GUILDFORD BOROUGH

Customers, Service and Choice

Implementing Electronic Government Statement II

October 2002

Guildford Borough Council

CONTENTS

INTRODUCTION

In accordance with guidelines issued in October 2002, this Statement has been compiled by Guildford Borough Council to satisfy the requirement to present a comprehensive Implementing E-Government (IEG) II Statement by October 2002. This Statement sets out the Council's Vision for 2006, a self assessment of progress to date and plans for the future, statements explaining the resourcing of e-government and a detailed risk analysis of the project.

This document is designed to enhance Guildford's customer focused approach to services by setting up a programme to provide easier access to services, the facility to complete transactions and enquiries at the touch of a button and the opportunity for customer feedback.

Guildford Borough Council administers an area of 27,000 hectares in southwest Surrey. It is a mixed urban and rural area with a population of 130,000[1] living in approximately 60,000 homes. The main concentration of the population is in the town of Guildford (60,000 people) and in Ash (16,000) in the west of the Borough. Outside these centres the Borough is largely rural, but there are sizeable settlements (over 2,000 people) in East Horsley, Effingham, Sendmarsh, Shalford and Tongham.

Guildford Borough Council is a district council, with Surrey County Council administering functions such as education, social services, highways and transport.

The Borough was an early entrant to the delivery of services electronically with the Central Emergency Communication service (CECS) launched in the mid 1980s. Now with state of the art ICT equipment the service is delivered electronically to approximately 20,000 people who thereby have access to a personal alarm network.

Guildford Borough Council seeks to enhance the quality of life for all residents, workers and visitors to the Borough. We seek to provide high quality and good value services to meet the needs of the community by building on the strengths of Guildford's communities and working in partnership with them.

The proposals set out in this statement all contribute to and support the Council's Strategic Priorities and Core Values, and will considerably enhance our achievement of these key principles.

We seek to be:
- A Communicating Authority – that informs and listens to the public
- A Partnership Authority
- A Responsive Authority
- A Community-orientated Authority
- A Challenging Authority – seeking to ensure continuous improvement

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[1] Population figures from 2001 Census data.

SECTION 1: VISION

The Council's vision for January 2006 will reflect its core values and strategic priorities which will have been fashioned through the Community Strategy and Plan and through regular consultations with citizens. The vision set out in the IEG 2001 remains substantially the same for IEG 2002. Changes reflect the experience of the past twelve months, and the guidance provided by ODPM in "Implementing Electronic Government Statements 2002".

The vision for 2006 is **,**

> To be a 'centre of excellence' for easily accessible services, based upon the needs, lifestyles and resources of the customer not the service provider.
>
> This means the Council must:
>
> - **Foster an internal culture of information sharing and joint working**
> - **Work in partnership with the County Council, other local authorities and public sector agencies to provide a 'seamless service' to the public and local businesses**
> - **Change and build services around citizens' choices**
> - **Ensure a policy of social inclusion. Continue to improve the way services are currently provided whilst exploring new methods of access to services which are delivered and supported electronically**
> - **Promote available and accessible new technologies and help all citizens to gain the necessary skills to take advantage of the Internet**
> - **Create an information framework which ensures accurate, timely and comprehensive information is available from a single point of contact**
> - **Provide electronically information about the objectives standards and performance of local public service providers and their elected representatives.**

TARGETS AND DELIVERY

The targets and method of delivery are set out using the seven critical tests set out in "Implementing Electronic Government Statements 2002".

Joined Up

- The citizen, in dealing with the Council, will not be aware of departmental divisions. The front-line customer support and service provision will be effective and seamless being backed by information consistent across the Council.
- The vision of the County 2010 group seeks for information sharing across all public sector organisations so information and, in many cases, services are provided from any access point in the County.
- The Internet, which will be key to this vision, will include areas for specific groups such as the young and the elderly.

Accessible

- Customers will have a choice over the way in which they communicate and receive public services.
- The Council will have a fully transactional web site which will operate quickly and efficiently and meet Government and industry standards, particularly for equality.
- There will be a number of electronic access points throughout the Borough, which are convenient for the citizen, particularly in remote areas.
- Telephoning will remain one of the main contact methods. The Council will use the latest technology to ensure that the citizen receives accurate information and efficient service as quickly as possible. If a customer wishes to speak to an individual that will be achieved.

- Electronic delivery will not disadvantage those who wish for personal contact. New technology will be used to ensure that staff involved on personal interviews either at GBC premises or through officer visits will be supplied with effective systems and information.

Delivered and supported electronically

- The main method of service communication will be the website and the telephone, which will be 'state of the art' in their areas of technology.
- These will be backed by information systems such as CRM (Customer Relationship Management), to provide front-line staff and the website with up-to-date information relevant to customer needs.
- The customer interface will be through a customised customer service centre, or through a decentralised network of specialist customer advisers capable of answering most of the queries raised.
- The website and support services will allow all transactions of the Council to be achieved electronically if the customer wishes to interface in that way.
- The Council will establish a network of access points at places used by citizens e.g. supermarkets, leisure centres etc. with provision for remote settlements.
- The information points will allow access to all public services and some voluntary organisations in Surrey through partnership arrangements already in existence.
- Potential housing tenants will be able to view and select from a structured choice of homes for rent through a number of difference channels

Delivered Jointly

- There will be a full exchange of information between all public organisations to provide a service from any access point and facilitate service by staff of any of these organisations.
- The Council will be fully operational with NLPG and NLIS, Planning and any other national initiatives.
- The Council will use the Government Gateway and UK On-line or any replacement to communicate in a secure manner.

Delivered Seamlessly

- The Council will work with other public bodies (particularly the County Council and the Health Authority) to provide:
  - a service without demarcation lines.
  - interface support services as far as possible, particularly for property information through an integrated GIS.
  - a once only service for notification of life events such as moving address, births and deaths.

Open and Accountable

- The Council will communicate its key policies, decisions and performance of the Council through electronic as well as traditional means e.g. Internet, e-mail and text messaging.
- It will involve the citizens in its key decisions through electronic consultation.
- It will provide electronically all key documents about the Council such as Minutes and Agenda, Plans, budget, P.I.'s and Performance Plans, and encourage reaction.
- It will facilitate communication between the electorate and their democratic representatives.
- It will express what the Council stands for and what it is trying to achieve
- It will express what it is accountable for and how the public can make representations and get information.
- It will safeguard the identity of the Council through Integrity, Trust, Accountability and Representation.

Used by e-citizens

- The Council will have an easy to use website, which will provide information and service for the majority of the Council needs and through extranet links for those of the public sector.
- The Council will concentrate its training programme on the electronically disadvantaged.
- There will be a programme of training for the elderly and for those in remote sites and areas which have a low level of electronic usage through community facilities and local centres, e.g. pubs and parish halls.

The Council aims to have contact facilities which encourage citizens to contact and use information and service to help achieve its strategic priorities.

SECTION 2: PRIORITY OUTCOMES AND SERVICES

The Council's stated core values describe it as a **communicating, responsive, community orientated and challenging authority, working in partnership** "with the private sector, the voluntary sector, the business community, other agencies and local communities, for the benefit of the people of Guildford Borough" in aiming to achieve its strategic priorities. The strategic priorities as set out in Appendix 1 include "improving the well-being of our whole community and continuing to promote key areas of Council policy by:

- Maintaining and publicising Guildford as a safe Borough
- Sustaining and enhancing access to high quality in arts, sports and science
- Balancing the needs of our heritage and environment with continued economic prospects and flourishing business community
- Aims to build sustainability into all the Council policies and activities."

These priorities and values are linked to departmental and service plans to ensure a corporate lead to all service provision. E-government and new technology will play an important role in this review and in achieving its resultant objectives.

The Council is involved in a number of initiatives which will lead to a review of these values and priorities and to the services provided. The Council, with the County Council, the Health Authority and the Police has carried out a consultation exercise with the public to influence the provision of a Community Plan for these public services.

