



CONTINUOUS SERVICE IMPROVEMENTS

IEG 2

e-Government Programme – 2002 to 5

DRAFT 1

Contents

1. Foreword by Leader of the Council
2. The e-Government Vision
3. Linkages Between Drivers, Vision and Salford's e-Government Programme
4. Priority Outcomes and Services
5. The Local e-Organisation
6. Programme Aims, Objectives and Priorities for 2002 to 5
7. Resources
8. Critical Success Factors
9. Team Structure
10. Management Control, Communication and Quality Management
11. Risk Management
12. Conclusions

Appendices

- 1. Linkages Between Drivers and the e-Government Programme*
- 2. Criteria for Assessing Services for e-Enablement*
- 3. Technical Architecture*
- 4. Outline Programme Budget*
- 5. Team Structure and Roles*
- 6. Initial Risk Log*

1. FOREWORD BY LEADER OF THE COUNCIL

As we all know, the City Council plays a major role in the life of the people of the City of Salford. As such it is imperative that we strive for **continuous service improvements**.

In the past year much good work has been done to improve the way in which we provide access to our services. There is now a well-established Corporate Customer Services Division, and a new Customer Contact Centre, which, although was only opened in October 2000, has already significantly improved the way in which we respond to telephone enquiries. Continuing upon the success of the Contact Centre, we have also clearly been able to demonstrate our commitment to improving customer service in the future through organisational transformation, modernisation of business processes and the application of up to date information technologies.

To underline the significance of our progress we enjoy a strengthening national identity with the acquisition of **e-Government Pathfinder Status**.

Even with these early successes, much work is still to be done. In line with our mission "*To create the best quality of life for the people of Salford*" we must strive to improve our delivery standards, achieve Best Value in terms of quality and value for money, and to meet the requirements of The Modernising Government Agenda.

This **IEG Statement** sets out our plan of action to continue our work to 2005 which will result in significant and lasting improvements and in a way which recognises the contribution by all concerned in dealing with the challenges that we face.

We must continue to demonstrate a truly corporate approach in dealing with these challenges, have a vision for the future and ultimately develop and deliver high quality services for the 21st Century for the people of Salford.



*Councillor Bill Hinds
Leader of the Council
Salford City Council*

2. THE e-GOVERNMENT VISION

Salford has a 5-year strategy to deliver electronic service delivery through modern organisational structures and business processes, underpinned by effective ICT applications and infrastructure. This is embodied in its Information Society strategy *"People not Technology"* which was endorsed as Council policy in March 1999. (See <http://www.salford.gov.uk/policy/infosociety/>). The strategy recognises that a holistic approach to delivery is essential if the benefits of e-government are to be realised. For this reason, the strategy takes account of not only modernising local government services but also the need to combat social exclusion through the effective deployment of ICT, and to enhance the local economy through for example; up-skilling those of employment age and helping SMEs gain competitive advantage. A summary of the key messages is included below.

Extract from *People Not Technology*

"The Information Society has arrived. It is impacting on all aspects of human activity. For the first time, *information* and *communication* technologies are being brought together and have the potential to significantly improve quality of life."

"The Information Society is a 'people' issue, not a 'technology' issue. It is about ensuring that local people in the community; local businesses; and employees are given the opportunity to harness its potential."

"The Information Society strategy does not exist in a vacuum. It seeks to add value to current City Council initiatives and to help integrate service delivery. Electronic government can improve services and reduce costs. It can achieve Best Value through delivery of high quality, joined-up services, and in embracing new ways of interacting with citizens. It will provide more citizen choice in accessing services and strengthen relationships with them"



Information Society developments in Salford will help...

Improve Service Delivery	Improve Social Inclusion	Improve the Local Economy
<ul style="list-style-type: none"> Deliver economies of scale; help the Authority become more effective and efficient, delivering improved access to information and services Streamline processes and join up services, enabling performance, quality and improvements to customer service Provide better performance measurement, enabling improved decision making and service planning Contribute to regional and national Information Society strategies, enabling joined-up government 	<ul style="list-style-type: none"> Improve access to knowledge and information Enhance access to learning resources, health and social care, contributing to prosperity and well being Provide more opportunities for education and personal development Enable better government, with more community participation in local decision making 	<ul style="list-style-type: none"> Enable wider access to distant information sources and markets Improve access to specialist business services from providers outside the area Enable acquisition of new skills and knowledge that adds value to businesses and to employees Attract inward investment and new business to the area

Considerable progress has been made since the strategy was endorsed. There is good evidence of success and innovation, combined with strong project management and close working with partners to ensure effective delivery and long term sustainability. ESD is firmly embedded within the City Council business and is seen as essential to delivering integrated, responsive, high quality services.

The strategy is led by an E-Government champion at both senior political and managerial levels, and has a high profile within the City Council. It is linked to the City Council strategic plans, including the five-year capital strategy and corporate performance management. In addition, there are firm corporate project control and management arrangements in place relating to specific delivery of the strategy, embodying PRINCE2 principles..

3. LINKAGES BETWEEN VISION, DRIVERS AND SALFORD'S e-GOVERNMENT PROGRAMME

It is vital in devising this e-Government programme, to ensure that the Council's stated mission, community plan, pledges and national policies and targets are fully embraced within the actions and priorities set so that the individual projects emerging are truly service driven and prioritised appropriately. This is illustrated below:



Fig.1

All of the components are described more fully in **Appendix 1** and provide the framework for scoping and prioritising the detailed future work programme

4. PRIORITY OUTCOMES AND SERVICES

▪ Service Delivery

The following have been agreed as guiding principles for development of ESD channels. They are principally about:

- *Improving **access to better quality** Services*
- *Improving **Value for Money** through greater operational efficiency and use of ICT*
- *Developing **stronger and more direct relationships with Customers***

From Salford's perspective, it has been recognised that technology should be used to facilitate the provision of better services, attaining Modernising Government targets that are primarily focused on the needs and aspirations of our customers and community. A service, moreover, that improves over time. Salford recognised early on that the transition to E-Services was ambitious and complex.

