in the promotion of e-Government co-operation.

Other departmental driven initiatives can be channelled through this opportunity such as the GIS traffic zoning extension, which is a commercially viable opportunity.

***Healthy Living Campaigns***

The Council intend to exploit the potential for developing health campaigns and self funding and/or joint funded activity with commerce, Essex County Council, PCTs and the Health Authority to jointly promote active healthy living campaigns.

### ***Decriminalised Parking***

Investigations will be made into sharing and developing common systems with other authorities for the management of decriminalised parking. This could be routed through the Northgate Partnership calling upon their expertise in the field of fixed penalty applications.

### ***Connections Smart card***

The Council will be able to increase participation in the Essex Youth Service inter connecting economic development, job searching, trading standards, Doctors and the Young Peoples Forum by extending the smart card initiative into a broad range of e-Government access usage.

## **2.4 Plans and timescales**

An explanation of the plan have been provided in section 1.8. Appendix 3 provides a holistic view of the plan. The following table is provided as a response to the specific indicators identified in the SOCITM IEG guidelines:

<b>Attribute</b>	<b>Estimated delivery milestone*</b>
Volume of transactions	Various (see plan)
Access to information for Sellers Packs	Apr02-Sept02
Access to electoral registers by the Electoral Commission	Apr02-Sept02
Procuring a significant proportion of goods and services online	Oct02-Mar03
National Land and Property Gazetteer	Will adhere to initiative time table
National Land Information Service	Will adhere to initiative time table
Home Office Electoral Registers project	Will adhere to initiative time table
UK online citizen portal	Aug 01-Mar 02
Converging with eGIF standards	Adopted throughout
All councillors being on-line with a public email address	Apr02-Sept02
Use of mobile technology	Oct02-Mar03
Teleworking groups of staff	Development in hand.
Rationalising assets and accommodation cross referenced to the Asset Management Plans guidance	None

\* latest 6 monthly window chosen

## **3. TRANSITION**

Transition plans are crucial to the Council's ability to manage the task of meeting the 2005 target for all services to be online. This section examines the key elements and major considerations of these transition arrangements, and identifies critical success factors, contingencies and encumbrances in achieving this objective.

### 3.1 Management and Resources

#### ***Appointment of e-Champions***

The Leader of the Council and the Deputy Chief Executive have adopted the roles of e- champions for this exercise and will be continuing in this role. It is intended to maintain the current steering group to act as a pivotal focus for the development. Northgate may be invited to play a regular role in this forum and provide consistent consultancy and technical definition resources as required. The IEG statement has been approved by Members and this will be maintained to add both an approval and consultative standard from Members.

#### ***Proposed Funding and Resourcing Strategy***

The Council has a process in place to develop its implementation plan for electronic government. This implementation plan will include detailed costings and a business case for each of the projects to be implemented.

In order to implement its electronic service delivery, the Council will require investment in the following areas.

- Infrastructure enhancement (*Web/PC's etc.*)
- Customer Access improvements (*Development of the Portal and Customer Contact Points*)
- Project Management
- Change Management
- Business Process Re-engineering.

The exact investment in each of these areas cannot currently be ascertained in detail. However, the Council believes that an investment in each of the financial years until 2005 of at least £0.5m will be required. The Council will identify at an early date how expenditure should be prioritised to meet the objectives set out in this Statement via the workstream strategies detailed in section 3.6.

The Council is currently exploring a number of methods of financing its investment requirements in electronic service delivery. These include:

- Existing e-Government budget
- Commitment of revenue savings to the implementation of the e-Government strategy

- Sharing the cost with Partners as indicated earlier
- Partnership funding with hardware and software designers and suppliers

### ***Outline Intentions for Realising Savings from Traditional Service Delivery Processes***

The Council has not included any property realisations in this estimate. However, it recognises that e-Government is an opportunity to promote operational and structural change in the organisation. This is with a view to enhancing citizen service and may produce some planned costs savings, but is not necessarily the result.

Discussions have taken place as part of this analysis to examine dividing the Council's operations into larger combined groups to cut out duplication.

The structural design is most likely to be influenced by and mirrored on a combination of the citizens' modern requirements and the joined up processes and information flows being presented to them. Radical change such as this, would require new IT systems. It is intended that as IEG evolves, the aspect of structural change will be a key consideration and in order to progress this beneficially, a change framework will be defined and instituted.

