# NEW FOREST DISTRICT COUNCIL
# IMPLEMENTING ELECTRONIC GOVERNMENT STATEMENT #2

## INTRODUCTION AND OVERVIEW

In July 2002 the Office of the Deputy Prime Minister invited local authorities to provide a statement detailing progress with their plans to implement electronic service delivery across the range of its services and in partnership with other service providers by 2005. This second Implementing Electronic Government Statement sets out New Forest District Council's progress in delivering its stated vision.

The Implementing Electronic Government (IEG) Statement also covers;

- how the grant funding of £200,000 has been used in 2002/03
- how we propose to spend any additional funding in 2003/04
- the progress that we have made towards electronic service delivery compared to the plans set out in our first Implementing Electronic Government Statement (July 2001)
- Where we are in relation to the targets for comprehensive electronic service delivery by 2005.

## OUR VISION FOR ELECTRONIC SERVICE DELIVERY

The Council is responding to opportunities provided by Information and Communications Technology (ICT) to add value to the way it interacts with its customers and to achieve better joined up working between the various agencies that serve the people of the New Forest. In August 2000, the Council adopted an updated ICT strategy focussed on enabling electronic service delivery (ESD). The Council's plans for ESD were set out in a comprehensive Electronic Governance Strategy adopted at the same time.

The Electronic Governance Strategy is an integral part of the Council's overall policy framework. The Council's stated vision for Electronic Governance is to ***modernise the Council's service provision by fully utilising information and communication technologies (ICT) to enable joined up working with partners and internally to provide seamless services to customers when and where they are required to a consistently high standard.***

The Council's vision is directed towards achieving a public service model for the future delivery of services. This model closely corresponds to the seven critical tests for future public services set out in the consultation paper ***e-gov@local.***

**The table below demonstrates how our specific goals align with the seven critical tests**.

| New Forest District Council's Electronic Public Service Model | Corresponding e-gov@local Critical Tests for Public Services of the Future |
|---|---|
| Access to council services outside standard working hours.<br><br>On-line voting and voter registration.<br><br>The ability to access local services provided via PC, digital TV and mobile phone formats, where appropriate. | **Accessible at times and places most convenient to the customer.** |

| New Forest District Council's Electronic Public Service Model | Corresponding e-gov@local Critical Tests for Public Services of the Future |
|---|---|
| All councillors being on-line and trained in the use of internet and E-Mail.<br><br>The provision of internet access and e-mail access to citizens via public information points. | **Used by e-citizens through effective promotion of available new technologies and helping local people to gain the necessary skills to take advantage of the internet .** |
| The ability to interact with service providers and Council Members via the internet.<br><br>Flexible working arrangements enabling Council staff to tele-work from home. | **Delivered or supported electronically, facilitating faster, more reliable and better value services.** |
| Access to wider public services co-ordinated around key life episodes | **Delivered jointly, where appropriate, by local and regional partnerships and connected to a national infrastructure.** |
| Using ICT to improve the flow of information to and from the citizen and to involve them much more in decision-making. | **Open and accountable so that information about the objectives, standards and performance of local service providers and their elected representatives will be freely and easily available.** |
| A multi-agency contact centre offering advice and instigating action across a range of services. | **Joined up in ways that make sense to the customer.**<br><br>**Delivered seamlessly so that customers are not asked to provide the same information more than once and service providers are better able to identify, reach and meet the needs of service users.** |

Our vision for 1st January 2006 will bring significant and tangible benefits to our citizens including:

- Speeding up key processes and the ease with which customers can engage Council services.
- Encouraging more people of the New Forest and the wider community, including the business community to interact more frequently with the Council.
- Improving the first line response to customers (by developing more joined-up working).
- Extending opening hours.
- Providing more information to customers and other stakeholders.
- Recognising the importance of diversity in the ways that customers wish to contact the Council

Good progress is being made towards implementing this vision. There is a great deal more to do to ensure that there is true interoperability within the Council's services and between the Council and other service providers. The rest of this document sets out how our e-governance strategy is delivering this vision.

**PRIORITY OUTCOMES AND SERVICES**

The Council's E-Governance Team is responsible for ensuring that the linkages with the wider modernising programme are maintained in a management framework where;

- There is a process linking all business unit/departmental plans to the corporate plan, ***The Heart of the Forest.***

- There is a high profile Electronic Governance Team that includes Members and the Chief Executive.

- There is a Performance Development and Appraisal process that links to service and business plans.

- There is an extensive commitment to training and development evidenced by our retention of IIP status.

- There is an information network connecting Heads of Services.

- There is a strategic understanding of the important links between the Council's objectives and the wider modernisation agenda.

- There is a customer focus (provided by a corporate group) linking customer care initiatives with planned changes in service delivery models (e.g. telephony developments, complaints handling, or local information offices).

- There is a demonstrable commitment to partnership working via the New Forest Local Strategic Partnership (NFLSP).

Electronic governance has a major role to play in the way that key services are delivered, and in the corporate management of the Council. The Council's corporate plan is aimed at improving the quality of services and the strength of community leadership. New Forest District Council is actively engaged in working with others to produce a Community Strategy that will:

- Allow our community to articulate their aspirations, needs and priorities.

- Co-ordinate the actions of the Council and of the public, private, voluntary and community organisations that operate locally.

- Focus and shape existing and future activity of those organisations so that they can effectively meet community needs and aspirations.

- Contribute to the achievement of sustainable development both locally and more widely.