The main method of consultation will be through the statistically representative citizens panel. This will be performed electronically where participants are in favour. Electronic communication will facilitate more regular and less expensive consultation. Through this method quick and effective consultation on key issues can be achieved. Facilities such as digital TV, local access points and visits will ensure that the electronically disadvantaged will be included in this process.

All democratic information (targets, agenda, minutes, plans etc.) will be on the Council's website. Citizens will be encouraged to take part in the democratic process through e-mails, electronic forum, and chat rooms. The electorate will be able to 'converse' direct with Members, particularly Members of the Executive, through special sites.

New technology continues to bring the local business community together. The Council will be part of the local electronic hub being encouraged by SEEDA. This is seen as vital in ensuring that the local commercial market remains buoyant and that Guildford retains its position as a regional commercial centre.

The Council is part of a Surrey-wide partnership whose target is to use e-government technology to provide all public services seamlessly and in a timely manner via several access media at any location or public organisation in the County. The partnership began with the Surrey Local Authority Information Age Champions Group. This Group produced a joint Implementing Electronic Government Statement in 2001, which was endorsed by all Surrey Local Authority Chief Executives and Members. Joint working has been further extended through the Surrey 2010 group. This latter group comprises Chief Executives representing all of the public service organisations in Surrey. Their purpose is to forge inter-organisational links at a strategic level to improve the delivery of surrey public services.

Significant progress has been made over the last six months to deliver the e strategy presented in the joint IEG statement and the subsequent 2010 e-Strategy. Secure electronic links have been developed to enable the partners to share information and applications. One of the major access channels for the public within the county has been Surrey Online info (www.surreyonline.info) that serves as a local version of UKOnline for the County.

There has also been progress towards the pathfinder scheme to deliver an emergency planning and major incident website. The partnership is also exploring two of the 2010

Group points – e-procurement and e-recruitment. The plans for the partnership are set out in the joint IEG 2 Statement which is attached in Appendix 2.

Social Inclusion

The Council has an Anti Poverty Strategy which recognises that a large proportion of customers will not have immediate access to electronic media to deal with the Council. The Customer Access Group will look at this aspect specifically and report back in January 2003. Already there has been development in day centres with the provision of PC's. The Council aims to provide service and information to all through a selection of media such as digital TV, kiosks in large centres such as shopping arcades and supermarkets, PC's in local community centres, Parish offices and even pubs and shops in rural communities. Special arrangements will be made for elderly citizens through PC's at day centres and sheltered dwellings and through a special section of the Council's website.

Key Priority Services

Most of the priority services are the direct responsibility of the County Council but the Council is involved as follows:

- Standards Across Schools

    o   Working with other authorities to provide information for schools and colleges. Surrey On-Line will develop to be a major provider of information to help the education of pupils.

- Improving the Quality of Life:

    o   For children:

         The Borough Council will develop a special section of its website for youth. The Council plays an important part in leisure activities for children whether through the Leisure Centre or through play schemes. E-government will play a part in supplying these services more effectively and also providing a media for play.

    o   For older people:

         The Council aims to increase the use of electronic media through a special section of the Council's website and facilities in day centres and sheltered dwellings. Computers are already available at the Park Barn Centre.
         The Emergency Communication System provides electronic care for over 20,000 people 24/7/365.

         A bid has been made for pathfinder finance by the Surrey Councils' e-government partnership for a community information system, so that visitors have up-to-date information on customers.

- Promoting healthier communities

    The main role for the Borough on this is housing. The Council operates an on-line telephone support service for repairs and tenant support. The Council uses Orchard software to manage its housing service. A review of the system is in progress so that the Council can work with the company to produce a web-based system to support its plans for a choice-based letting service in the next two years.

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Housing and Health Services use a Document Image system which has helped to reduce its accommodation requirements, whilst improving the information available to the front-line.

The Department also operates an Emergency Communication Service 24x7. The service has approximately 20,000 clients who have telephone access at all times. The operating software has been updated in the past two years. A Best Value review of the service is in progress and is looking at other users for the services.

The Council promotes walking and cycling across the borough, such as cycle to work day. It has created cycling and walking strategies for the public. Details on newly created cycle paths are available on-line. The Council leisure centre Guildford Spectrum also encourages healthier living through its website (www.guildfordspectrum.co.uk).

- Creating safer and stronger communities

The Council has been at the forefront of work with the Police on community safety. The Council has installed a total of 39 fixed CCTV cameras in the Borough and is in the process of having 3 more fixed, and 6 mobile cameras. The cameras are linked to Guildford Police Station. Community information systems will strengthen further this partnership.

- Transforming our local environment

Much use is made of the Council's GIS in planning and managing public space. This will be extended to services at the Depot after improvements to remote access through the installation of ADSL by March 2003.

- Meeting local transport needs

The Council provides a Dial-a-Ride service and issues concessionary fares discount cards for the elderly and disabled. Databases have been developed to make these two services more efficient. The Dial-a-Ride service is telephone based but will be available through the website. Customers will be able to apply for the concessionary fares cards through the web.

- Promoting economic vitality:

The Council's website contains information about businesses in the Borough and industrial properties.

SECTION: 3 SELF ASSESSMENT OF LOCAL E-ORGANISATION
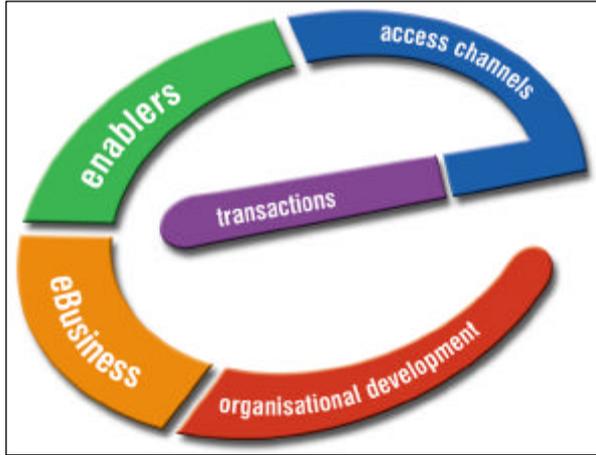
Guildford Borough Council has produced an ICT Strategy and Best Value Performance Plan that are aligned to the Modernising Government Agenda. The Council will follow the five stage e-gov@local model which is described in more detail in the five e-organisation themes.

The following table summarises the key technologies and organisational activities that relate to the local themes with links to relevant pages within the section.

Transactions	Access Channels	Enablers	e-Business	Organisational Development
Providing Information, (11)	Website, (14)	DMS & Workflow, (16)	Intranet, (14)	Top level leadership
Collecting Revenue, (11)	Smartcards, (14)	GIS, (16)	Extranet	Change management programme
Providing Benefits and Grants, (11)	Contact Centre, (14)	Mobile Technology	Financial systems	Project Management (21)
Applications for Services, (12)	Home visits	CRM, (17)	Procurement	Marketing and Selling
Bookings, (12)	Digital TV	Customer Database	HR and Payroll systems	
Paying for Goods and Services, (12)	Telemetry	Land and Property Database, (17)	Asset Management	
Providing access to stakeholders, (12)	Specialist Portal		Teleworking	
Procurement, (12)	Personalisation			
Regulation, (12)				
Consultation, (11)				

Theme 1:Transactions
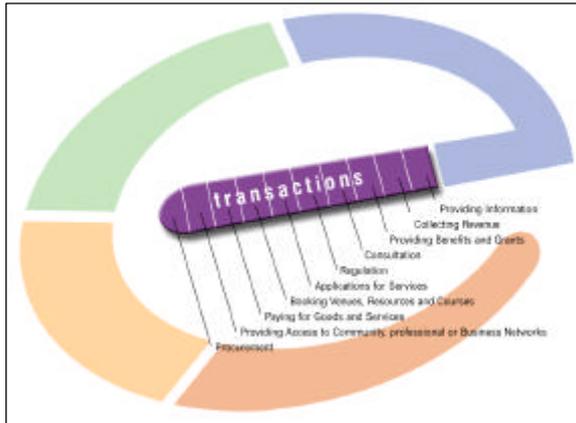
The transaction figures have been collected via the Electronic Government Strategy Group members. Future data collection is planned via a corporate wide toolkit. Training will be provided to all relevant service managers to ensure a corporate standard. The emphasis will be put on individual services owning the process for data collection in the future. The following table provides an estimate of e-enabled interactions for each of the identified transaction types as provided by IEG2 Government guidance 4th August 2002.