## **3.2 Business options and tactics**

### ***Key Customer Needs and Plans for Measuring Customer Satisfaction and Take-up***

The Council has not specifically surveyed its citizens about e-Government needs to date. However, it believes that there is significant enthusiasm, potential take up and appreciation of the benefits. The portal offers many opportunities to conduct satisfaction and ideas generating surveys. It will also include a variety of quick response survey mechanisms, learnt from the private sector, to capture views on specific procedures. This will be able to be analysed using the business intelligence tools and fed back into continuous service improvement.

### ***Opportunities to Deliver Early Results***

The Council has focussed on some quick wins which will have some early benefits and by definition fit into the first two six monthly windows of the outline plan. The detail of these has been provided in the body of the report:

- e-mail and internet access for all staff
- Debit and Credit card payment systems
- Members IT provision
- Launch of the next version of the portal

- An early front office implementation which includes electronic forms via the portal for all citizen focussed processes based upon a corporate workflow engine.

### ***Other Aspects of Change***

It is recognised that the culture of the organisation will have to change to suit the modernising agenda. This will require a flexible and in some quarters commercial attitude facilitated by a broad base of training and the Change Framework. This will be assisted by learning from the corporate and individual behaviour of others, particularly partners in the venture. Adherence to a corporate incentive and measurement objective provided by the Excellence Model will also assist.

### **3.3 Private Sector Partnerships**

The Council has demonstrated in this Strategy, the potential for partnership with the private and voluntary sectors. The Council plans to ensure that IT contracts do not have provisions which will restrict access to the market for the electronic delivery of government services by a range of providers. However it will be concentrating upon the framework provided by the Northgate consortium partnership.

### **3.4 Risk Assessment**

#### ***Risk Assessment and Project Management and Plan Changes***

It is recognised that any project emanating from this programme, and the programme itself, should be managed effectively under a dedicated focus and consistent methodology. This will impose sufficient discipline upon configurations of the plan for the duration of the programme.

### **3.5 Skills Needs Analysis**

The Council has good IT skills in a centralised department and in some operational functions. However, it is acknowledged that skills amongst the user community are variable. The Council has access to the skills required and will channel the requirement through the Training Centre. It is felt that classroom training is only one mechanism that should be used and that other forms of skills transfer will be complementary including:

- A revised user group forum
- Awareness sessions
- Computer based training, Web delivered
- Knowledge transfer and mentoring from pioneer users

- Training and knowledge transfer and routed through the Northgate consortium partnership
- Training and knowledge transfer resulting from other joining up activity.

### **3.6 Plans for Taking the Programme Forward in the Near Future**

To progress the programme and maintain momentum, the steering group will be maintained with a consultancy framework built around it. This group will be responsible for delivery and will be the main focus for a regular communication process. The next stage will be to define the following strategic phase into a select number of workstreams where research on key subjects will continue. These subjects will be organisation wide, cross the board headings and by inference, will not be departmentally focussed. There will be a range of candidates selected for each workstream from both within and beyond the steering group. The workstreams will not all be technology lead and in general the business level view will be maintained. The current definition of workstreams is as follows but is subject to change.

- Workflow technology and knowledge databases
- The GIS project
- CRM (Telephony and Web)
- Core Systems - Access and Integration
- Development of alternative channels of delivery
- Web Portal design and usage
- Organisational and structural development

Resulting projects emanating from the programme may cut across various workstreams and will have their own sponsors and deliverers under the overall framework of the programme.

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**APPENDIX 1 – OUTLINE PLAN**

**APPENDIX 2 – Invest to Save bid.**

(see over)

OUTLINE IEG PLAN (as at July 2001)

Delivery Milestone	2001-02 Aug 01-Mar 02	2001-03 Apr02-Sept02	2003-04 Oct02-Mar03	2003-04 Apr03-Sept03	2004-05 Oct03-Mar04	2004-05 Apr04-Sept04	2004-05 Oct05-Mar05	Remainder 2005
Portal development	█							
Direct e-mail and internet access facilities for all staff	█							
Debit and Credit card payment facilities	█							
Members access to electronic information	█							
High specification display in Council Chamber	█							
Electronic forms	█	█	█	█				
Customer booking system		█						
Residents parking scheme		█						
Direct dialling telephony		█	█	█				
Centralised fax function	█							
Land charges functions			█	█				
One Contact Process and Call Centre development	█	█	█	█	█	█	█	█
Modernisation of Legacy Systems	█	█	█	█	█	█	█	█
Common Business Intelligence and reporting tool	█	█	█	█	█	█	█	█
First Software applications resolution	█							
e-Procurement		█	█	█				
Centralised mail management	█							
Document management systems (DMS) and workflow	█	█	█	█				