There were many initiatives, programmes, processes, and stakeholder conflicts, which could undermine the vision. To be fully effective, it would need to act as a catalyst for change, and deliver integrated solutions.

The step change approach to implementation, founded on a systematic business re-engineering methodology, developed in conjunction with partners has been endorsed. This is in order to maximise benefit for customers and government, and ensure that developments are fully integrated and sustainable. Salford became an LGOL Pathfinder last year and has been actively involved in helping others in the local government family to develop their e-change programmes using this methodology.

As a Pathfinder authority to assist the wider local government family we:

- *Hosted 15 visits*
- *Provided advice and support to 18 authorities*
- *Actively trained and mentored 5 authorities*



The step change approach to implementation also takes account of customer preferences relating to their access methods. Examples of delivery outcomes include:

Our call centre, which is an almost entirely paperless operation, and has achieved significant and continuous performance improvements since inception. Examples include:

- *Service response levels are 85% as at August 2002, compared with 71% last year*
- *Customer satisfaction levels are currently 93%, compared against 76% last year*
- *Staff job satisfaction levels are 97%, compared against 89% at January 2001*
- *The opening hours were recently extended to 6:30 p.m Monday to Friday with no increase in cost base*



Other service developments include, for example:

- *A partnership with the Post Office and Co-Operative Bank to take over all cash collection arrangements, enabling wider community access to rent and bill payment arrangements.*
- *On-line access to personal Council Tax accounts and for bill payment are in live running*
- *A consortium project with a range of local authorities and a private sector partner to enable on-line debt recovery for the authority is now live*
- *Working with our European partners to develop and deliver an e-tendering product (PERMIS)*
- *A LSP web site using pull and push technology www. ,which brings XXX*
- *Pilot home working which is producing productivity and work/balance benefits. It is proposed that this be extended this year*

▪ **Social Inclusion**

Widespread support is also required in the local community and for that reason, there is a strong social inclusion and Community ICT programme, which has a number of innovative projects with significant benefits. These are linked to local community action plans, and local partner input.

The Salford Strategic Partnership (involving public, private and voluntary sector stakeholders) is also closely involved in developments, particularly to facilitate multi-agency ESD. Examples include (this is not an exhaustive list):

- *Our ICT in the community project, which has delivered a range of ICT outreach programme, is community outlets. The project has so far delivered over 10,500 hours of training to nearly 500 people. Training weeks achieved by the end of August was approximately 300, approximately double that in the programme*
- *Outreach staff based in community outlets and libraries to promote ICT learning. In our community one stop shop for example, there have been 307 training sessions for a total of 427 hours in 2002 alone. In the 2 years since the facility, opened 171 residents in a local deprived area have benefited from one-to-one training.*
- *A mobile computer bus is taken to local areas to provide basic ICT training and is proving to be very successful.*



- *Innovative developments that enable Salford community and voluntary groups to build and maintain their own web sites without needing ICT skills. (see <http://www.colsal.org.uk/>). This enables skills development and community capacity building, whilst local strengthening grassroots presence in cyberspace.*

▪ **Democratic Accountability**

Following the decision by the Council to adopt a Cabinet style of decision-making process, a review of the processes and systems was undertaken to ensure effective administration and means of engagement with citizens.

One of the key initiatives arising was the development and implementation of an application to provide access to council agendas, reports and decisions to aid communication and make the workings of the council more accountable and transparent. The first stage was to rollout the system (named SOLAR) to members and officers during 2001/2, which is now being followed by new features to enable access via the internet by Citizens and partners



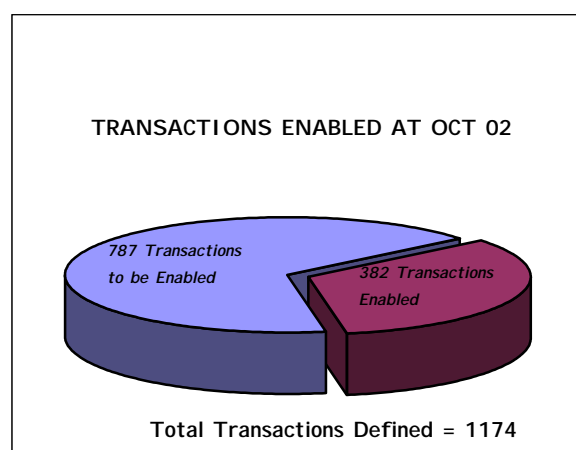
5. **LOCAL e-ORGANISATION**

This section considers progress to date and future proposals against the National Framework for Local e-Government as set out in [e-Gov@Local.](#), relating to the five key theme of; *Transactions, Access Channels, Enablers, e-Business and Organisational Development*

▪ **Transactions**

The City Council embarked on detailed identification and analysis of all of its service transactions in planning its e-government Programme, including the development of a data base to hold the transactional information for tracking and prioritisation purposes. This, together with the development of a simple prioritisation framework has directed our continuing BPR and enablement programme.