The overall percentage for 2001/2 is **43.6%[2]**

Transaction Type	Actual 2001/2	Forecast[3] 2002/3	2003/4	2004/5	31/12/05
Providing information: • Total types of interaction • % e-enabled Primary electronic information provider is via the Council website. Staff can also access corporate information through the Intranet when dealing with the public via the telephone, face-to-face etc. Touch screen kiosks are available for public use for accessing Planning and GIS information. There is an on-line enquiry facility for the public to view equity share properties along with a mortgage calculator.	320 65%	70%	80%	90%	100%
Collecting revenue: • Total types of interaction • % e-enabled 70% of Business Rates and Council Tax are collected via direct debit. Credit and Debit card payments are available to the public and are being used over the telephone. Enquiries into balances and payment profiles from Revenues are available on-line via the website and telephone. Revenues section was awarded 'Best Use of ICT' in the United Kingdom from IRRV.	12 36.8%	55%	75%	80%	100%
Providing benefits & grants: • Total types of interaction • % e-enabled Development is continuing to provide individuals the opportunity to make claims online from Benefits.	10 30%	55%	75%	80%	100%

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[2] This figure is based on the original BVPI 157 guidelines . Figure will change with later returns

[3] This is a best estimate. Procedures are being developed to allow for more accurate figures via an electronic toolkit.

Transaction Type	Actual	Forecast[3]			
	2001/2	2002/3	2003/4	2004/5	31/12/05
Consultation: • Total types of interaction • % e-enabled Widespread use is made of direct lines to staff. The public benefit from reaching the correct individuals directly. Two-thirds of calls to the Council come through this route. The public is also able to contact all staff via publicised individual email addresses.	23 0%	10%	100%	100%	100%
Regulation (such as issuing licences): • Total types of interaction • % e-enabled	19 5%	25%	60%	80%	100%
Applications for services: • Total types of interaction • % e-enabled Applications for Housing Benefits on-line will be available in 2003. Provision will be made for applying for Planning permission in 2003.	80 5%	25%	60%	80%	100%
Booking venues, resources & courses: • Total types of interaction • % e-enabled Leisure facility, Civic Hall operates a web based booking system.	39 5%	45%	60%	80%	100%
Paying for goods & services: • Total types of interaction • % e-enabled 60% of payments are made through BACS. Use of Credit and Debit cards are also increasing.	55 50%	55%	75%	85%	100%
Providing access to community, professional or business networks: • Total types of interaction • % e-enabled All local authorities and Surrey County Council are connected via the Surrey Extranet. This enables the Council's to access the Intranet sites of neighbouring authorities. Links to local Business Forum and Surrey Chamber of Commerce are available via the Council website. There is an on-line business directory and details of available business properties	25 0%	25%	50%	75%	100%
Procurement: • Total types of interaction • % e-enabled 60% of payments are made via BACS. Central Purchasing section controls all purchasing though a database with plans to enable electronic transactions in 2003. Staff can currently order stationary and janitorial good through electronic systems.	4 0%	25%	50%	75%	100%

Theme 2: Access Channels
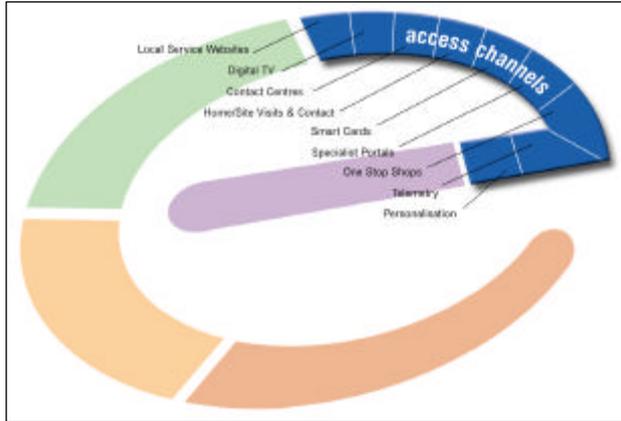
A Customer Access Strategy Group was formed in 2002. Its remit is to inform the Council of the most effective ways of communicating and serving citizens by answering the question *"who, how, when and for what?"*

Other such issues to be covered are:

- Ensure resources are available to bridge the digital divide.
- Remote locations e.g., use of pubs, community/ parish halls etc.
- Links/ partnerships with parishes and voluntary organisations
- Use of Council locations e.g. Leisure facilities
- Overview of the use of Smart Cards

Guildford Borough Council has placed a great emphasis upon the telephone as a means of interaction with the public. It is currently the most effective and most used channel. A recent survey of the local population indicated that 85% of the public continue to want to contact the council via the telephone. The Council identified this demand and invested in the very latest technology and implemented a modern telephone switch in 1999. As indicated previously over two thirds of the calls to the Council take advantage of Direct Dial numbers to contact the correct individuals in question without the need to go though a switchboard initially.

An out of hours booking system is available over the telephone for the leisure facility, Guildford Civic Hall via a partner.

Over 60% of Electoral Registration returns show no changes from the previous form. The Council in partnership with Electoral Reform Services (ERS) provided an Interaction Telephone line for unchanged Electoral Register forms. The public made 17,000 successful calls to the system, which is 54% of those that could benefit from the service. Council systems are updated automatically ensuring the whole process is 100% electronic.

Smartcards are being successfully used by the Council with over 25,000 transactions per annum at the Spectrum Leisure Centre. Newly installed touch screen kiosks are also popular with 3,000 transactions per annum recorded in the first year after implementation.

The Council has produced an overview diagram, outlining the flow of information for the public from access channels through middleware and into application services. This can be found in Appendix 3.

	Actual ('000s)	Forecast[4] ('000s)			
Public Interactions & Main E-Access Channel Take-Up	01/2	02/3	03/4	04/5	05/06
Website The functionality of websites is increasing as the Internet and technology mature. Previously, Guildford Borough Council websites were seen solely as communicators of information, but this view is changing as more demand for interacting					

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[4] At present we are unable to make accurate forecasts for these types of interaction. Procedures are being developed to allow for more accurate figures via an electronic toolkit.

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	Actual ('000s)	Forecast[4] ('000s)			
Public Interactions & Main E-Access Channel Take-Up	01/2	02/3	03/4	04/5	05/06
with the Council means that we need to be capable of transacting with users. The future development of the web site will provide the environment for Guildford Borough Council to conduct dealings with their customers through computer and communications networks. The ability to make payments for Council Tax, Rent, Parking Fines, Parking Season Tickets, Box Office via the internet will be standard with future plans to enable this via multi channel routes i.e. mobile phones, kiosks etc. Transaction and authentication protocols will be established via the central government Gateway plans which will be implemented alongside the new content management system. **Volume** • volume of interactions	0	10	50	150	200
Telephone The telephone is currently the key access channel for Guildford Borough Council. Plans are in place to enhance this service with IVR, online booking, call management and a 24 hour information line. DDI numbers to individual members, bypassing reception, is already a success. **Volume** • volume of interactions	500	500	500	500	500
Face To Face Frontline support staff are currently supported by service specific application software. The Council Intranet and County Extranet will be used an electronic tool to backup those staff to ensure an accurate service is provided. **Volume** • volume of interactions	500	500	450	400	350
Smartcards Council is monitoring National/ Pathfinder projects however its Leisure Facility, Guildford Spectrum operates a membership/ loyalty card- *ACTIVECARD*. There are currently 13,000 members who perform 280,000 transactions per annum. Plans are in place to use the card in the a new Leisure facility within the borough. Members can use the card for discounts at other venues in the Borough. **Volume** • volume of interactions	280	300	350	450	550
Other Electronic Planning reception kiosks have been popular in their first years. Plans are in place for more kiosks to be rolled out to other services such as Housing. The Care Centre is a successful service that is 100% electronic and provides 24/7/365 service to 21,000 individuals. **Volume** • volume of interactions	7	10	50	100	200