Common Asset Management



GIS systems and digital mapping



Mobile computing



The e-Account

Decriminalised parking



Planned maintenance system

ESTABLISH KEY WORKING PARTNERSHIPS



## EXPRESSION OF INTEREST FOR ROUND 4 INVEST TO SAVE BUDGET

<b>Bid number</b> (for Secretariat use)			
<b>Lead bidder</b>	Robert McLintock – Chief Executive & Town Clerk Brentwood Borough Council, Town Hall, Ingrave Road, Brentwood, Essex, CM15 8AY – <a href="mailto:DOCS@brentwood-council.gov.uk">DOCS@brentwood-council.gov.uk</a>		
<b>Brief description of project</b>	<p>The project will enable effective communication between the Council, the Community and the Citizens.</p> <p>The partners within the project have been chosen to target young people, older people and socially excluded members of the community within the Borough, as well as creating a forum for clubs and societies in Brentwood.</p> <p>Public access points will be distributed around the Borough. This will enable the citizen free access to the Community Net, along with helping to promote the Council's electronic services.</p> <p>Each local Councillor will receive remote working facilities, which will facilitate electronic communication between the Councillors, Community and the Citizen.</p>		
<b>Parties to project</b>	<p><b>Confirmed Partners</b></p> <p>Council Voluntary Services (CVS) Brentwood Youth Services Brentwood Leisure Centre Brentwood Theatre &amp; Hermit Club Anchor Housing Association Brentwood Training Services Havering College Hytec Information Systems Citizens Advice Bureau</p> <p><b>Probable Partners</b></p> <p>Ford Motor Company      Arts Council      Cable and Wireless Chamber of Commerce      Sports Council</p>		
<b>Innovation and Benefits claimed</b>	<p>The project will bring together Council services and private groups into one portal. Although Brentwood has good Community spirit, the Community groups are fragmented as there is no specific vehicle to assist them to communicate. Community Net will enable Community groups to work in a joined up way.</p> <p>To increase the accessibility to the socially excluded and help to close the digital divide, self service public access points will be established throughout the Borough.</p> <p>Within the project the Councillors will be given remote working facilities, this will enable the Citizen of Brentwood to interact electronically with their local Council member.</p> <p>Our partners have been selected to help encourage Citizens, clubs and societies to use the Community Net and the Councils electronic services. Havering College, Brentwood Training services and Brentwood Youth services will provide advanced training for publishing information on the Community Net.</p>		
<b>ISB Funding</b>	<b>2002-03</b>	<b>2003-04</b>	<b>Funding from Brentwood Borough Council</b>
Current	£422,500.00	£395,500.00	
Capital	£132,000.00	£46,000.00	
<b>Totals</b>	£554,500.00	£441,500.00	£291,000.00
<b>Bid conditions met</b>	YES	NO (for Secretariat use)	
<b>Spending team/CO/GOR views</b>	<i>(for Secretariat use)</i>		
<b>Secretariat/ DETR assessment</b>	<i>(for Secretariat use)</i>		
<b>Score</b>	<i>(for Secretariat use)</i>		

Brentwood Borough Council Community Net  
Expression of interest for Round 4 Invest to Save Budget  
**'Enable effective communication between  
the Council, the Community and the Citizens'**

**1 A brief description of the project**

***Knowledge and Access***

The Community Net will provide citizens with a single gateway to personalised information within the Borough. The project aims to improve knowledge and access within the Borough. This will act as a catalyst for both Community and partnerships participation, through the use of Internet technologies. The Council will work in unison with the Partner Organisations and the Citizens of the Borough.

The Council will be providing an advanced web content management solution for Community use. The purpose of this will be to enable the Citizens, Clubs, Societies and Partner organisations to create web pages / sites within the Community Net.

***Workshop Resources***

Community Net workshops will be established to aid users with the development of their web pages / sites within the Community Net. The workshops will also help to encourage the use of the Council's electronic services.

To increase the accessibility to the socially excluded and help to close the digital divide, self service public access points will be established throughout the Borough.

While the Council is implementing their e-Government strategy, many new skills will be developed. These skills will be brought to the project for the benefit of the user, enabling a more interactive experience for the Community Net.

A number of pilot schemes have been initiated by the Council, however the Community Net project cannot proceed further with the current resource limitations in terms of funding and expertise.