A key stage in developing our community strategy has involved the formation of a local strategic partnership. The New Forest Local Strategic Partnership (NFLSP) brings together for the first time high-level key players from the public, private and voluntary sectors. Their role is to work together to improve the economic, social and environmental well being of the district for the benefit of present and future generations. The NFLSP comprises representatives from:

- 16+ Education
- Forestry Commission
- New Forest Committee
- Hampshire Fire and Rescue
- New Forest Tourism Association
- New Forest Town and Parish Councils
- New Forest Voluntary Services Council
- Hampshire County Council
- New Forest Business Partnership
- Representative of Registered Social Landlords
- Hampshire Constabulary
- The Government Office for the South East
- New Forest Primary Care Trust

The NFLSP first met in November 2001. It was officially launched at a specially convened ***Changing Lives*** conference in **July 2002**. The conference united people from public, private, and voluntary groups in the fields of economic, social and environmental well-being. Discussion focussed on important issues for the district including: the local economy, housing, crime and disorder, health, environment, children and young people, older people, leisure, social inclusion, education, transport and tourism.

The issues raised, taken together with existing strategies and policies have been included in a draft issues paper. The draft issues paper is currently out to public consultation. The views of local people and organisations will then inform the New Forest's first Community Strategy, to be published in 2003.

The table below indicates how the e-governance strategy will be used to address these local issues.

**E-Governance Addressing Local Priorities**

| Local Priorities (NFLSP) | E-Governance Projects Supporting These Priorities |
|---|---|
| Children and young people | • By providing convenient access channels to facilities<br>• By providing improved access to information<br>• Tailored e-surveys / questionnaires |
| Crime and disorder | • Implementation of CCTV and supporting information partnerships with Police and Social Services (e.g. on drug related crime) |
| Education and life long learning | • Working with partners to develop e-skills for members of the community. |
| Environment | • New Customer Services System to co-ordinate cleansing, refuse and special collections, general street scene, waste recycling and abandoned vehicles |

| Local Priorities (NFLSP) | E-Governance Projects Supporting These Priorities |
|---|---|
| Health | • Working with Health Sector partners to raise awareness of healthy life styles, promoting fitness and facilities and to develop cross cutting services. |
| Housing | • Supporting the homelessness services (e.g. choice based lettings information on web site), On-line repairs reporting and developing Document Management and Workflow to enable estate based working |
| Leisure | • Promoting the use of our five recreation centres via the internet.<br>• Extending services by enabling e-booking, e-membership and targeted campaigns. |
| Local Economy | • Providing support for local business with improved access to information and services (e.g. on-line payment facilities for NNDR, lobbying for access to broadband ADSL).<br>• Promoting local e-procurement.<br>• Tailored e-surveys / questionnaires |
| Older People | • Targeting services at an ageing population e.g. video conferencing at local offices to reduce the need for long journeys. |
| Social Inclusion | • Enabling access to employment, housing and education opportunities via the web site, local information offices and public access points.<br>• Developing web sites and internet access for Town and Parish councils |
| Tourism | • Using the internet and other channels to cope with 8 million visitors per annum<br>• Developing e-commerce (to promote local facilities and take bookings etc) |
| Transport | • Providing information on transport services<br>• Reducing journeys to and between council offices by developing new access channels (e.g. enhanced local information offices, video conferencing and home working). |

The draft issues raised by the NFLSP closely match the Government's priorities for local service delivery (as set out through the Central-Local Partnership). We have added Tourism, Leisure and Local Economy to reflect our local context. The headings of ***e-democracy*** and ***e-citizens*** did not emerge as local priorities from the ***Changing Lives*** conference as this terminology would have been unfamiliar to most of the organisations attending. The NFLSP did identify *Communications* (between the partners and with our stakeholders) as an important issue.

The consultation document **e-gov@local** defines e-citizens as *the drive to empower local populations, to give them skills, confidence and opportunities they need to exploit the opportunities that e-enabled access to information and influence that local e-government should bring.*

Similarly, e-democracy is defined as *not only the capacity to vote electronically in local and national elections, but the use of the internet and related technologies to facilitate the engagement of citizens in consultation and community planning.*

We are making progress on specific projects from our E-Governance work programme that will promote and develop communications in the district. We see the focus on e-democracy and e-citizens as being about enhanced communications enabling wider participation in decision making. Using the table as before, the e-government projects supporting these priorities are shown below.

| Local Priorities (NFLSP) | E-Governance Projects Supporting These Priorities |
|---|---|
| e-Democracy | • Providing access to the council's information network for all of our Council members that require the facility (53 out of 57).<br><br>• Providing public information access points (kiosks) linked to the Council's web site and others, in recreation centres, local information offices and a health centre in the district |
| e-Citizens | • Enabling stakeholder groups of the Council and the NFLSP to participate in surveys and other consultation exercises via our web site from April 2003.<br><br>• By developing the quality and currency of the content on the Council's web site, enabling feedback from users of the web site.<br><br>• By enabling consultation in functional areas such as on individual planning applications |

**Key Cross Cutting Objectives**

The draft consultation paper ***e-gov@local*** clearly identifies the requirement for local authorities to focus on supporting the key cross cutting objectives of **customer services, social inclusion and democracy and accountability**. The Council's E-Governance Work Programme (shown at Appendix A) comprises a number of different ICT projects supporting these key objectives.