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Theme 3 Enablers
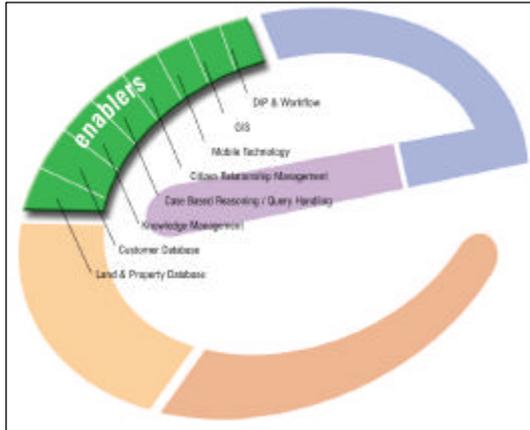
The Council ICT Section has set a number of technical standards which ensure compliance with e-Gif and XML protocols.
It is recognised that future investment in middleware technology will be necessary to fully integrate the Councils information.
Surrey IT Managers Group (SITMG) has published recommendations for the next steps in the interoperability program. The document can be found in Appendix 4.
The following table summarises each of the technology enablers and current progress in implementation. Further information can be found in the Council's ICT Strategy and Best Value Performance Plan.

| Project Name	Project Objectives	Outputs/Deliverables & Milestones	Comment
Document Management Systems	To ensure access to all current and future DMS Systems for Freedom of Information Act compliance. To reduce paper handling and reengineer processes.	Document Imaging implemented in Revenues and Benefits, Planning Administration, Crematorium & Housing. Further implementation is planned for Committee Administration, Payments and Personnel.	All new systems must have workflow capabilities and provide an option for Document Management within standards. This project has been established to enable work to commence in 2003/4 looking at a corporate solution or establishing standards for guidance to services.
Content Management Systems	To ensure information is consistent for public and internal systems.	Content Management is seen as a priority for 2003. System to be selected in late 2002.	Implementation of this system is integral to the development of the planned interactive website. Information sharing between the website and the Intranet will ensure the public is provided with consistent information no matter what the means of interaction.
GIS	To provide staff (and public in the future) with access to property based information.	New hardware and software upgrade now implemented. Network and Intranet deployed. Internet deployment planned in 2003.	Council currently has 300 networked GIS users operating over the corporate Intranet. Many different services from Planning through to Trees and Countryside use GIS on a daily basis. Remote sites Car Park office and Depot are able to view GIS information across the Wide Area Network.

Project Name	Project Objectives	Outputs/Deliverables & Milestones	Comment
			The Council is currently in discussions with partner GDC with a view to becoming a test site for publishing map based data onto the corporate website for the public to view.
Knowledge Management	To provide a framework to ensure all the stakeholders of an organisation receive the information they need to an acceptable degree of accuracy.	Information Audit Information/ Knowledge Management Strategy	An Information Strategy will set the guidelines for further Document Management Systems and will enable the Council to fulfil the Freedom of Information Act rules.
Customer Relationship Management	To ensure the same high standard of service to the public across all the public facing services	In 2002/3 Council will purchase a standard complaints application to be used by all services. CRM Standards to be set by SITMG.	An higher level of service will be provided to the public across the County with standard customer databases and applications.

The following table summarises the work undertaken by the Council on National Land and Property based projects.

National Infrastructure Projects[5]	2001/2	2002/3	2003/4	2004/5	2005/6
Connections with National Land and Property Gazetteer (NLPG) Level 1: committed to implement NLPG Level 2: in progress Level 3: linked to and updating NLPG		1 2 3			
Key Milestones 1. *Identify, access and validate appropriate data sets including National Street Gazetteer* 2. *Incorporate into correct format for BS7666:2000* 3. *Send data to NLPG for processing* 4. *Check results from processing* 5. *Make LLPG available to all GBC departments* 6. *System in place and maintained by custodian* 7. *Other systems to feed in where appropriate*					
Connections to National Land and Information Services hub (NLIS) Level 1: registered, but not connected Level 2: starter system in place or requested Level 3: automated interface with NLIS hub		1	2 3		

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[5] The Council has produced an overview of NLPG, NLIS, local hubs, access tools and their portals to demonstrate the need and value for integrated access to knowledge systems such as property information. This can be found in Appendix 6.

Theme 4: E-Business
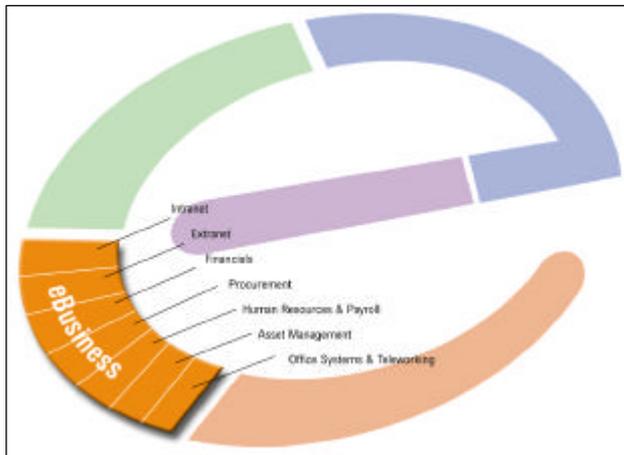
The Council is in the process of upgrading all application software to be e-enabled. An efficient and robust network will ensure that these systems and data can be available to all users, including those at remote locations, home workers and those providing visiting services. All systems are being replaced by web enabled, XML/ E-Gif compliant applications. Business processes have been reviewed and re-engineered where necessary.

- An intranet has been created in house and will facilitate the sharing of information. It will form an integral part of the proposed Content Management System, to be implemented in 2003.
- Planning and GIS applications are available through the Intranet. Plans are in place to add further application software.
- A web enabled General Ledger has been implemented. This allows reporting, enquiries, budget monitoring and financial planning via the Intranet.
- Using Content Management System technology, a new website will become operational in the summer of 2003, providing the main focus for electronic service provision. These core business tools will help professional services to support front-line services.
- Currently individuals and local businesses can check their accounts for Council Tax and Business Rates live on-line via the website. They are able to notify changes of circumstances and request to pay by direct debit.
- A web-based out of hours booking system is available for the Guildford Civic Hall.
- The Council runs a Central Emergency Control System for 7 local authorities, 30 Housing Authorities, 13 charities, health authorities and Surrey Social Services. 20,000 people receive the service electronically 24/7/365. In an emergency, via a single press of a button, users can make contact with an operator in seconds

Selections have also been made on a number of new and/ or upgraded application systems.

- Revenues and Benefits is planned for mid 2003 implementation.
- A new upgraded, web enabled, XML/ e-Gif compliant Planning system is also to 'go-live' in mid 2003.
- Progress is being made with a new, corporate 'e-enabled' Personnel and Payroll system. Following implementation web enabled recruitment and training will be possible.
- Tenders are being evaluated for a Cash Receipting and Income Management system with a view for a late 2003 implementation.

Information Management systems will ensure that all Council stakeholders have up-to-date information in a format which helps them to give advice and make decisions. The implementation of e-government provides opportunities to review the way in which services, including support services, are provided. The Council will be producing a Human Resources plan as part of a corporate approach to change management.

Housing, Planning, and Internal e-Audit Sections have been using Scan based document management systems for a number of years. This has ensured that many years of data is stored electronically thus reducing the need for archive and cupboard space.