In summary, a total of **1174** enableable transactions have been identified of which **382** have been enabled to date. Greater detail on achievements to date and planned e-enablement work are provided over page together with the prioritisation framework utilised in drawing up existing and future programmes at **Appendix 2**



Current and Future Enablement of Transactions

Interaction Type	Actual	Forecast			
	To Oct 2002	To Mar 2003	To Mar 2004	To Mar 2005	To Dec 2005
Providing Information					
Enableable Interactions	350	350	350	350	350
No. Interactions enabled	140	280	350	350	350
% enabled	40	80	100	100	100
Collecting Revenue					
Interactions	90	90	90	90	90
No. enabled	45	45	72	81	90
% enabled	50	50	80	90	100
Providing Benefits/Grants					
Enableable Interactions	100	100	100	100	100
No. Interactions enabled	36	36	50	90	100
% enabled	36	36	50	90	100
Consultation					
Enableable Interactions	100	100	100	100	100
No. Interactions enabled	27	40	70	90	100
% enabled	27	40	70	90	100
Regulation/Licencing					
Enableable Interactions	125	125	125	125	125
No. Interactions enabled	20	20	40	75	125
% enabled	16	16	32	60	100
Application for Service					
Enableable Interactions	280	300	300	300	300
No. Interactions enabled	98	135	225	270	300
% enabled	35	45	75	90	100
Booking Venues					
Enableable Interactions	50	50	50	50	50
No. Interactions enabled	0	0	10	35	50
% enabled	0	0	20	70	100
Paying for Goods/Services					
Enableable Interactions	50	50	50	50	50
No. Interactions enabled	10	10	30	40	50
% enabled	20	20	60	80	100
Providing Access to Net Works					
Enableable Interactions	25	25	25	25	25
No. Interactions enabled	5	5	5	10	25
% enabled	20	20	20	40	100
Procurement					
Enableable Interactions	4	4	4	4	4
No. Interactions enabled	1	1	1	2	4
% enabled	25	25	25	50	100
TOTAL Transactions	1174	1194	1194	1194	1194
TOTAL % Enabled	33	48	71	87	100

▪ **Access Channels and Organisational Context**

The preceding components of this statement document provides a positive and balanced statement of our progress, and achievement during a period of major change. We are an organisation determined to respond proactively to the changing nature of local government. We want to be open about how we are performing in meeting the needs of our communities. This is echoed in the findings of the Improvement and Development Agency's Peer Review Team who visited the Council in October 2001. The I&DEA review team concluded that:

‘Salford City Council is a good authority with many strengths. The members and staff impressed the team with their commitment to achieving the best for the city and its communities’.

A Profile of the City Today

Salford today has a population of approximately 224,300. Deprivation and poverty in the City are still major causes for concern. The 2000 Local Index of Deprivation placed the City as the 28th most deprived authority in England and Wales. Of the 20 wards in Salford, the index revealed that 8 wards were in the worst 7% nationally and a total of 15 were in the worst 20%. Further to this:

For income deprivation, 8 wards were in the worst 7% nationally and a total of 15 were in the worst 20%.

For child poverty, 7 wards were in the worst 7% nationally and 12 wards were in the worst 20%.

For a series of health indicators, 13 wards were in the worst 7% nationally and 19 wards were in the worst 20%

In the 1998 Standard Mortality Rates, 3 wards have a SMR rates over 200, 6 wards have SMR rates between 150 - 199, 9 wards have rates between 100 - 150 and only 2 wards fall below national average of 100.

Ensuring we have the capacity to change and improve is important but equally the Council has to have clarity of responsibility and awareness of the environment in which it operates. The Peer Review stated that:

‘The Council has strong political and managerial leadership with widespread respect and understanding of the distinctive roles required of each. They demonstrate a thorough understanding of the issues faced by the local community’.

We believe the knowledge we have of the challenges facing the City has been translated into our priorities, key plans and in action on the ground. In response to this, we:

- Assigned lead responsibility for implementation of e-Government to Customer Services in recognition that it is primarily a service access issue, rather than a technology issue
- Implemented a Corporate Contact Centre as first priority in our channel access strategy
- Made our BPR work the key element in ensuring effective linkages between front/back office as part of organisational transformation
- Benefits services were an early priority for implementation for the call centre
- On line access to leaflets and claim forms for benefits, together with an on-line benefits calculator went live on our web site this year
- Leaflets for benefits services are available on-line in a range of community languages
- An on-line appointments system with Welfare Rights and the CAB is in development
- Our BPR work has prioritised both elderly care and intermediate care as a priority area for e-government during this year
- Our ICT outreach work is primarily engaged in working with partners and the community within the most deprived wards, and includes hard to reach groups including the elderly and ethnic minorities

The following table provides a summary of the current and forecast future access channel volumes
(Note the actual volumes of access to services are higher, but not all are e-enabled)

000's

Public Access & e-Access take up	Actual	Forecast			
	2001/02	2002/03	2003/04	2004/05	2005/06
Website	1,008	1,150	1,415	1,641	1,855
Telephone	375	500	750	1m	1.5m
Face to Face	400 (this is just the benefits)	600	700	800	1m
Smart Cards	Nil	Unable to project as not using services. Awaiting outcomes of national projects			
Other Electronic	Nil				

NOTE : Metrics being confirmed for above table

▪ **Impact of E-Government**

Salford recognised at the outset that electronic government was not an add-on to current business, but would be a fundamental rethink of how services are delivered. To this end, a Customer Services organisation was set up. Its primary focus is to act as the champion of the customer. In doing so, it acts to bring services and standards of customer delivery together in a single coherent entity. Customer Services encompasses the following areas:

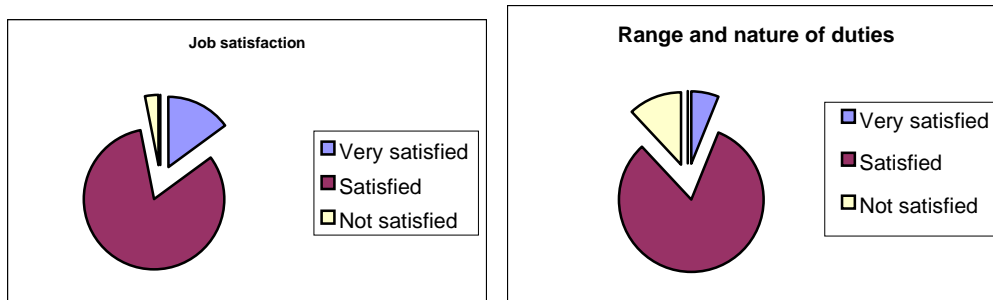
- Salford Direct – providing direct services to the community through our corporate call / contact centre and development of holistic face access arrangements, including work with partners
- Corporate web content development and its associated strategic / policy requirements
- Strategic responsibility for E-Government policy and service development
- Strategic responsibility for the Social Inclusion ICT enablement programme