**The table below illustrates those projects that underpin these key cross cutting objectives.**

| Cross Cutting Objective | E-Governance Projects | Live Since | Target Go live |
|---|---|---|---|
| **Customer Services** | • Development of a web based Customer Services System (providing a range of service information, dealing with complaints and requests for services) | May 2001 | |
| | • Enable citizens to view and comment on planning applications on the Council's web site | Sep 2001 | |
| | • Launch new transactional web site | | Nov |

| | | | |
|---|---|---|---|
| | (including web based payments)<br><br>• Fully enable access to core information systems from 5 local information offices using an intranet based system | | 2002<br><br>Mar 2003 |
| **Social Inclusion** | • View / apply for properties on the Web.<br><br>• Working with partners to provide internet access in residential care homes (400 users trained)<br><br>• Provide assisted video conferencing facilities to council tax, housing benefits and homelessness teams at headquarter buildings from local offices<br><br>• Public Access Points linked to the Council's web site<br><br>• Paying Registered Social Landlords electronically, speeding up processes to maintain sustainable tenancies | Oct 2001<br><br>Nov 2001<br><br>Apr 2002<br><br>July 2001<br><br>Aug 2002 | |
| **Democracy and Accountability** | • Use web site for public consultation through e-survey / questionnaire tools<br><br>• Assist (up to 37) Town and Parish Councils to develop web sites, linking to district, county and other service providers | | Apr 2003<br><br>Dec 2003 |

**SELF ASSESSMENT OF LOCAL e-ORGANISATION**

The National Framework Model for Local E-Government provides a checklist of work areas against five e-organisation themes or building blocks of local e-government.

These five themes cover;

- Transactions
- Access channels
- Enablers
- E-business
- Organisational Development.

New Forest District Council has made good progress across all five of these important themes or building blocks.

**Corporate Progress in Implementing Electronic Transactions**

New Forest District Council has maintained a healthy level of investment in information and communications technology (ICT). Following the successful implementation of the original IT strategy, adopted in 1995, an updated ICT strategy (reflecting technology developments and focussing on electronic service delivery) was approved by members in August 2000. Members have approved an ICT investment programme of £1.25m covering the period 2001/2006.

As a result of this continued investment the Council's ICT infrastructure provides a good platform for electronic service delivery. The core information systems are modern and robust. Good progress has already been made in supporting key services to e-enable interactions with the public.

Best Value Performance Indicator 157 measures **the number of interactions types that can be delivered electronically expressed as a percentage of the total interactions that could be delivered electronically**. Electronic interactions include the use of the internet (whether accessed through a PC, digital TV, telephone or other device) access through a call centre, front office or other means in which the operator has access to information electronically and can carry out a meaningful transaction on behalf of the caller.

The E-Governance team have analysed the number of potential interactions in key services such as Housing, Planning, Customer Services, Council Tax and Benefits. Our progress (including forecasted progress) against this performance indicator is shown in the table below.

**The table below (based on Best Value Performance Indicator 157) indicates our progress to 31 October 2002.**

| | **Actual** | **Forecast** | | | |
|---|---|---|---|---|---|
| **Interaction Type** | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 31/12/05 |
| **Providing information**<br>• Total types of interaction identified<br>• % e-enabled | No data | 277<br>63% | 277<br>88% | 277<br>100% | 277<br>100% |
| **Collecting revenue**<br>• Total types of interaction identified<br>• % e-enabled | No data | 14<br>57% | 14<br>86% | 14<br>100% | 14<br>100% |
| **Providing benefits and grants**<br>• Total types of interaction identified<br>• % e-enabled | No data | 5<br>100% | 5<br>100% | 5<br>100% | 5<br>100% |
| **Consultation**<br>• Total types of interaction identified<br>• % e-enabled | No data | 43<br>51% | 43<br>84% | 43<br>100% | 43<br>100% |
| **Regulation (e.g. issuing licenses)**<br>• Total types of interaction identified<br>• % e-enabled | No data | 35<br>51% | 35<br>63% | 35<br>74% | 35<br>100% |
| **Applications for services**<br>• Total types of interaction identified<br>• % e-enabled | No data | 66<br>65% | 66<br>71% | 66<br>89% | 66<br>100% |

| | | | | | |
|---|---|---|---|---|---|
| **Booking venues, resources and courses**<br>• Total types of interaction identified<br>• % e-enabled | No data | 60<br>53% | 60<br>100% | 60<br>100% | 60<br>100% |
| **Paying for goods and services**<br>• Total types of interaction identified<br>• % e-enabled | No data | 28<br>32% | 28<br>100% | 28<br>100% | 28<br>100% |
| **Providing access to community, professional or business networks**<br>• Total types of interaction identified<br>• % e-enabled | No data | 0 | 0 | 0 | 0 |
| **Procurement**<br>• Total types of interaction identified<br>• % e-enabled | No data | 0 | 0 | 0 | 0 |
| **TOTALS**<br><br>**TYPES OF INTERACTION IDENTIFIED**<br>**% E-ENABLED** | 40% | 528<br>59% | 528<br>86% | 528<br>97% | 528<br>100% |

Please note that in 2001/02 the estimate supplied was based on the total number of **transactions** e-enabled. We have since competed an analysis of the total number of **interactions** that are e-enabled.

**Corporate Progress in Implementing Access Channels**

The New Forest District covers an area of 290 square miles in South West Hampshire and is dominated by the New Forest – an area of great natural beauty and of ecological importance, both nationally and internationally. The Countryside Agency has commenced the process of designating the New Forest as a National Park, consulting on the new National Park's boundary. The expanding conurbation of Southampton lies to the east and Christchurch, Bournemouth and Poole are to the west. There are seven towns in the District, all located around the periphery of the New Forest. Fawley, Hythe and Totton lie in the east of the District alongside Southampton Water; Lymington and New Milton are on the south coast; and Fordingbridge and Ringwood lie in the Avon Valley to the west. In addition there are many smaller settlements both in and around the New Forest.