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District Audit is currently helping the Council to carry out a space audit at its main office site. The aim is to reduce the amount of space occupied, and new technology will play a part in this. The Council has already seen the benefits of using flat screen monitors, thereby reducing desk space requirements. The infrastructure has been put in place to facilitate home-working, hot-desking and other flexible working arrangements. There are a number of pilots in progress assessing flexible working schemes.

Following is a schedule showing progress on core business processes, and milestones up to 31 December 2005.

Schedule of Milestones up to 31/12/2005					
Core Business Processes **Level 1 = Preparation and planning** **Level 2 = Implementation** **Level 3 = Fully in use**	**2001/2**	**2002/3**	**2003/4**	**2004/5**	**2005/6**
Intranet The Council has developed an intranet site. A subsequent review of the site resulted in requirements which were beyond its capabilities. A new site will be developed in conjunction with the Council's website, using one of the latest content management systems (currently under review). The target for launch is June 2003. **Key Milestones:**		1	2/3		
Extranet The Council has links with all other Surrey Local Authorities through the work of the e-government partnership. The aim is to extend this to other public organisations in the 2010 group over the next two years. **Key Milestones:**	1		2	3	
Financials The Council implemented a new financials package covering ledger and creditor payments. The package which is fully web-enabled, was live for this financial year. Other elements will be progressed during this year or next. **Key Milestones:** • Accountancy • Creditor Payments • Reporting/Monitoring • Debtors • Income Accounting • Cash Office	1/2 1/2	3 3 1 1/2 1/2	2/3 1/2 3 3	3	
Procurements The Council has a central purchasing section which aims to negotiate best terms for goods and service procurement. The section developed a purchasing database and an order preparation system. The section is investigating advanced procurement systems and services, including					

Schedule of Milestones up to 31/12/2005					
Core Business Processes **Level 1 = Preparation and planning** **Level 2 = Implementation** **Level 3 = Fully in use**	**2001/2**	**2002/3**	**2003/4**	**2004/5**	**2005/6**

Market Place. There is a limited supply of good software, particularly for purchase ordering, and little cooperation from suppliers for electronic invoices.
     Key Milestones:
      • Purchasing Database
      • Purchase Ordering
      • e-invoicing
      • electronic payments
	3	1
		1
		1
			2/3
			2
			2/3
				3	

Human Resources & Payroll
The Council purchased an integrated payroll/personnel system and has begun to implement. There are three main phases – payroll, personnel and e-forms.
     Key Milestones:
      • payroll
      • personnel
      • e-forms
		1/2/3
		1/2
		1/2
			3
			3		

Asset Management
The Council has an Asset Management Group which includes two Members. They review the Council's property and produce the Asset Management Plan. To manage this the Council has recently acquired a Property Terrier system and a Gazetteer, implementation of which will begin this year.
     Key Milestones:
      • Gazetteer
      • Property Terrier
		1/2/3
		1/2
			2/3		

Office Systems and Teleworking
The Council has implemented standard desk-top office systems on standard equipment. The project of implementation for over 600 users was completed last year. The Members are all linked to the Council systems. Pilot schemes are assessing the benefits of flexible working arrangements, including home working. The infrastructure will be in place this year to achieve a roll out.
     Key Milestones:
      • Office Systems
      • Members
      • Home-working etc.
	3
	3
		1	2/3		

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Theme 5: Organisational Development
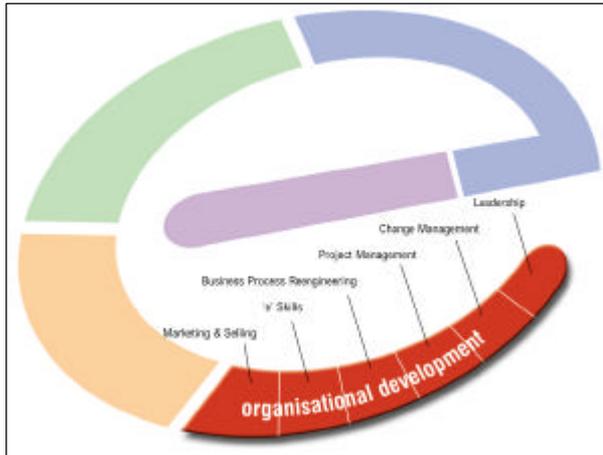
The Council has established structures to implement its e-government strategy. The structure and lines of responsibility up to the Executive and Council have recently been reviewed. They are demonstrated in the chart in Appendix 5 This shows the following groups or individuals involved in the process:

Office Positions and Groups
Chief Executive
Officer e-champion
Chief Officers' Management Team
E-government Group
E-government co-ordinator
Customer Access Strategy Group
Other project groups

Member Positions and Groups
Executive
Members' IT Steering Group
Member e-champion

All Officer groups will be multidisciplinary to facilitate corporate development providing joined up services. Any developments will be achieved through specially formulated groups which will be subject to PRINCE2 project management principles.

During the past twelve months the Council has concentrated on:

(i)   Preparing a structure for implementing e-government as described above.

(ii)   Ensuring that all desk-top provision (i.e.600+ PC's) is standardised and managed through a Microsoft Windows NT/ 2000 domain and Microsoft Systems Management Server.

(iii)   Ensuring that standards are established for application software and the infrastructure to facilitate information management.

(iv)   Ensuring that its application software are all web-enabled and use latest technologies.

(v)   Improvements in the infrastructure to support electronic service to customers.[6]

(vi)   Preparing for the implementation of the NLPG through a corporate GIS, now available to 300 desks.

(vii) Providing web-based access for many facilities in revenues system, including on-line notification of changes of circumstances for Council Tax.

(viii) Developing its Emergency Communication Service which now provides electronic care to 20,000 people.

(ix)   Modern telephone system is continually upgraded to take advantage of the latest technologies. Plans are in place for the increased provision of Call Management and automated telephone booking via IVR.

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[6] Broadband technology is being implemented across the borough to provide access to the Council Network for Remote Users such as satellite sites, home workers and members. To aid remote sites, Citrix Metaframe XP has been implemented where necessary.

Security has been reviewed. As more systems provide live data on-line, security becomes a major issue. The corporate Firewalls are currently being upgraded as part of the plan to ensure the Council networks and therefore information are secure.

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Further developments await the result of four studies currently in progress:

(i)   Customer access review defining the who, why and when and for what of customer interface, leading to a draft strategy document in January 2003.

(ii)   Review of the telephone facilities to produce an options assessment to coincide with the customer access strategy.

(iii)   Infrastructure review to consider the options available in achieving the objectives set out in this document, the customer access strategy, community planning and best value improvement plans.

(iv)   Training within the organisation.

In the meantime, all services will be preparing their own e-government plans by the end of December 2002. The main focus of these plans will be how Electronic Government can improve the service/s provided to the customer.   These will be integrated with corporate plans, community plans and the results of the customer access review.

The Council continues to look at the various tools which will help to manage the information from the application system, such as CRM, DIP/Workflow, Customer Query handling and Information Management. These reviews will be completed in the first half of 2003.

Key to e-government service provision is the Internet. A new Council website will be developed and operational in 2003. It will provide information in a user-friendly manner and will offer transactional facilities across a wide range of Council services A review of contact management systems is in progress and a decision on this will be made soon.

Undoubtedly e-government will provide the impetus to change structures and the way services are provided ensuring the customer receives the best possible service at all times. Reviews will be carried out as each new legacy system is implemented using business process re-organising techniques. A new Payroll/Personnel system is being implemented currently, and a review of how the services are provided will be carried out in October or November.

E-government will lead to changes in people's jobs and the way they carry out their work. This will require a sensitive policy for managing human resources. The Council will produce a plan for change management, based upon the experience of the review of personnel and payroll services.

Much of the work carried out by the Council to date has concentrated on application software, standardised desk-top and network facilities and front-line service. The Council intends to adopt all Central Government standards and infrastructure, such as Government Gateway, UK on-Line Portal, Broadband, e-Gif (Government Interoperability Framework) and encryption. It is of concern that progress on these fundamental building blocks of e-government by the Government and its agencies is not on target and could reduce confidence in achieving the 2005 target.

