

LONDON BOROUGH OF BRENT

EXECUTIVE – 26 April 2004

REPORT FROM THE DIRECTOR OF CORPORATE SERVICES

REPORT TITLE: E-GOVERNMENT PROGRAMME 2004/5

FOR ACTION

NAME OF WARDS

ALL

FP REF: Cor-03/04-58

1 Summary

- 1.1 This report summarises progress towards the 2005 e-Government targets and proposes the allocation of funding to high priority projects across the authority in 2004/5.

2 Recommendations

- 2.1 That the Executive agrees to the proposed funding arrangements for 2004/5.
- 2.2 That the Executive agrees to the proposed project and information management arrangements.
- 2.3 That the Director of Corporate Services is authorised to agree any necessary variations to this schedule to ensure best use of the available funding.

3 Financial Implications

- 3.1 The 2004/5 budget contains £1,100,000 revenue provision for e-government. In addition £39,068 is available from repayments made to the authority's System Development Fund. The ODPM has announced that the authority will receive a further capital grant available for general spending on e-government, to help ensure the authority meets the national 2005 e-government targets.

Section 7.4 outlines the progress and expenditure on projects agreed by members for completion during 2003/4. The 2003/4 programme involved an element of 'over programming' and a further £36,918 is required in 2004/5 to complete the 2003/4 programme.

This report recommends the allocation of the remaining available e-government funding as detailed in Section 7.5, totalling £1,195,406. This leaves a balance of £106,744 which it is proposed to allocate later in the year, and may also be used to fund additional Systems Development loans or any overspend on the 2003/4 programme.

This is summarised as follows:

	£
2004/5 Revenue budget provision	1,100,000
Systems Development Fund repayments	39,068
ODPM Capital Grant	200,000
	1,339,068

	£
Proposed 2004/5 programme	1,195,406
Completion of 2003/4 projects	36,918
Balance to be allocated later	106,744
	1,339,068

- 3.2 A further £1,282,200 of capital expenditure has been allocated to specific e-government and IT projects, some as agreed items within the Capital Programme for 2004/5 and the remainder from government grants for specific purposes and these are detailed in the last numeric column of the table in 7.5. Notable amongst these is the allocation of £850,000 for the upgrading of the Council's data network, funding for which was allocated originally in the 2002/3 budget and for which members agreed the letting of a contract at the Executive of 29th March 2004.
- 3.3 The ODPM has recently announced that a further £150,000 of Capital funding is to be made available to the authority during 2004/5 for expenditure on achieving e-government 'priority service outcomes'. The full details of this have not yet been announced but the funding is likely to be tied to the achievement of specific objectives. Proposals for the allocation of these funds will be dealt with later.

4 Staffing Implications

It is recognised that the large number of E-Government projects will place major demands on both Service Areas and the IT Unit particularly in terms of project management, system implementation, data coordination and ongoing IT Support.

Provision was made in the e-Government programme in 2003/4 to supplement IT Unit staff resources to deal specifically with e-Government related activities and it is proposed to continue this in 2004/5.

Funding to support a new post of CRM Manager to supervise the development of CRM across the authority is proposed in this report.

5 Legal Implications

Expenditure incurred on the projects must be expenditure for capital purposes if it is to be eligible to be covered by capital grants. Expenditure for capital purposes is defined in section 40 of the Local Government and Housing Act 1989 and in regulations made under that section. Section 40 designates expenditure on acquisition, installation or replacement of equipment as expenditure for capital purposes. Regulation 7 of the Local Authorities (Capital Finance) Regulations 1997 specifically designates expenditure on acquisition or preparation of a computer program, including the acquisition of a right to use the program, as expenditure for capital purposes.

Some of the projects may have particular legal implications which will need to be addressed as they are progressed, for example, issues arising under the Data Protection Act where the project would involve processing of personal data.

6 Diversity Implications

Several areas within the e-Government Programme are related to the Council's Race Equality Scheme priorities for 2004-6.

The e-Government team is working with the Corporate Diversity team to review the equality issues arising from the overall e-Government programme. The equality impact of individual projects within the programme will be assessed by the officers responsible within the Service Areas concerned so as to ensure that any potential adverse implication is addressed during implementation.

Aspects of the e-Government Programme relating to social inclusion are addressed in more detail in section 7.10.

7 Detail

7.1 Summary

The main sections of this report are follows :

- e-Government and the Council's Corporate Strategy
- Progress made in 2003/4 (with examples from each Service Area) and review of expenditure on projects in 2003/4
- Projects proposed for funding in 2004/5
- Management arrangements for the programme
- Other aspects of e-Government such as BVPI 157, Social Inclusion, the Council's website etc

7.2 E-Government and the Corporate Strategy

Brent's e-Government strategy has been developed to support the five cross-cutting themes contained in the Council's Corporate Strategy. These themes correlate closely with the objectives of customer service, social inclusion, democracy, accountability and the seven shared priorities for local government.