**2 The details of the bodies which are party to the project and their respective contributions**

- **Council Voluntary Services (CVS)** support and promote the voluntary organisations within the Borough. CVS will publish all proposed fund raising activities on the Community Net portal. They will also assist smaller charities to develop web sites within the Community Net.
- The **Brentwood Leisure Centre** provide meeting facilities to Leisure clubs and Charity organisations. This service will enable the Centre to create a directory of all known clubs within the Borough. They will also encourage the creation of new sites within the Community Net. Brentwood Leisure Centre will develop and implement an online booking facility within the Community Net.
- The **Brentwood Theatre & Hermit Club** will develop and implement an online booking facility within the Community Net. (When the pilot schemes have been successfully implemented the online booking facilities will be made available to Businesses, Charities and other Community groups).

- The **Citizens Advice Bureau** will locate a public access point within the Bureau, this will enable them to interact with the Council via the Community Net. The Bureau and the Council are also carrying out research into joint-working projects. The aim of these projects will be to improve the service delivery to the Citizen.
- **Anchor Housing Association** specialise in providing Housing to the elderly. Therefore Anchor will use their links to help encourage the use of the Community Net within the elderly community.
- **Brentwood Training Services and Havering College** will provide facilities and training to help encourage the use of the Community Net within the Borough. The centres will also provide advanced training for publishing information on the Community Net.
- **Youth Services** will provide facilities and training for young people within the project, they will help to steer young people towards training within the Borough. Youth services will also locate a public access point within their premises, this will help to encourage young people in the Borough to use the Community Net.
- **Hytec Information Systems** will be used to advise on Network defence security requirements.

### 3 A summary of the innovative features of the Brentwood Community Net

#### *Communications within the Borough*

With the support of the Borough Council and funding from the ISB, the Community Net can free several innovative projects that cannot move forward at the moment.

#### *Typical Innovative Features*

- Provide interactive services for the citizen.
- The Council will also provide a system to book tickets at the Brentwood Centre, Brentwood Theatre and Hermit club through the Community Net. This will use the technology, which is currently being developed, to provide online payment for the Council services.
- Council IT staff would be available in a consultancy capacity to the partner organisations to provide interactive services within the Community Net.
- The Community Net will be used for public consultation on future Council plans i.e e-government, best value etc.
- Provide forums which will enable communication between Individuals, Clubs, Societies, Partner Organisations and the Council.
- Provide access to new services to as many citizens as possible.

In Year One the Council plan to implement 10 access points within the Borough. The Council has already successfully pioneered kiosk programmes. However, these public access points have not embraced Internet technology, due to funding not being available.

The Council plan to install another 10 public access points within the second year. This will complete a Borough wide network of access points.

### **Consultancy and Training Resource**

- Help train members of the community to implement their own web pages / sites within the Community Net.  
Community Net workshop centres will be set-up within the Borough. These centres will provide training to help encourage the use of the Community Net. Brentwood Council will work with our partners to create courses targeting key socially excluded groups within the Borough. The Training partners will provide the facilities and tutors to implement these workshops.
- Encourage the use of the Council's electronic services.  
The work the Council is doing to comply with Government e-Gif standards will enable Citizens to access other Government portals i.e. UK Online, NHS Direct and other local authorities. The access points within the Borough will also be used for interacting with the Council's electronic services and providing advice on using them.
- Help improve access to local Councillors.  
Each Councillor will receive their own computer / accessories for remote working and accessing the Community Net. Councillors will also be trained and encouraged to publish page(s) within the Community Net.

### **4 A preliminary assessment of the project's benefits**

#### **Continuing process**

The Council has endeavoured to promote an electronic forum in recent years with pilot projects. The technology, or the resources, have not been available although with ISB funding this becomes a possibility. The previous pilot schemes have found a demand that is not being met.

#### **Community Net Projected Benefits**

Brentwood is an area with many clubs, societies and voluntary groups. This project gives them an opportunity to develop their reach in the community.

Supplying the Councillors with the facilities to communicate electronically, will help reduce the need for paper based correspondence and agenda's. This will help to improve the service to Citizen and will also reduce stationary and printing costs.

In the long term, the Council can plan to reduce its customer facing staff, as the training and awareness sessions will encourage Citizens to use their PC's or Public Access Points to contact the Council, rather than visiting the Town Hall.

This is a project that has been waiting to happen for a few years now and the council has endeavoured to work within low budgets to achieve it. The benefits of improving knowledge and access means there will be more participation and partnerships within the community. This will lead to more citizen involvement with the council through their particular interest group, this can only be positive for local democracy.

#### **Level of Funding**

Detailed costs of this project are available. Year one funding required is Current £423K Capital £132K, Year 2 is Current £396K, Capital £46K. There are Council contributions totalling £291K In past and current projects.

<http://www.brentwood-council.gov.uk>