Customer feedback is an important aspect of ESD and ensuring that we strive to deliver continuous improvement. Evaluation and improvement measures include:

- **A ring back survey of over 1000 customers** accessing our call centre per annum. This is conducted on a rolling programme of an average of 100 per month, so that aspects of the service is fresh in the customers mind and more importantly, we act to improve the services on a continuous basis. Customer satisfaction rates are currently 93%. Improvement measures have included:
 - Extended opening hours,
 - A ring back appointment for complex enquiries
 - Enhancements to our CRM system
 - Changes to the music on hold
- **Requests for feedback to the web team on our web site at** <http://www.salford.gov.uk/feedback.asp>.
Improvement measures include:
 - Changes to the way the information is displayed in order to pay Council Tax on-line
 - Routing general messages to our Information Centre, in order to provide a single point of contact for them
 - Re-design of the priority services and pages in the quick 'find box' on the home page

- **Staff are our Customers too....** In order to evaluate the impact of delivering the service through the call centre, we conduct a staff satisfaction survey. Results this year indicate that overall job satisfaction has increased from 89% to 97%, with high satisfaction rates for training, job design and communications

Job satisfaction within the call centre – survey extract



Others benefits include:

- Improved performance levels for the benefits service, and improved council tax collection
- A wider range of performance and equalities information that assists with service planning
- Better understanding of the impacts of seasonal and peaks/toughs in demand, which has led to improved service profiling
- More seamless and effective transfer of information between front and back office
- Our integrated CRM system has assisted with better quality and more timely information being available at the desktop, which has led to more staff and customer satisfaction as well as improved productivity

▪ **Enablers**

The E-government programme will be enabled through the continuing development of an *Integrated Technical Architecture*. This architecture will provide the key technical building blocks that will enable the integration, communication, and sharing of information between the whole of the City Council and with partners. This is explained graphically in **Appendix 3**

This is being developed from two perspectives:

- Customer Centric Approach

Firstly to provide a Customer centric environment via the development of a range of access channels including Contact Centres, Web sites and Portals, Service Centres and Digital Television. These functions need to be supported by Key E-Government technical products and tools including:

- CRM System (Salford has developed an In-house CRM application 'Citizen')
- Web Content Management
- Citizen / Business Portals
- Internet Payments Engine
- Electronic Forms builder
- Interactive Voice Response
- Telephony Payments

- o Knowledge Sharing

Secondly, to provide a *Knowledge sharing* environment to give all Council employees and partners access to solutions that will provide real-time information, data sharing, data storage, communication and workflow, in order to facilitate modern processes, back office efficiencies and capacity for continuous learning. Such facilities include:

- Document Imaging & Workflow – Anite Iclipse
- Document Management – Microsoft Sharepoint Portal Server
- E-Mail & Intranet – Microsoft Exchange
- Local Land and Property Gazetteer
- GIS Systems.
- Mobile computing

The overall ICT infrastructure is brought together by the development of an *E-Government Hub* based on the E-GIF framework and the use of XML schemas. This Hub will provide seamless integration between service transactions, the corporate legacy systems and the facilities mentioned above

- ***E-Business***

The City Council will provide the Capacity to enable electronic transactions between the different business sectors; the City Council, Citizens and Central Government Departments. An E-business infrastructure will allow substantial financial and efficiency benefits to be realised by the SME community within the City.

The Council will aid the business community to enhance its own electronic capacities by providing opportunities presented by the following Council developed facilities:

- Business Portal
- E-Procurement
- Online Tender Management
- Electronic Billing and Invoicing.
- Planning Portal
- Access to GIS systems
- Access to Web Content Management and Web site Hosting.
- Access to Broadband connectivity
- Access to e-skills and learning

- **Organisational Development**

The City Council has developed substantial capacity for undertaking the necessary organisational transformation as part of e-Government implementation. Key measures include:

- **Organisational Structures... A Customer Services** organisation, to bring about integrated service channel delivery, strengthen the customer care culture and standards, and deliver a cross cutting e-government strategy from the service delivery perspective.
- **Salford Advance Partnership** At the heart of e-government is organisational transformation. A partnership, which includes Salford University and Manchester Business School has been developed to bring together a range of expertise to work on the re-engineering aspects of e-government under a single management structure
- **Contact Centre.** Implementation of Corporate Contact Centre as a major plank in the development of integrated service delivery channels.
- **E-Envoys...** Service based e-envoys to coordinate disseminate and drive in target benefits
- **BPR...** Dedicated BPR Team and development of a structured BPR methodology (*SPRINT*) by which to re-engineer front and back office services
- **Project Management...** A *PRI NCE 2* based project support Office including intranet access to standards, templates and tools
- **Product Development..** R and D team responsible for development of e-Government centred products and facilities. Initial products developed include CRM (Citizen), e-Democracy application (SOLAR), Portal and web development, e-forms and roll out of Office Automation facilities including e-mail, internet and intranet and document management
- **Broadband...** Implementation currently underway in schools, libraries and City Learning Centres
- **Members Facilities..** All elected members have on-line with access to e-mail, internet, intranet and e-democracy application (SOLAR) from home
- **E-Tendering..** Development of an e-tendering product
- **Home/Tele-working...** Scheme rolled out to 8 staff to date with a further 46 planned this year
- **Centre of Excellence...** For the dissemination of the e-Government agenda and provide change management training and mentoring to underpin the cultural and practical changes necessary. A shareware site (www.shareideas.gov.uk) to provide access to supporting materials and products as part of learning culture and sharing of good practice and development effort within Local government family
- **ICT Competency..** Raising standards and levels of competency through our BCS approved European Computer Driving License Test Centre with over 454 ECDL modules successfully passed to date. Additionally, extensive technical accreditation, including Microsoft and Oracle products and tools