The New Forest District is predominantly rural with 70% being in the New Forest Heritage Area. Between 1972 and 2000 there was a 30% increase in the population from 131,000 to 171,000. Growth has been concentrated in Totton, the parishes along Southampton Water and the coastal towns of New Milton and Lymington. There has been a marked change in age structure. The population of the New Forest has aged significantly with the proportion of residents under 16 years old decreasing and those over 60 increasing.

The change in households has been equally dramatic. The number increased by 45% from 45,100 in 1971 to 65,411, although this figure is now closer to 72,500. In addition, the household structure has altered. In 1971 households of one and two people comprised 52.2% of the total. With 12.8% of households having 5-6 people. By 1991 these had altered to 63.4% and 5.9% respectively and average household size had reduced from 2.74 to 2.45.

In providing new access channels to services it is important to have regard to the make up of our customers and their respective needs. Each service has its own stakeholders and particular efforts are made through our best value review to ensure that we identify the appropriate customer groups.

As a large, mainly rural authority we are currently affected by technology constraints such as access to affordable bandwidth and patchy coverage by mobile telephone network providers.

Taking these factors into account, we have selected an access channel approach that assumes that telephone contact and internet access will be the preferred channels of choice for our customers. There are a number of additional access channels that we are enabling for our customer groups. During 2003/04 we intend to survey our customers in order to determine their preferences and to inform our strategy. In the short term our efforts are currently focussed on:

- An easy to use, transactional web site.
- The Hampshire Public Service Network providing a state-of-the-art digital telephone (and data communications) system.
- The ability to contact members and officers via e-mail.
- Video conferencing supporting assisted (face-to-face) interviews from local information offices to council tax, benefits and homelessness teams based at headquarters buildings.
- Local information offices developing the capability to operate as one stop shops
- Public Access Points at local information offices, recreation centres and in a local health centre.
- The potential to introduce a contact centre or contact centres, incorporating a customer relationship management (CRM) system.
- The ability to enable home working in order to produce more flexible working and service delivery

It is of prime importance to us that the access channels that we are enabling must provide choice and consolidate the high standards of customer care that we currently strive for. The table below illustrates the customer take up across these access channels.

**Take Up in the Main Access Channels**

| | **Actual (000s)** | **Forecast (000s)** | | | |
|---|---|---|---|---|---|
| **Public Interactions and Main E-Access Channel Take-Up** | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
| | 000s | 000s | 000s | 000s | 000s |
| **Local Service Websites**<br>• Volume of interactions | 1,573 | 2,700 | 3,000 | 3,500 | 3,500 |
| **Telephone**<br>• Volume of interactions | 350 | 350 | 400 | 500 | 500 |
| **Face-to-face**<br>• Volume of interactions | 2,156 | 1,900 | 1,500 | 1,000 | 500 |
| **Public Access Points**<br>• Volume of interactions | | | | | |
| **Local Information Offices**<br>• Volume of Interactions<br>• % e-enabled | No Data | 569 | 590 | 500 | 450 |

| | | | | | |
|---|---|---|---|---|---|
| **Video Conferencing**<br>• Volume of interactions<br>• % e-enabled | 0.5 | 1 | 1.5 | 2 | 2.5 |
| **Councillor (requests / complaints)**<br>• Total types of interaction identified<br>• % e-enabled | | | | | |

The forecast figures are currently based on the access channels that we plan to enable and promote. We intend to monitor the usage of the various channels to help us to meet customer demands **and** to target any savings from the traditional (and more expensive service delivery processes) such as face-to-face interviews and home visits.

**Corporate Progress in Implementing e- Enablers**

There are a number of enabling technologies that underpin our electronic governance strategy. We have selected the following e-enablers in order to achieve our vision for electronic service delivery.

**Document Image Processing and Workflow**

Document Image Processing and Workflow has been in use in our tax and benefits service since April 1997. During 2001, we worked with two of our software partners to develop the capacity for citizens to view details (and drawings) of planning applications on the Council's web site. This new service is well regarded by our customers an in addition to receiving several testimonials; this area of our web site attracts 1300 visits per month.

**Customer Relationship Management (CRM)**

Our e-governance strategy promotes a fundamental objective to put the customer first. The on going feasibility study into operating a Contact Centre will consider the cultural, organisational and systems implications required to implement a contact centre. There is a simultaneous review looking at Customer Relationship Management (CRM) systems that would compliment our new telephone system and any options arising from the Contact Centre Feasibility Study. We are conscious that if properly implemented a CRM system could greatly improve customer service.

**Internet Based Services (for e-payments and ultimately e-billing)**

The internet is a key enabling technology for e-governance. We are keen to provide choice and convenience for our customers in the services we provide and the method of engagement. Our current focus is on enabling customers to pay for a range of services via our web site. This facility will go live in November 2002. As a later phase we want to use the Internet to support our large scale billing operation.

**Geographic Information Systems (GIS)**

The council uses a corporate geographic information system to support key services such as planning, land charges and coastal protection. During 2001/02 we implemented an intranet-based version of the GIS to help our customer services team to deal with incident reporting and complaints handling (e.g. reporting abandoned vehicles). The corporate GIS will be an important tool in helping us to produce our local land and property gazetteer.