SECTION 4: RESOURCES

Expenditure by Funding source	Actual (£'000s)	Forecast (£'000s)			
Resources	01/02	02/03	03/04	04/05	05/06
£200k IEG money in 02/03 and 03/04	200	200	200	200[7]	200[7]
Financial contributions from EU funding					
Financial contributions from other sources of Government funding, such as Invest to save (ISB)					
Financial contribution from public-private partnership					
Financial contribution to or from partnership projects undertaken with other organisations, including ongoing project work with government departments or agencies that have an element of service e-enabling					
Resources being applied from internal revenue and capital budgets to improve quality of services through e-enablement.	550	550	550	550	550
Reinvestment of savings produced from early e-government investment					
Other resources (please specify)					
Total	750	750	750	750	750

The following table outlines the spending on major projects for 2002/03 and 2003/04.

	IEG spend schedule		
	Project	2002/03	2003/04
		£'000s	£'000s
1	NLPG	30	20
2	NLIS		30
3	Payroll/ Personnel. E-forms		30
4	Revenues and Benefits	15	35
5	Content Management System	40	
6	Infrastructure		35
7	Housing		20
8	Project Management	30	30
9	GIS	30	
10	Property Terrier	20	
1	Cash/ Income Management System	20	
12	Planning	15	
	TOTAL	200	200

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[7] Subject to further funding

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SECTION 5: RISK ASSESSMENT

	Risks	Impact	Probability	Countermeasure/ mitigating action
Lack of Clear Vision, Objectives and Strategy				
1	Lack of Political will/ engagement	H	L	• need to (re)engage Members and identify key supporters and members champion • Members to be a key audience in communications plan.
2	Lack of engagement with Chief Officers	VH	L	• continue communications with Senior Managers and staff to engage hearts and minds • demonstrate benefits to Services through the achievement of quick wins • ensure that plans for the implementation of the ICT Strategy address key issues of senior officers
3	Strategy becomes static	H	M	• build into the programme a review of Strategy to ensure that it remains dynamic and relevant
Technology fails to deliver improvements expect by citizens				
4	Universal Broadband capability not available to support the developments	M	H	• reduce levels of aspiration and design e-government around available bandwidth • work closely with regional/sub regional agencies to encourage intervention with Telecommunication Companies • develop demand and capacity within the community to encourage Telecommunication Companies to respond
5	Legacy systems may not be suitable for delivering services electronically. (e.g. inability to integrate to overall systems architecture)	VH	H	• Identify potential scope of problem from ICT inventory • Electronic Service Delivery Strategy will identify those systems that may inhibit progress to delivering services electronically. • Policy parameters set for new systems to ensure capability of supporting electronic service delivery • County/neighbouring L.A.'s aiming to agree set of technological standards/protocols.
Lack of capacity to deliver (People/Skills)				
6	Potential lack of skills/expertise to support/implement new technologies	H	M	• development of competency model, staff appraisals and implementation of training/recruitment programme
7	Large Change Programme required to transform the Council	H	H	• Electronic Government Strategy to identify change issues that will need to be addressed and the mechanisms for achieving change • continue communications with Senior Managers and staff to engage hearts and minds

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	Risks	Impact	Probability	Countermeasure/ mitigating action
8	Lack of skills/capacity to support Strategy implementation such as: • Programme/Project Management Skills • Change Management Skills • Knowledge Management Skills	H	H	• Training • Recruitment and Selection • Buy in assistance for review, programme/project and change management skills
9	Current working practices not flexible enough to support new ways of working	H	H	new policies and procedures to support flexible working.
10	Staff may not have sufficient skills in using technology	M	H	• minimum training standards set for all staff in use of technology – ECDL
Administrative processes do not support e-ways of working				

11	Current policies and procedures do not currently support/recognise the development of 'e-government'.	L	L	• develop understanding of where current policies may not support the development of e-government. This may include:
				    ○ technical policies
				    ○ Data Protection
				    ○ working practices (Flexible Working)
				    ○ use of IT
				    ○ Health and Safety
				    ○ develop new policies where appropriate
				• continue communications with Senior Managers and staff to engage hearts and minds

12	e-government not fully recognised within other Council Plan (e.g. BVPP, Dept Service Plans)	M	L	• ensure that officers responsible for the development of other Council plans are kept informed of the development of e-government • involve key officers 'champions' in departments in the development and implementation of the ICT Strategy • ensure that e-government is a key aspect of Best Value performance reviews and the development of other Council plans. • Service and financial planning
Operational/Service Processes do not support e-ways of working				
13	Many services are delivered in partnership	H	L	• identify key partners in service delivery and include within communication plan • work with partners to achieve electronic service delivery • understand partners aims and objectives and ensure that are included within projects
14	Lack of resources within services to devote to the implementation of e-	H	H	• effective Programme Management will identify and secure resources to implement e-Government

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	Risks	Impact	Probability	Countermeasure/ mitigating action
	Government			
15	Inability to support extended access hours (24x7)	H	H	• need to identify impact of extended access on service delivery and support services.
16	Failure to meet the expectations of customers	L	L	• manage expectations of customers in external communications – do not over promise.
17	Technology Failure	H	M	• ensure effective and adequate testing.
18	Disaster/Catastrophic Failure	H	L	• develop IT Service Continuity plan
	Customers Dissatisfaction			
19	Do not currently know what customers require: • Availability • Access Channels	H	M	• consultation with customers on an on-going basis to ensure that electronic service deliver and access channels meet customer needs
20	Customer Requirements may Change	H	H	• Ensure that customer feedback is an integral process within electronic service deliver and that this feeds into the development and implementation of strategy
21	Electronic Service Delivery may expose 'latent' demand.	H	M	• need to ensure that 'back-office' improvements are linked to enhancements in access. • need to manage expectations as to the service that the Council can deliver.
22	May not be able to deliver joined up services to customers needs	H	H	• work with partners and other authorities/agencies to understand common priorities and deliver joined up services
23	Need to avoid service inequality arising out of inequality of access	H	H	• ensure that same quality of service is delivered regardless of access means • maintain existing access channels as long as there is a significant demand or removing them would create inequality
	Lack of Funding			
24	Not enough resources to deliver electronic service delivery	H	M	• need to deliver quick wins to release further resources for electronic service delivery • consider alternative methods of financing (including managed services, PPP etc.) • work with partners to share cost and risk as well as to deliver
25	Over dependence on competitive funding	VH	L	• identify and join up all sources of funding both internal and external
26	Failure to deliver 'best-value'	L	L	• projects will only proceed where a robust business case has been demonstrated

5.1 Risk Assessment Chart

Impact					
Very High		2, 25		5	
High		1, 13, 18	3, 6, 10, 17, 19, 21, 24	7, 8, 9, 23, 14, 15, 20, 22	
Medium		12		4	
Low		11, 16			
Very Low		26			
	Very Low	**Low**	**Medium**	**High**	**Very High**

Probability

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SECTION 6: APPENDICES

Appendix 1, Strategic Priorities

Building on the strengths of Guildford's communities and working in partnership with them, to enhance the quality of life for all residents, workers and visitors, with particular emphasis on:

- Improving the Well Being of our Whole Community

    o   Bringing improvements for the disadvantaged and vulnerable in our society.

    o   Protecting and enhancing the quality of Guildford's natural built environment.

    o   Increasing affordable housing opportunities.

    o   Providing and promoting opportunities for young people in our society.

    o   Facilitating and promoting better health.

- Continuing to Promote Key Areas of Council Policy

    o   Maintaining and publicising Guildford as a safe Borough.

    o   Sustaining and enhancing access to high quality in arts, sports and science.

    o   Balancing the needs of our heritage and environment with continued economic prosperity and a flourishing business community.

    o   Aiming to build sustainability into all the Council's policies and activities.