6. PROGRAMME AIMS, OBJECTIVES AND PRIORITIES - 2002/5

This section summarises the **Work Programme** over the next eighteen months or so to March 04:

Item	Project	Scope	Timescale
1	<p>e-enablement Programme</p> <p>Continued review and re-engineering of Council Services:</p>	<ul style="list-style-type: none"> ▪ Cross-cutting Transactions <ul style="list-style-type: none"> ○ <i>Reporting of Faults</i> ○ <i>Providing Information</i> ○ <i>Web based Cash Payments</i> ▪ Service Based Transactions <ul style="list-style-type: none"> ○ <i>Elections Service</i> ○ <i>Economic Development</i> ○ <i>Housing Services</i> ○ <i>Planning</i> ○ <i>Land Charges</i> ○ <i>Licensing</i> ○ <i>Elderly Services</i> ○ <i>Traffice and Transport</i> ○ <i>Highways</i> ○ <i>Emergency Services</i> 	<p>Qtr 3 and 4 of 2002/3</p> <p>Qtr 3 and 4 of 2002/3</p> <p>2003/4</p>
2	Corporate Information Strategy	Development of a corporate approach to information sharing, management and security throughout Council and with partners	Qtr 3 and 4 of 2002/3
3	CRM Development (Citizen)	Continued development and integration of applications to support the rollout of the Contact Centre, Service Centres and the Web site.	Throughout duration of Programme
4	Web Content Management	Purchase and deploy a Content Management system	Qtr 3 and 4 of 2002/3
5	SOLAR - community portals and forums	Additional features to Solar as part of Phase 3 rollout. Continue usage of Portal software with Salford Partnership and GMPA developments	Qtr 3 and 4 of 2002/3
6	Electronic Forms	To implement a user-controlled solution for the creation and publishing of web based application forms	Qtr 3 and 4 of 2002/3
7	Electronic Tender Management	To implement an application that will automate the Tendering process and provide online access to users.	Aug 02 to Mar 04
8	Interoperability	To Develop E-Gif compliant data integration between the Authority and any other relevant bodies	Aug 01 to Qtr 2 2003/4

9	LLPG	To progress the Council's local land and property gazetteer in line with national standards	Qtr 3 2002/3 to Qtr 1 2003/4
10	Document Imaging	Continued rollout of corporate document imaging facilities to support services involved in enablement programme	Qtr 2 2004/4
11	Mobile Computing	Pilot work to test economic case and technical solutions initially aimed at Social Care field workers	Qtr 3 2002/3 to Qtr 1 2003/4
12	Office Automation	Continued rollout of e-mail, internet and intranet facilities to support services involved in enablement programme	Throughout duration of Work Programme
13	National Projects	To contribute to national e-Government Projects, including national CRM capacity building and product development	2003/4

Following the above set of priorities, the following schedule provides an ***Indicative Action Programme*** for 2004/5 and beyond:

Item	Project	Scope
1	Knowledge Management	To establish a corporate Knowledge Management based system of searchable / categorised documents to improve the quality and availability of key information
2	GIS	To rationalise GIS applications and develop a web based corporate interface
3	Smart Cards	To implement electronic authentication of Citizens and Business via the use of digital signatures and smart cards
4	Telephony Integration	To implement a telephony integration solution to facilitate the telephone customer in sending and receiving data
5	e-Commerce	To implement e-Procurement and employee self service facilities via SAP

7. RESOURCES

The financial impacts of the development and implementation of Salford's e-government strategy is recognised by the City Council and financial commitments made to cater for the necessary investment in organisational transformation and ICT infrastructure.

The outline programme budget for the duration of the programme is set out in ***Appendix 4***

It should be noted that following the development of individual business cases for each of the Programme projects, the benefits arising are likely to be characterised by:

- Improvements in Customer service quality and performance
- Any operational savings will be reinvested back into the service through for example re-direction of back-office support staff into front-line service provision.
- Evidence is already available which suggests that improvements in service delivery arrangements as planned, often leads to *increased service demand*, by the simple act of greater accessibility and awareness of services, leading to *unmet need*, being better served