## Working with Partners

In common with other district council in Hampshire we have been working closely with Hampshire County Council on a number of initiatives to support electronic service delivery. Specifically, we are partnering Hampshire County Council on the implementation of the **Hampshire Public Services Network (HPSN**). This project has provided a state-of-the-art telecommunications (voice and data) infrastructure. It is planned to connect all district councils to one another and the County Council. The HPSN will provide the essential technology platform for joined up working. New Forest District Council is proud to be one of the earliest partners to join with Hampshire County Council on this major initiative.

We are working with Town and Parish Councils (37 in the New Forest District) to develop their access to and use of the internet. A new web content management system (that we were able to fund from our IEG grant in 2002/03) is enabling this. The web content management system enables the Council to develop web sites for our partners and enables those web sites to be maintained by the Town or Parish Councils themselves.

The E-governance team are responsible for developing projects that will link the Council's E-governance work programme to national initiatives such as the National Land and Property Gazetteer, UK On-line and the various Pathfinder Projects.

## The National Land Information Service (NLIS)

New Forest District Council now has an approved strategy in place to produce its Local Land and Property Gazetteer (LLPG). This will underpin NLIS.

A preferred partner has been engaged who will provide software to facilitate the cleansing of various address data sets that will be used to compile the LLPG. The compilation of the LLPG is a significant task. As a consequence a project team has been formed that will bring together the necessary human resources and knowledge. The team is tasked to produce an accurate LLPG to BS7666 that will pass the acceptance test and so form part of the National Land and Property Gazetteer (NLPG).

The Council has the infrastructure in place to receive land searches through NLIS level 3. The ultimate ability to achieve this will come through software that it being tested elsewhere in the country prior to its commercial release.

## The UK On-line Citizens Portal

In addition to the implementation of the HPSN we are collaborating with Hampshire County Council on the development of a web based **Catalogue of Services**. The Catalogue of Services will allow all public sector service providers to participate in effective information sharing and improve access to services and service information for the people of Hampshire. It will underpin the operation of call and information centres and will provide access to services through the internet.

The system will be available to service providing organisations, for updating purposes, through the internet, so must be capable of being accessed through standard web browsers, so that the widest possible number of organisations can use it. The Hampshire Services Catalogue will be linked to the UK On-line Citizens portal.

**Joined Up Working**

The Council (in conjunction with a local housing association) has begun work on the building of a **multi-agency information office** in one of our principal towns. This facility will co-locate County, District, and Town/Parish Services working together to provide a seamless service to citizens visiting the district. It is also planned to locate the local Citizen's Advice Bureaux in these premises. There is scope to replicate these arrangements across the district if the pilot is successful.

**Corporate Progress in Implementing e-Business**

New Forest District Council operates a mixed economy in terms of ICT service provision. ICT strategy development, procurement, project management, infrastructure and end user support is provided by a dedicated in-house team. The ICT strategy is based on the implementation of best-of-breed application packages and technologies supplied by the private sector.

New Forest District Council is working with its partners in the private sector on the development and implementation of web enabled applications in support of the council's plans for ESD. As the Electronic Governance Strategy is implemented, we will be introducing new suppliers to the Council (e.g. for call/contact centres and e-procurement). This will expand the private sector involvement in the provision of ESD.

For electronic service delivery to be truly successful our core business processes are being reviewed and improved. Examples include:

- The council's **Financial Information Systems** which have been replaced with a modern and integrated financial information systems suite that provides a platform for e-payments, e-purchasing, and powerful reporting in order to aid transparency.

- The Council's **Planning** service has developed web pages containing a wealth of planning information and that include the facility to search the planning database for current applications and to view and comment on the submitted plans. Since the introduction of the planning web pages in October 2001, the take up by the public has been encouraging. With steadily increasing numbers of users accessing the planning data via the web site. The average number of individual visitors to this area of the web site (taken over the full year) is 1300 users per month.

- We have developed an intranet based information system for our five **local information offices**. The system known as OLLI (on-line local information) enables a high proportion of queries (some of which do not relate to council activities) to be handled by employees in these local offices. The data has been gathered from various manual systems is now maintained up-to-date in electronic form. The local information offices are also being connected to housing, customer services and tax and benefits systems to ensure that the maximum number of queries or transactions can be dealt with at offices most local to customers. This project has involved significant changes to our business processes as we have combined cashiering and information provision. The project involves a major training programme.

- During 2002/03 we have been introducing a new booking and membership system to our five **recreation centres**. The system (linking all recreation centres) will enable cross centre utilisation. We are currently developing transactional web sites for the recreation centres enabling customers to book facilities, apply for membership ad pay on line. It is planned to go live with this phase of the project in April 2003.

- The Council has recently completed a pilot study (involving a range of employees) for **home working**. The pilot study has informed both management and human resources policy development. From a technical perspective the project was highly successful. We recognise that to develop a large scale commitment to home working would be difficult to achieve in the short term. We must review and change our organisational culture to promote home working in order to reap the benefits of improved asset utilisation and employee well being. The E-Governance team have been tasked with developing a strategy to encourage the expansion of home working in a way that wins the hearts and minds of managers and employees. This strategy will be completed in April 2003.

- Aspects of **Housing Services** are being reviewed to develop more local (estate based) operations. Housing managers are working with the E-Governance Team to support this new operational format using document image processing and workflow management. The housing service has already implemented front-line electronic services complimenting the choice based lettings scheme for homeless persons and by enabling tenants to log housing repair requests via the internet.

- The Head of Personnel Services is currently leading a review into the way in which **personnel services** are delivered. A key objective of the review is to come up with a more efficient business model for personnel services. The new service format will include on-line recruitment and maintenance of training, personal data and other relevant information accessible via the intranet. When the review is complete, a specification for a new human resources system (including payroll) will be produced.