- Focusing on transport

    o   Offering attractive and viable alternatives to the car.

    o   Providing services to increase mobility for all residents, making all parts of the Borough accessible

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Appendix 2, Surrey IEG II Statement

1.   Introduction

The twelve local authorities in Surrey are committed to working together to achieve the seamless delivery of services through the new media as they develop and submitted a joint Implementing Electronic Government statement to support this commitment in 2001. This statement was agreed by the Surrey Local Authorities Information Age Champions Group and endorsed by all Surrey Local Authority Chief Executive Officer and Members.

The following joint statement provides an overview of our progress to date in partnership working. It is intended to complement the IEG statements submitted by each individual authority, which contain comprehensive details of progress to date and a self assessment of each individual e-organisation.

This collective statement covers the following areas:

- our vision for a seamless Surrey
- the key priority areas for development
- the framework within which the partnership operates
- resources available to the partnership

This partnership is vital in enabling the delivery of the electronic service delivery target by 2005. Through partnership working we will achieve a more efficient and effective use of our resources to deliver the target and, more importantly, to improve the quality of service to the customer.

2.   Our Joint Vision

Our vision is for high quality, responsive electronic delivery of services in Surrey. The objectives of the Surrey Partnership as agreed by all members remains the same as those stated in our original joint statement:

- to make our services available by all access media, giving the customer the flexibility to make contact with us in a way, at a location and at a time convenient to them

- to ensure that the information necessary to provide information, resolve customer queries at a first point of contact, or to make an accurate referral is made available to front line staff regardless of location or media. In addition, to ensure this information is available to support members

- to deliver services in partnership with each other and with other organisations to ensure that services are joined up and available through one point of contact.

- In addition to these original objectives, the Surrey Partnership is currently working towards becoming a strategic shared service delivery partnership.

3.   Key priority areas of development

An agreed programme of joint activities has been developed by the Information Age Champions group from the original joint implementing government statement, divided into the following areas; strategic development, promoting wider access to service, joint on-line service availability, joint infrastructure, joint back office application areas and new styles of working. This structure will be reviewed and aligned with the themes in the National Strategy following the publication of the final document.

The joint work programme identifies relevant projects and provides information concerning timescales, resource estimates divided into capital and revenue costs, funding sources and a key contact. It forms the basis of a regular review by the Information Age Champions group. A copy of this programme is available online.

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Since the original joint IEG submission, the Surrey Local Authority partnership has expanded to encompass other Surrey public sector organisations through the Surrey 2010 network; a group of all public sector organisations in Surrey. Their purpose is to forge inter-organisational links at a strategic level to improve the delivery of Surrey public services. The joint e strategy approved by this network is aligned with the work of the Surrey Local Authority Partnership and has focused on the following key elements:

- **The joint development and delivery of a public sector portal allowing access to public sector services and information using a variety of communications channels**

Surreyonline.info was launched in May 2002, representing a major milestone in the on-going development of the joint e-strategy. It is principally an internet gateway to locate and access service providers, a common front door through which it is intended to offer the citizen a choice of options to easily and quickly access public services without any necessary prior knowledge of who the service provider is or the levels of government involved. To date, all the local authorities have been deep linked, and the aim is to add other members of the public sector over the coming months. Surreyonline has also been linked to UKOnline.

Successful partnership funding received from the ODPM in recent months have meant that the portal is able to develop in the following areas:

- o Further development and co-ordination of links to national and local sites
- o Involvement of the citizen by the introduction of consultation areas
- o Improvement of search facilities
- o Extension of the number of partners represented on the site

- **The ability to securely share information between partners**

Interconnectivity at a secure level, whereby organisations can link to each others intranets and share information. The Surrey Local Authorities have already established an extranet, and this is being developed by building on the Major Incident and Emergency Pathfinder Project that is establishing electronic links between the key emergency services. It is intended that, in the future, partners will be able to transact a range of services and information electronically using knowledge management and customer relationship solutions.

- **The development of an electronic staff recruitment capability for use by partners**

Tender documents have recently been completed to enable us to develop and implement an inter-agency on-line staff recruitment and development capability. This has been identified as a key priority area and will enable the Surrey Partnership to position itself as an employer of first choice and to attract recruits into the public sector by offering them choices in terms of employer, location and flexible working. The on-line recruitment capability will enable prospective applicants to search for a job on-line and will facilitate the targeting of individual groups, e.g. ethnic minorities and the hard to reach.

Other key areas of partnership working include:
- o contact management
- o support to the community strategy planning process.
- o Freedom of Information/Data Protection
- o Linking to the Government Gateway
- o Joint customer access channel development
- o Social inclusion

The Partnership is also actively participating in developing and supporting SEFEG – the South East Forum for Electronic Government.

4.   The Partnership framework

The Information Age Champions are the group responsible for delivering the agreed programme of activities, which was developed from the original joint implementing government statement. This group is responsible to the Surrey Chief Executive's group and comprises of one champion from each of the authorities. The group meets every two months. It commissions work from the Surrey Information Technology Managers group and sponsors a number of projects arising from the joint programme. For each of these partnership projects, detailed project documentation is prepared, including an assessment of risks and an analysis of the business benefits and outcomes.

A partnership and project office has recently been established, which will be responsible for standards, documentation and quality management across the projects. This function will also prevent duplication and aid communication between the parts of the programme. A diagram showing the partnership framework and governance is given below. This framework also lists the projects being undertaken or planned by the partnership.

Surrey E Strategy Framework

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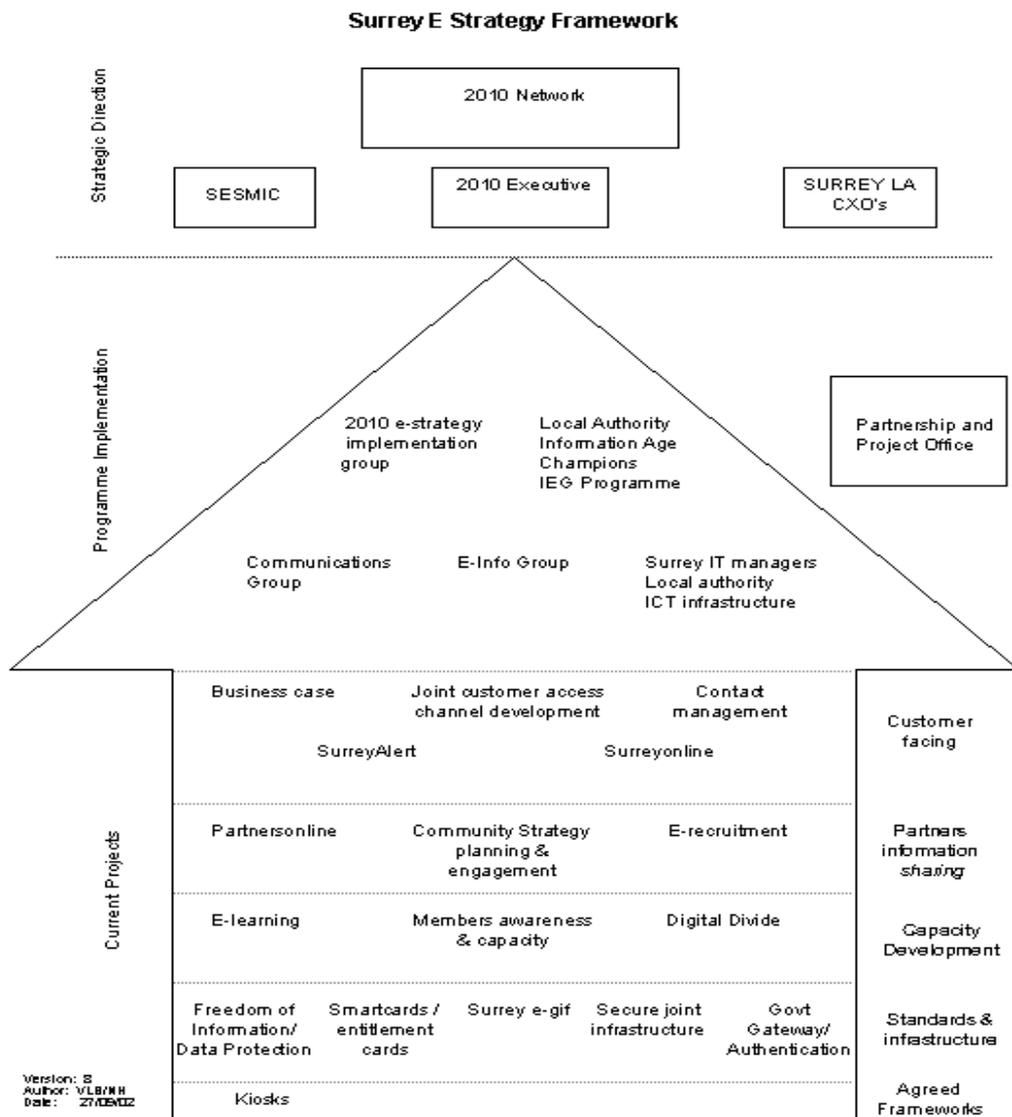
5. Resources