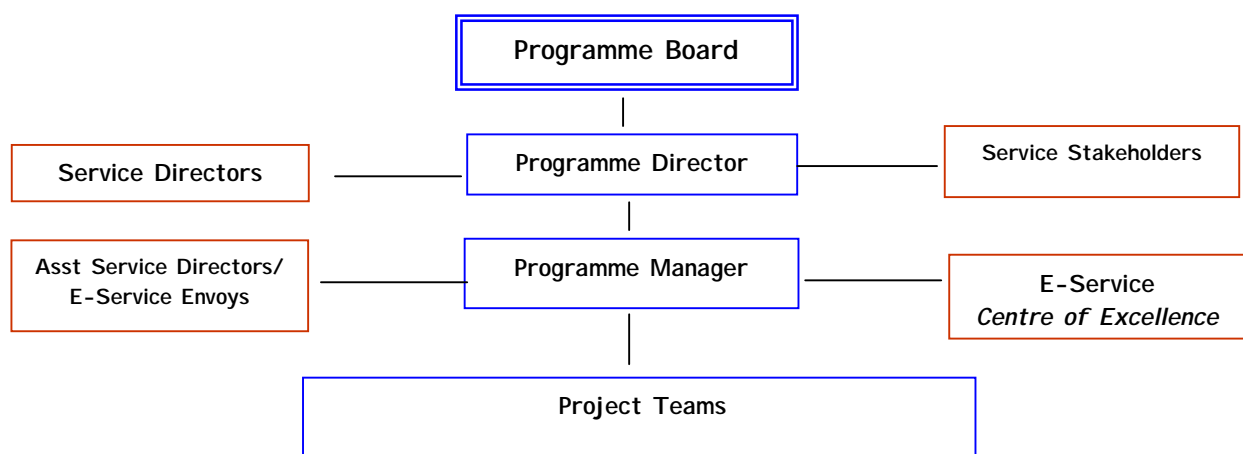
8. CRITICAL SUCCESS FACTORS

The following factors are considered critical to the success of the programme:

Item	Factor	Current Position	Future Requirements
1	Broaden IT Skill Levels to facilitate new service initiatives in front and back office	European Computer Driving License courses and test centre in place within Salford @dvance	Accelerate rollout of ECDL and introduce e-Learning facilities
2	Increase Awareness	Initial raising of awareness of the issues and impacts e-Government has been done including presentations, workshops, literature and web site	Substantial boost to awareness throughout Council is necessary
3	Funding	Funding programmes to take account of all available resources	Leverage of funding will need to be balanced against priorities
4	Active Engagement of All Council Services to drive in target benefits	The introduction of Directorate based e-Envoys has provided crucial resources and links to the corporate centre	Assign strategic responsibility for the success of directorate e-Govt work to a member of Directorate Senior Management Teams
5	Ensure Effective Business Continuity in light of increasing dependence on IT facilities for service delivery	Some disaster recovery facilities in place for business critical servers	Need broader based <i>Business Continuity Strategy</i> covering all key aspects of data, applications and infrastructure
6	Extension of Home/Tele-working Scheme to underpin more flexible and accessible public service channels	Home/Tele-working facilities currently in place for 8 staff	Plans in place to extend to 46 further staff within Customer Services

9. TEAM STRUCTURE

A strong Programme Board and team structure are well established the key components of which are:



The full team structure and outline roles are included at **Appendix 5**

10 MANAGEMENT CONTROL, COMMUNICATION AND QUALITY MANAGEMENT

The main features of Management control to ensure effective progress against plan and accountability are:

- Using PRINCE 2 standards according to the scale of individual projects within the programme
- Quarterly meetings of Programme Board or more often as needs require to review progress against plan, review risk log and agree future priorities and targets and allocate resources
- Monthly meetings of Executive Programme Director, Programme Manager, Change Manager and University Partners to review actual achievement of stated deliverables and to agree next deliverables
- Fortnightly meetings of Programme Manager and Project Managers to review actual achievement of stated deliverables and to agree next deliverables
- Quarterly meeting of Directors' Group to review progress and consider cross-cutting issues
- Development of a dedicated intranet web site holding all relevant Programme information
- Production of a Quality Plan to:
 - *Ensure products are fit for purpose*
 - *Lessons are learned during lifetime of Programme*
 - *Ensure proper consultation and decision making*
 - *Determine ownership of quality issues*
 - *Ensure quality procedures are in place*
 - *Ensure the Target Benefits are driven in*



11. RISK MANAGEMENT

The Programme will require careful risk and issues management to minimise threats to progress and ensure the expected benefits are achieved.

A full *Risk Log* will be maintained throughout the Programme, which will be updated and circulated within the Programme Team structure on a monthly basis.

An initial *Risk Log* is attached at **Appendix 6**

12 CONCLUSIONS

This document sets out an ambitious and comprehensive programme of actions to implement electronic government for the period 2002 to 2005, and so improve Public Services and create greater Democratic Accountability and Social Inclusion, all driven by the Council's mission and pledges and national requirements.

It includes exciting and challenging aspirations and targets, with the customer at the heart of our thinking and planning.

It will require substantial commitment, skills, imagination, team-work and resources.... But the potential benefits are enormous... measured by substantial improvements in Customer Satisfaction, Engagement and Value for Money

LINKAGES BETWEEN DRIVERS AND e-GOVERNMENT PROGRAMME

Mission	To Create the Best Possible Quality of Life for the People of Salford				D R I V E R S
Community Plan / Pledges	<ul style="list-style-type: none">▪ Better Education for All▪ Quality Homes for All	<ul style="list-style-type: none">▪ Clean and Healthy City▪ Safer Salford	<ul style="list-style-type: none">▪ Stronger Communities▪ Supporting Young People		
National Requirements	<ul style="list-style-type: none">▪ Modernising Agenda	<ul style="list-style-type: none">▪ E-Govt @Local	<ul style="list-style-type: none">▪ Regulatory Framework		
Contribution to National Projects	<ul style="list-style-type: none">▪ National CRM Solution				
e-Govt Aims	<ul style="list-style-type: none">▪ Improved Customer Service	<ul style="list-style-type: none">▪ Greater Democratic Accountability	<ul style="list-style-type: none">▪ Greater Social Inclusion	A I M S	
National Framework	<ul style="list-style-type: none">▪ National Standards	<ul style="list-style-type: none">▪ National Infrastructure	<ul style="list-style-type: none">▪ Service Partnerships	<ul style="list-style-type: none">▪ National Support for Change	E N A B L E R S
Change Management Capacity	<ul style="list-style-type: none">▪ Business Process re-Engineering▪ Project Management▪ Skills development/e-Learning	<ul style="list-style-type: none">▪ Change Management/ Performance Management▪ Marketing, dissemination and mentoring▪ Fund and Budget Management▪ Business Continuity Planning			
Organisational Transformation	<ul style="list-style-type: none">▪ Contact Centre▪ Service Centres▪ Web/Personalised Portals▪ Home Visits	<ul style="list-style-type: none">▪ e-Mail▪ Digital TV▪ Home/Tele-working▪ Electronic Voting	<ul style="list-style-type: none">▪ Electronic Partnering▪ Multi-Agency Working		
ICT Applications & Infrastructure	<ul style="list-style-type: none">▪ CRM System (Citizen)▪ Document Management and OA▪ Web Content Management▪ Intranet/Employee Portal▪ Electronic Forms▪ Electoral Registration & Voting▪ SAP▪ GIS▪ Smart Cards▪ E-Procurement (PERMIS)▪ SOLAR▪ Broadband▪ Telephony Integration▪ Interoperability/Gov Talk▪ Authentication▪ Knowledge Management▪ Land & Property Gazetteer▪ Mobile Technology				