- Following our connection to Hampshire Public Services Network (providing a digital telephone system and virtual private network), the council is now well positioned to develop call or **contact centre working**. A comprehensive feasibility study is currently underway to review the possible options for establishing a call or contact centre. It is vital to properly evaluate the organisational impact of such a change in working practice.

**Corporate Progress in Managing <u>Organisational Development</u>**

New Forest District Council established a project team (known as the Electronic Governance Team) in June 1999. The Electronic Governance Team comprises three Council Members, senior managers representing the range of Council services, a representative from the Personnel function, the Assistant Director of Resources responsible for ICT Services and a dedicated E-Governance project manager. The Chief Executive is our nominated E-Champion.

The Management Framework for Electronic Service Delivery in New Forest District Council is shown at Appendix B.

An adapted version of the e-model (reflecting the e-governance context at New Forest District Council) is reproduced at Appendix C.
We understand how difficult the change process will be and we are developing various approaches to deal with this process. Over the past twelve months there have been several developments supporting the e-governance strategy, For example:

- We have combined the cash collection and local information officers function to provide a generic service from local information offices

- We have consolidated our reception services by dealing with housing queries (where previously there was a separate housing reception) in our main office.

- We have enabled home working for volunteers.

- We have joined up operations in the Environment Directorate and with partners to deliver services from a Customer Services telephone team. This has been involved tightly integrated front and back office systems.

- We have been able to develop new working practices in Planning as a result of plans being available on the web site.

- We have implemented CCTV in several of our Towns and we are collaborating with partner agencies on the management and development of this scheme.

- We have implemented a new digital telephone system linking all of our offices to a virtual private network and providing new features such as voice mail.

Each of these projects had involved objective setting, planning, project management, employee consultation (and in some cases public consultation) and financial control. Each project has been handled differently. We are mindful of the need for a co-ordinated approach to organisational development. During 2003/04 the E-Governance Team will be focusing on working with colleagues, council members and partners to ensure that there is appropriate engagement with services such as human resources to handle change management and the skills capacity to support the e-governance strategy.

In addition to measuring the demand for specific e-services we will be working with other to identify the necessary process changes to

- shape our longer term access channel policy

- re-position our services around local people

- Improve in back office administration and front office interaction

**RESOURCES**

New Forest District Council has been working towards Electronic Service Delivery since the inception of the Electronic Governance Team in June 1999. Much progress has already been made. The Council was starting from a good base given the progressive investment in ICT since 1995. ICT investment and working towards electronic service delivery is supported by Members across the political spectrum in New Forest District Council

Set out below is a summary of current and forecast expenditure on implementing electronic governance up to 2005/06.

| | **Actual (000s)** | **Forecast (000s)** | | | |
|---|---|---|---|---|---|
| **Resources** | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
| • £200,000 IEG money in 2002/03 and 2003/04 | | 200 | 200 | | |
| • Financial contribution from Hampshire County Council (joint IEG funding) for project work on Hampshire Public Service Catalogue. Share of £2m | | | 120 | | |

| | | | | | |
|---|---|---|---|---|---|
| • Resources being applied from internal revenue and capital budgets to improve the quality of services through e-enablement | 398 | 211 | 258 | 265 | 125 |
| • Other Resources (please specify) | | | | | |
| **TOTAL** | 398 | 411 | 578 | 265 | 125 |

**IEG Funding in 2002/03**

The Council's IEG Statement submitted in July 2001 resulted in a capital grant of £200,000. This has been distributed to projects as follows:

| | |
|---|---|
| LLPG / NLPG | 60,000 |
| Hampshire Public Services Network | 10,000 |
| Web Content Management System | 25,000 |
| Town and Parish Council's Web Sites | 20,000 |
| Internet Development (e.g. e-payments) | 27,000 |
| DIP Planning | 15,000 |
| Geographic Information Systems | 10,000 |
| Local Information Offices (OLLI) | 8,000 |
| e- Purchasing (pilot project) | 8,000 |
| Elections Management / Register | 17,000 |
| **Total** | **200,000** |

**Allocation of Potential Grant Funding for 2003/2004**

The E-Governance team has developed a list of provisional bids for an allocation of the IEG grant on offer for 2003/2004. These project are:

| | |
|---|---|
| NLIS | 7,000 |
| Housing / Corp EDMS | 100,000 |
| Customer Services | 25,000 |
| Video Conferencing | 15,000 |
| Local Info Offices | 13,000 |
| Telephone (*Contact Centre*) | 40,000 |
| **Total** | **200,000** |

***Provide an estimate over time of the financial or other benefits that are anticipated, or have been delivered, through the implementation of electronic government.***

***Planning, housing, HPSN***

**RISK ASSESSMENT**

The table below sets out details of potential barriers and constraints that could hinder our progress towards meeting the 2005 target. The table indicates how we are dealing with them in order to minimise the risk of not achieving the vision.