Resources	Actual (£'000s)		Forecast	
	01/02	02/03	03/04	04/05
Total Local Authority contribution to the Surrey partnership e strategy programme:				
Delivery of strategy	60	100	*	*
Provision of the extranet	60	60	60	60
Total local authority contribution	**120**	**160**	**60**	**60**
Financial contribution from central government				
Surreyalert pathfinder project	1009	35	35	-
Partnership projects	-	300	300	-
Contact management				
Portal Development				
Support to community strategy planning				
Development of the business case				
	-	50	-	-
Total central government contribution	**1,009**	**385**	**335**	
Total resources	**1,129**	**545**	**395**	**60**

*Additional funding by the local authorities to be determined following the outcome of the business case submitted to the ODPM

Members of the Partnership

- Elmbridge Borough Council
- Epsom and Ewell Borough Council
- Guildford Borough Council
- Mole Valley District Council
- Reigate and Banstead Borough Council
- Runnymede Borough Council
- Spelthorne Borough Council
- Surrey County Council
- Surrey Heath Borough Council
- Tandridge District Council
- Waverley Borough Council
- Woking Borough Council

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Appendix 3, Electronic Government Access Channel Overview

Service Based System											
Planning	Property Terrier	**Revenue** Council Tax NNDR Housing Benefits	Car Parks	**Finance** Ledger Debtors	Paymaster Creditors	**Housing** Environmental Housing Management Repairs	Personnel	Minutes & Agendas	Local Land Charges	Payroll	Future Applications / **Application**

Communication / Interaction

Technical

Broadband
Smartcards
Envryption
Standards

Connectivity
Government Gateway
Contact Management
System

Security Infrastructure
Digital Signatures
Dataprotection
Departmental Interfaces

Property Database
Human Database
Information Database

Information Management

Mobile Telephone WAP GPRS PDA

Digital Television (iTV)

Kiosk

Telephone

Face to Face Helpdesk Reception Home Visits

Internet

Intranet/ Extranet

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Appendix 4, SITMG- Recommendations for the next steps in the interoperability program

Background

A sub-group of the Surrey IT managers reported to SITMG in June and was requested to make recommendations for furtherance of the Surrey e-GIF program to the IAC.

The group had analysed the commonality of applications and functions in the councils across Surrey, and came up with the following list of importance for those project areas it was considered worthy of developing. It can be noted that the recommended areas of inter-working relate largely to the data rather than the physical infrastructure, and focus on the areas of information processing.

These were derived from a process of scoring and value, not from an assessment of type, giving greater worth to this conclusion.

Application / Systems Area	Quick Win	Public Facing	Funded	Business Pull	IEG	Cost Savings	Reduced Risk	SCORE
Office software	2	2	2	2	2	2	2	14
Email	2	2	0	2	2	1	2	11
VPN	2	0	0	2	2	2	2	10
Training	2	0	1	1	2	2	2	10
CRM	0	2	0	1	2	2	2	9
Benefits	0	2	0	1	2	2	2	9
Council tax	0	2	0	1	2	2	2	9
Planning	0	2	0	2	2	1	1	8
Internet Connection	2	1	1	0	2	1	0	7
Finance Systems	0	1	0	0	2	2	2	7
EDM/Workflow	0	1	0	1	2	2	1	7
ICT Support/Helpdesk	1	0	0	1	1	2	2	7
GIS	1	1	1	1	1	2	0	7

Analysis

Within these identified areas, the IT managers accepted that some priority must be assigned and that whilst the ranking could identify importance, priority was not necessarily reflected.

Equally, following discussion at the SITMG the importance of 'middleware' capable of `data transformation' has been highlighted as an area for convergence.

Such middleware has a direct bearing on the effectiveness of data interchange and will have particular relevance to the work on CRM under the partnership funding.

The SITMG thus, in addition to work directly related to the analysis of the infrastructure, recommend that a review of appropriate middleware software is undertaken with a view to establishing whether Surrey should adopt a preferred product/s to ensure interoperability.

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Recommendations

The existing document interchange capability gained through the universal use of Microsoft office products should be retained by all authorities signing up to the document formats use by the Microsoft products. Provided document interchange in these formats is possible, the use of actual office products can be varied. The <u>principle</u> document formats are:

Word Processed Documents, including reports.	*.doc format or *.rtf format (subset of the e-Gif standard) The *.doc format should be compatible with Office 2000.
Spreadsheet	*.xls or, for data transfer *.csv (*) Small datasets can be transferred using the *.csv format.
Presentation Format	*. ppt
Small (desktop) Database	e-Gif XML data interchange Databases of a simple table format may be sent using the spreadsheet standards. The database format will apply to all database <u>interchange.</u>
*note that the e-Gif requirement is for HTM formats for spreadsheet and presentation formats. These formats are also supported by packages in Surrey producing the Microsoft default format files. HTM should be used for <u>publicly</u> accessible files	

1. A telephony interface should be defined allowing the interconnection and referral of calls internally across and between all Surrey authorities.
2. All authorities should be encouraged to interlink key local information using the portal sites. (e.g. surrey online).
3. Councils considering, authentication or validation should first consider awaiting the Government Gateway. No council should proceed on a local authentication scheme without consulting across Surrey at the highest level.
4. IT Training is an issue for SPOG and STOG and should be taken in these environments. ICT support for shared training, booking, and other facilities would be limited to operating a common Surrey training site.
5. It is unlikely that we could justify a standardised CRM product across the county; however, the adoption of standard interoperability products should be supported by consultancy assistance to identify recommended interoperability products.
6. All GIS products adopted in Surrey should conform to standard formats supported by MapInfo and ESRI.
7. All authorities should use BS7666 and NLPG as the default standardised addressing / gazetteer mechanism.
8. Consideration be given to a process analysis repository provided authorities are prepared to share detailed process analysis on a similar basis to the shared training site arrangements.

9. SITMG act as a forum for ICT help using email on an informal basis in the first instance.

10. Authorities should use existing schema from the central (www.govtalk.gov.uk schema repository unless developing new products; development of new or existing products should be done in conjunction with govtalk.

- The recommendations at 1, 2, 3, 4, 7, 8, 9 ,10 and 11 should be adopted by all authorities as policy in the development of their e-Government programs.

- The recommendations relating to Telephony and Training should be discussed and referred to the appropriate groups to ensure the adoption of appropriate policies.

- The SITMG forum requests under recommendation 6 relating to CRM and middleware that it be supported with funding to allow the employment of consultancy support to consider the relevance of and if appropriate to identify an appropriate range of products to allow the interchange of data and the interoperability of systems using e-GIF standards. The initial estimate for funding is for £10000.

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Appendix 5, Electronic Government Project Diagram

Appendix 6, Delivery Concept for Integrated Access to Knowledge Systems