7.2.1 Supporting children and young people

- A central pupil database has been developed to enable educational achievement for individual pupils to be tracked and schools' performance to be monitored. Development of three modules: Special Educational Needs, Educational Psychology and School Improvement monitoring and assessment is included.
- Development of a Schools Extranet to enable school specific information to be communicated electronically. As an example, Brent teachers will be able to submit and download lesson plans appropriate to Brent's cultural and demographic make-up.
- Digitisation and web-enablement of catchment area maps for primary and nursery schools including links with the Brent Property database. These website facilities will enable residents to link their address directly with the relevant catchment area.

7.2.2 Promoting quality of life and the green agenda

- Brent will be further developing its BRAIN community website and Healthy Living Zone to promote health awareness to the socially disadvantaged, who will be able to freely access this information at all Brent libraries.
- Development of a Sports and Leisure website to give customers a comprehensive list of sports and leisure opportunities within the borough as well as providing a mechanism to make requests such as "where's my nearest football pitch or swimming pool?" online. Online booking and payment facilities will be available.
- E-enabling all services makes them more efficient and accessible, and directly contributes towards achieving the Council's Green Travel plan. Brent Council's Green Travel plan sets out the need to reduce the use of cars in Brent and promotes work-from-home initiatives. By providing services online, there is expected to be a reduction in travel to & between Council offices & One Stop Shops by residents, Council Members and staff.
- GIS and online incident reporting will be further developed and promoted so that remedial or preventative action can be taken against graffiti, abandoned vehicles, missed bin collections, fly tipping, and crime.

7.2.3 Regeneration and priority neighbourhoods & Tackling crime and community safety

- The BRAIN Community website is working with the Metropolitan Police to provide an online crime reporting system using e-mail alerts and SMS text messages. Aims of the project include making crime prevention / detection a community issue, and encouraging the community to report crimes and incidents.
- Brent is working on a Community Cohesion E-Government project with the five other West London Alliance boroughs. This includes the development of an online portal to facilitate the sharing of information and intelligence, with a particular focus on reducing community tensions.

7.2.4 Achieving service excellence

Many current and future projects address the theme of 'achieving service excellence', including:

- E-Government funded PRINCE2 Project Management training and certification for staff involved in the delivery of E-Government projects.
- A 2004 MORI survey on Internet use amongst Brent residents to help us ensure that the Council builds its services around customer needs.
- Development of a Schools Extranet to allow individual school log-ins enabling school specific information to be communicated electronically.
- A document management and archiving system to store the equivalent of 100 filing cabinets of records. The associated new workflow will also improve service efficiency by reducing staff time spent inputting data, as well as removing delays in forms arriving from One Stop Shops.
- The streamlining of information and transactions across Environmental Services with the single focus of making it easy for the end user to do business with Brent. The development includes enabling web access for online requests; transfer of data electronically between applications, and allowing customers to pay for their applications online and to track their progress.
- A business information database that uses customer scenarios to provide comprehensive regulatory information and online transactions to support businesses, residents and council officers. The benefits include:

- improving services to customers to achieve higher customer satisfaction
- potential savings through reducing duplication and improved information management
- delivering 24/7 access to services.
- Development of a Pest Control system that is linked to the council's property database, and web-enabled for online appointment and payment. The system will enable customers to book, track requests and pay for Pest Control treatments 24/7.
- Development of a Unified Creditors System to allow the creation of a unified corporation of accounts and creditors in Social Services.

7.3 Progress in 2003/4

Members approved a significant programme of growth for E-Government in 2003/4 amounting to £800,000, as well as funding available from central government, leasing etc. Major projects funded in 2003/4 included: the new Care Management system for Social Services; IT Facilities for Members pilot (including laptops and secure remote access via ADSL broadband); Electronic Document Management developments in Education, Environmental Services and Housing, and further progress on the Council's Customer Relationship Management (CRM) system.

Below is a summary of the progress made by the various Service Areas highlighting some of the Council-wide benefits that Brent's 2003/4 E-Government Programme has provided.

7.3.1 2003/4 E-Government Progress in Environment

In delivering Environment's E-Government projects, consideration was given to matching resources to the corporate strategy priorities in order to secure high standards of service and increased customer satisfaction.

Creating a Quality Environment and Service Excellence

A range of on-line 24/7 services such as the provision of service information, on-line applications, on-line payments and the booking of appointments have been developed to make it easier for customers to access services.

An interactive business information website where the focus is on helping the customer to understand Council requirements has also been developed by providing cross cutting information on regulatory services. The provision of information and electronic transactions will contribute towards meeting more than 50% of Environmental Services BVPI 157 targets and will demonstrate service

improvements within the Comprehensive Performance Assessment framework.

Supporting children and young adults

The development of an interactive sports database and website has enabled the Council to promote and encourage the use of its sports facilities, local sports clubs and recreational facilities in parks. This will also enhance the proposed Best Value Review inspection by the Audit Commission in June 2004.

7.3.2 2003/4 E-Government Progress in Social Services

Framework i Implementation – a new Care Management and Workflow database system across Social Services.