| Risk Identified | Impact | Probability | Management | External / Internal |
|---|---|---|---|---|
| Council's overall financial position might reduce budget provision | Depending on the level of budget reduction, the impact could be significant | High | Maintain awareness by Council Members of ESD as a corporate and national objective | I |
| Resistance to change in some areas of the organisation | Resistance to change could impact on timetable and overall success | Med | Ensure good communications and overall buy-in to electronic governance | I |
| Change of Political Priorities | A new political administration could pursue different spending priorities | Med | Ensure that all political groups are involved in electronic governance initiatives | I |
| Key personnel leave the organisation | Possible disruption to ESD implementation timetable | Med | Ensure that there is adequate succession planning in the organisation | I |
| Council out-sources major services | Potential problems and additional cost of systems integration with new providers | Med | Service specifications must ensure that value for money and service quality (including ESD) are achieved | I |
| Consolidation of ICT suppliers could restrict choice of products | Reduce choice could increase reliance on a few suppliers | Med | Maintain links with a broad range of suppliers / partners | E |
| Changes in national e-strategy direction or standards | Would impact on our plans to meet the 2005 timetable for ESD | Med | Participate in all consultation exercises and maintain contingency plan | E |

**Critical Areas of Risk and Uncertainty 2003/2004**

The table above indicates some critical areas of risk and uncertainty largely revolving around the council's financial position. At the time of the IEG going to press, the council is collating its expenditure plans for the next four years. The council is experiencing financial pressures in common with other district councils on the south coast. The provision of IEG funding makes a significant difference to the implementation of our electronic governance strategy.

**Monitoring the Risks**

The electronic governance Team regularly reviews progress in implementing the e-governance work programme. This group of senior managers and members also have regard to any planned or unplanned organisational changes and assess the impact for the delivery of the e-governance vision. We are confident that with sufficient funding we will achieve our vision for 2006.

**CONCLUSION**

Good progress has been made since we produced our last IEG Statement. We have continued to evaluate and implement the technologies that will help us to provide more choice in when and where customers access our services. We have identified local priorities and issues with our partners in the New Forest Local Strategic Partnership and we are aligning our e-governance strategy towards those priorities and issues. We have been able to introduce many positive changes. This has been largely on the back of a culture of good corporate working that exists in the authority. We recognise that we need to develop a more co-ordinated approach to the organisational development required to enable electronic service delivery. We will be concentrating on this area for 2003/04.

A schedule indication our overall progress in these areas (with milestones to 2005) is attached at Appendix C.

**APPENDIX A**

## ICT WORK PROGRAMME – 2002/2007 – CAPITAL BUDGET

| Capital Budget | 03/04 (£) | 04/05 (£) | 05/06 | 06/07 |
|---|---|---|---|---|
| **E-Governance ICT Strategy** | (£) | (£) | (£) | (£) |
| Internet Development | 30,000 | 30,000 | 30,000 | 30,000 |
| Document Imaging | 15,000 | 15,000 | 15,000 | 15,000 |
| Geo Info Systems (GIS) | 10,000 | 10,000 | 10,000 | 10,000 |
| Members IT | 25,000 | 25,000 | 5,000 | 5,000 |
| HPSN Further Sites | 10,000 | 10,000 | 10,000 | 10,000 |
| | | | | |
| ***Sub Total*** | ***80,000*** | ***90,000*** | ***70,000*** | ***65,000*** |
| **Operational Systems** | | | | |
| Revenues Systems | 40,000 | 20,000 | 20,000 | 20,000 |
| Financial Info Systems | 60,000 | 70,000 | 20,000 | 20,000 |
| Secure Data Storage | 55,000 | 15,000 | 15,000 | 15,000 |
| Network Mgt Software | | 60,000 | | |
| Test Valley Partnership | 10,000 | 10,000 | 10,000 | 10,000 |
| Cemeteries System | 11,000 | | | |
| Census Software | 2,000 | | | |
| **Sub Total** | **178,000** | **175,000** | **55,000** | **55,000** |

| IEG Grant Funded | 03/04 (£) | 04/05 (£) | 05/06 |
|---|---|---|---|
| NLIS | 7,000 | | |
| Housing / Corp EDMS | 100,000 | 30,000 | |
| Video Conferencing | 15,000 | 10,000 | 10,000 |
| Customer Services Phase 3 | 25,000 | 20,000 | 20,000 |
| Local Info Offices | 13,000 | 5,000 | 5,000 |
| Telephone (*Contact Centre*) | 40,000 | 10,000 | 10,000 |
| **Total** | **200,000** | **65,000** | **35,000** |