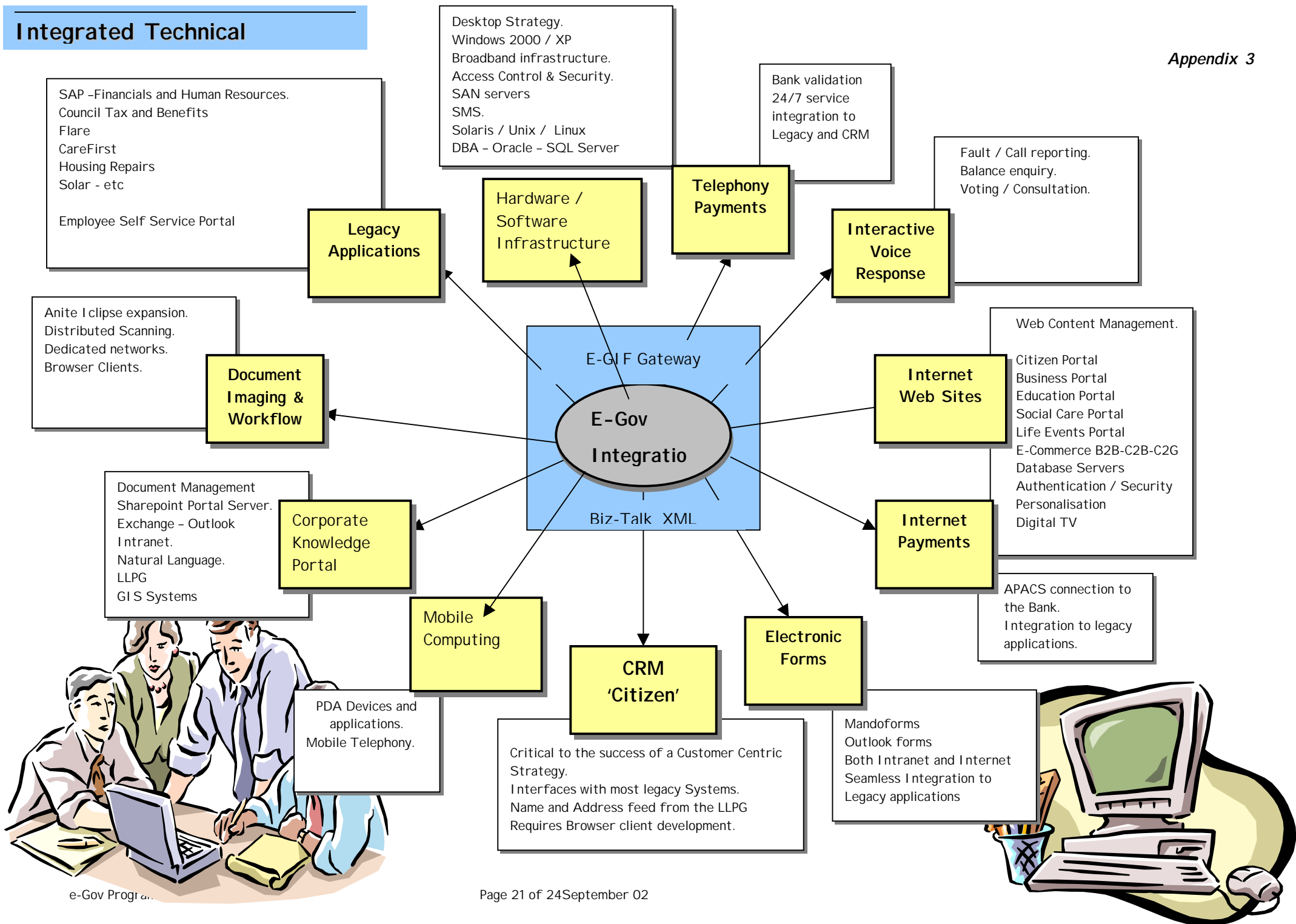
**CRITERIA FOR ASSESSING PRIORITY OF CANDIDATE SERVICES FOR
RE-ENGINEERING AND E-ENABLEMENT**

Criteria	Assessment of Impact			Rationale for Assessment
	High	Medium	Low	
<p>Services which, according to Case studies, surveys or anecdotal evidence show that they represent high preference by the Public for this service approach</p> <p>Services which would advance the achievement of Council Pledges and Community Plan</p> <p>Services which are predominantly Customer facing, in that there is significant public interaction involving Information Giving, Receiving and Problem Resolution</p> <p>Services which are capable of clear definition, have potential for 'routinisation' or scripting and have a relatively simple Customer Contact lifecycle without significant dependence on Back Office function</p> <p>Services which would have a significant impact on liberating Back Office function to concentrate on more complex, non-routine activities</p> <p>Services which would deliver significant cost reductions or increase income generation by improving operational efficiency of transactions with Public</p> <p>Services which align with Best Value Review Programme to enable synergy</p> <p>Services by their nature, are capable of relating with similar services from other Business areas, to enable common standards, greater integration, greater critical mass or support the viewing of Services as life episodes</p> <p>Services which show a strong preference / commitment from within the Directorate for targeting for this Service approach</p>				
Sub Total				
Overall				