## THE MANAGEMENT FRAMEWORK FOR ESD AT NEW FOREST DISTRICT COUNCIL

***Reproduced from Appendix D in IEG 1***

# Appendix C

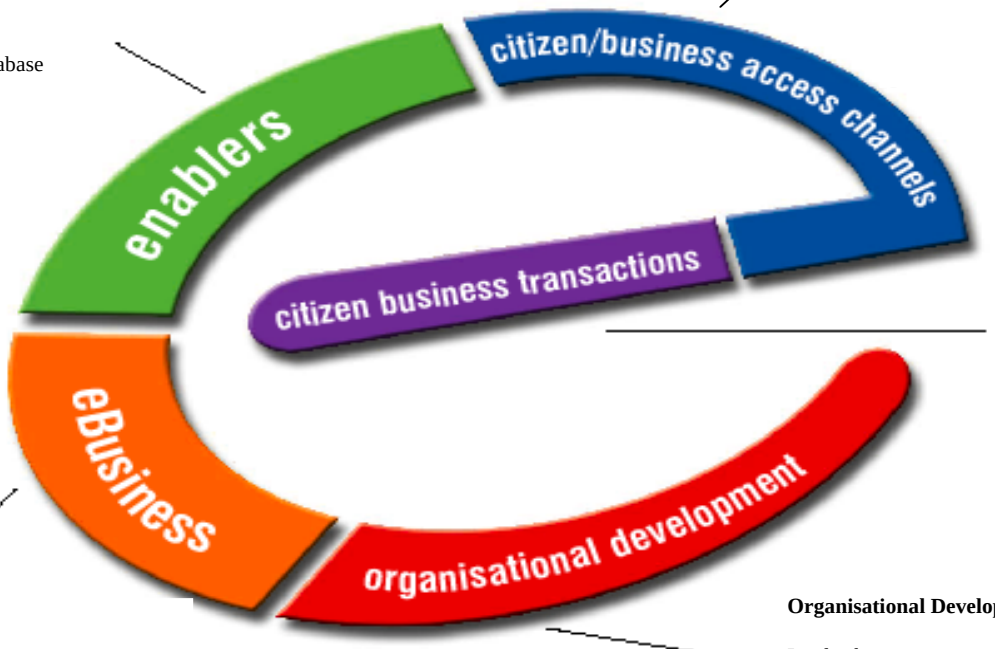
## IEG 2 Assessment Model

**Access Channels**

Mobile Technology
Local Service Websites
Digital TV
Contact Centres
Telemetry
Local Information Offices
Home / Site Visits and Contact
Video Conferencing

**Enablers**

HPSN
Hampshire Services Catalogue
GIS
DIP and Workflow
Citizens Relationship Management
Query handling
Customer Database
Land and Property Database




**Transactions**

Information Provision
Collecting Revenue
Providing Grants / benefits
Consultation
Regulation
Application for services
Booking Venue / resources / c
Paying for goods and services
Providing Access to Commun
Procurement

**Ebusiness**

Intranet
Extranet
Financials
Procurement
Human Resources and Payroll
Asset Management
Office Systems and Teleworking

**Organisational Development**

Leadership
Change management
Project Management
BPR
'e' Skills
Marketing and Selling

**APPENDIX D**

**ELECTRONIC SERVICE DELIVERY ACTION PLAN (MAY 1999 - NOV 2001)**

| Action / Activity | Milestone Completion Date | Essential Infrastructure | Critical Success Factors | Status |
|---|---|---|---|---|
| Provide Members / Managers Briefing on E-Government | May 1999 | | Expenditure Approval | On going |
| Set Up E-Governance Team | June 1999 | Directorate E-Champions | Links to Corp Mgt Team | Complete |
| All Councillors on-line with internet E-Mail addresses and access to key systems | June 1999 | Secure ISP | Training and Support | Complete |
| Install Video Conferencing at main sites | July 2000 | | Awareness Raising | Complete |
| Produce E-Governance Strategy and Work Programme | Aug 2000 | Widely Consulted On | Adoption by Members | Complete |
| Re-launch NFDC Web site | Sep 2000 | Secure ISP/ Internet Group | Content and Transactions | Complete |
| Install (pilot) Information Points (Kiosks) | Sep 2000 | Touch Screen Kiosk | Location | Complete |
| Agree telecommunications strategy for voice and data | Nov 2000 | Hampshire Public Service Network | Adoption by Members / Partner with Hampshire CC and Unisys | Complete |
| Implement new (web enabled) corporate financial information systems | April 2001 | Fully Trained Users | Reliable Systems Provider | Complete Phase 1 |
| Improve ICT infrastructure in local information offices | April 2001 | New PCs / data links | | Complete |
| Implement Home Working Pilot Project | May 2001 | Secure Remote Access | HR and Technical Issues Addressed | Complete |
| Implement Telly-talk video conferencing assisted interview from local offices | May 2001 | Private Sector Partner | Public Take Up | Complete |
| Implement Web Forms for Revenues and Benefits Service | Sep 2001 | Secure ISP | Public Take Up | Complete |
| Implement Interactive Planning Services on the Council's Web site | Oct 2001 | Private Sector Partner | Public Take Up | Complete |
| Implement Hampshire Public Services Network | Nov 2001 | HPSN Network | Partnership Working | Complete |

**APPENDIX D Cont**

**ELECTRONIC SERVICE DELIVERY ACTION PLAN (JUNE 2002 - DEC 2005)**

| Action / Activity | Milestone Completion Date | Essential Infrastructure | Critical Success Factors | Status |
|---|---|---|---|---|
| Housing (Repairs and Lettings) On-line | Jun 2002 | Private Sector Partner | Public Take Up | complete |
| Launch New NFDC Web site (web content tools and e-payments capabilities) | Nov 2002 | Secure ISP/ Internet Group | Content and Transactions | |
| Implement Web Enabled Customer Services System (linking with other service providers) | Apr 2003 | Secure ISP | Public Take Up | Slipped to expand scope |
| Provide e-consultation facilities via the Council's web site | Apr 2003 | Secure ISP | Public Take Up | Project has started |
| Electoral Register and Registration On-line | Apr 2003 | New Server and PCs | Employee Input | Product Selected |
| Complete home working strategy | Apr 2003 | Remote Access Server / access Standards | Management Support and Employee Take Up | Pilot Project Complete |
| Leisure Recreation Centres – On-line booking, membership facilities | Oct 2003 | New Leisure Booking System | Stable Platform / Marketing the Facilities | New Booking System is live |
| Complete Production of Local Land and Property Gazetteer | Dec 2003 | Corporate Property Data Base | Knowledge of project team members | Strategy Adopted and a PID is being produced |
| Connect to Hampshire Services Catalogue | Dec 2003 | Internet | Meta Data Standards | Project Initiation Stage |
| Complete Roll-Out of Web Site Provision for Town and Parish Councils | Mar 2004 | NFDC's Secure Internet Service | Participation of Town/Parish Councils | Two Pilot sites complete |
| ***To be Completed*** | | | | |
| | | | | |