NOTE: High = 5 points Medium = 3 points Low = 1 point

Integrated Technical

Appendix 3

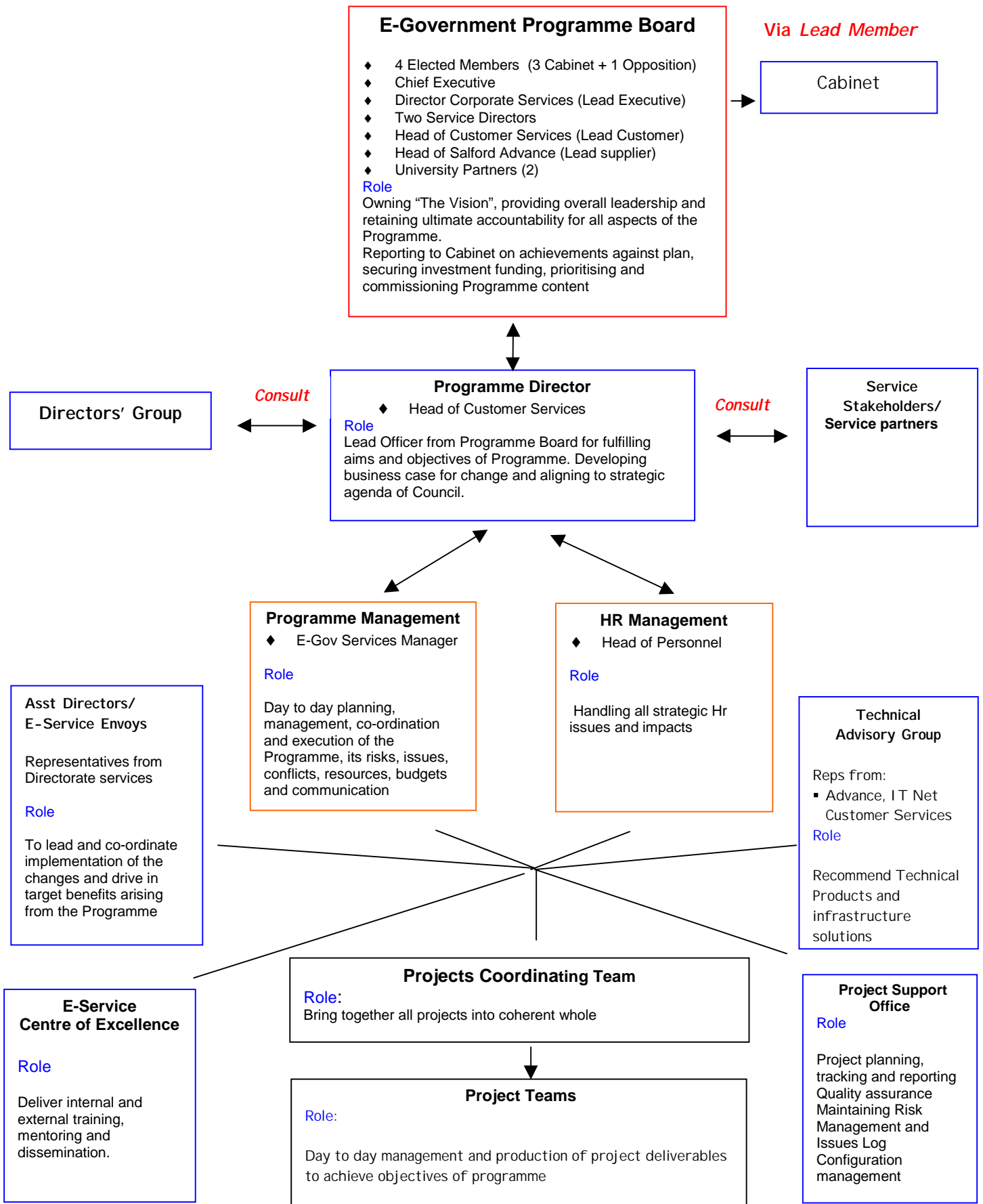


Outline Programme Budget- 2002/5

£000

Item	Source	Actual	Forecast			
		01/2	02/3	03/4	04/5	05/6
1	Pathfinder Allocation	733	107			
2	IEG Allocations		200	200		
3	Pathfinder Dissemination Allocations	50	35	35		
4	EU Funding	30	36			
5	Other Govt Funding:					
	o <i>New Opportunities Funding</i> for ICT training for librarians	25	16			
	o <i>Education Standards Fund</i>		23			
6	Internal Capital and Revenue Budgets	1195	2445	2419	2545	2348
7	Reinvestment of Savings					
8	Other Sources					
	TOTALS	2033	2862	2654	2545	2348

Programme Management Team Structure and Roles



INITIAL PROGRAMME RISK AND ISSUES LOG

Ref	Description	Initial Assessment	Action to Address Risk
1	Competing claims on officers' time	High	Re-affirm Directorate e-Envoys role
2	Other Council Strategies impacting	High	Produce Directorate Based e-Statements
4	Projects fail to deliver expected Benefits	High	Appointment of e-Envoys, Change Manager to drive in benefits. Benefits Management Method devised
5	All Necessary Funding is not available	High	Pathfinder budget / IEG will assist but need to re-affirm long term commitment and expand exploitation of external funding opportunities
6	The Project fails to get Senior Management buy- in or Managerial sponsorship of the project diminishes as other commitments arise	High	Regular reports to Directors Meeting