Framework i is scheduled and on target to go live on 5th April 2004. The implementation project that started in June 2003 has been challenging but well managed. Framework i will provide the primary electronic client data capture mechanism within Social Services, enabling the improvement in service delivery to clients, as well as the Department's ability to robustly measure its performance.

As such, Framework i provides the 'backbone' system for Social Services to meet wider E-Government requirements relating to Health & Social Care particularly the development of Electronic Social Care Record (ESCR), and local inter-agency information sharing such as Child Protection Register information as well as supplying data and information to other local and London wide systems.

The key benefit here is the improvement of service delivery to vulnerable people in our community through partnership working and better information sharing.

7.3.3 2003/4 E-Government Progress in Education, Arts and Libraries

Document Management

E-government funding has provided the infrastructure for Electronic Document Management to be implemented and rolled out across Education, Arts & Libraries. Document management will enable speedy transfer and tracking of enquiries from members of the public and will improve response times.

Recruitment of Newly Qualified Teachers (NQT) - CD-ROM

E-government funding has enabled the service to distribute an information pack, evaluation form and application form to newly qualified teachers on the Internet and on CD-ROM. Providing this information in electronic format has enabled the service to reach a greater number of prospective teachers, and more NQTs now show an interest in teaching in Brent. (The number of applications from NQTs increased by 42% over last year, and 90% of all applications were prepared and submitted electronically).

Centralised LEA data systems

E-government funding has enabled the LEA to purchase centralised data systems to rationalise the management and flow of data across the LEA and schools. The system will be fully operational in September 2004 and will reduce, by more than 50%, the demand placed on schools to provide data to the Council. Having a central source of data on all pupils and the school workforce will reduce duplication and enable speedier responses to requests for information and data from members of the public and partners of the LEA.

7.3.4 2003/4 E-Government Progress in Housing

Repairs Contact Centre (BHP)

E-government funding has provided the infrastructure for a Repairs Contact Centre to be developed. The new Contact Centre is scheduled to go live in March / April '04. With the improved management systems, incoming calls can be processed more efficiently with an emphasis also on improved customer response times and satisfaction.

7.3.5 E-Government Progress in Corporate Services

Customer Relationship Management (CRM) system

Brent's Customer Relationship Management (CRM) system, e-Shop, underpins all of our current and future E-Government activity, as online services are reorganized around customer needs and intentions. Brent is building on its involvement in the CRM Pathfinder project, by further key participation in the CRM, Knowledge Management and LAWS (Local Authority Web Sites) national E-Government projects. Further integration between CRM, Electronic Document Management & Workflow, online payments and electronic forms is planned in 2004/5.

The Council's Website

The Council's Website is a key element in the delivery of E-Government as it provides the main channel for self-service access to the Council.

Brent has continued to be in the SOCITM Top 20 Local Authority websites for the 4th year running, and has now achieved the highest level of 'Transactional' status.

Professional Project Management Qualifications

Several officers involved in the E-Government programme have taken and passed the PRINCE2 Foundation and Practitioner Project Management exams, and further training is being planned for 2004/5. The E-Government Programme Support Office has also developed a PRINCE2 toolkit, which is available on the Intranet. This toolkit aids all E-Government Project Mangers across Service Areas in managing their projects' resources, risks, project plans, business cases, issues etc.

IT Facilities for Members Pilot

Twelve Members have been given laptops and printers, with secure remote access via ADSL broadband as part of the IT Facilities for Members pilot.

A survey of the participants of the pilot shows that the service has largely been operating successfully, with the key findings from the survey being:

- Members being generally in agreement that the provision of this type of IT facility was essential for Councillors.
- All pilot Members are already using the facilities to communicate with their constituents and carry out work-related research on the Internet, or planning to do so. (Additionally, most thought that the laptop and Internet connection had significantly increased their ability to fulfil their council duties).

7.4 Projects funded in 2003/4

The following table details projects that were allocated funding in 2003/4 from the E-Government Budget.

SA	SU	Ref	Task	Allocation	Projected Spend
			Corporate	471,000	363,000
			Corporate (General)	35,000	30,500
		1215	Public Consultation on E-Government	20,000	20,000
		1226	Project Management training	15,000	10,500
			Brent Financial Services	50,000	50,000
		1033	Financial Systems improvements	50,000	50,000
			Brent Revenue & Benefits Services	55,000	55,000
		1138	Rent Office Interface (Victor)	10,000	0
		1143	NNDR rateable values on website	5,000	5,000
		1152	Housing Associations Rent Update	10,000	10,000
		1154	Viewstar replacement	30,000	40,000
			Committee & Member Services	50,000	35,000
		1048	Members remote IT facilities	50,000	35,000
			Information Technology	245,000	179,000
		1019	CRM Phase 2 developments		
		1059	Online authentication & registration		
		1169	Complaints System links to EDM		
			CRM – carried forward to 2004/5		

SA	SU	Ref	Task	Allocation	Projected Spend
		1117	Upgrade data network Upgrade data network – carried forward to 2004/5		
		1210	Internet resilience	80,000	64,000
		1213	On-line payments Phase 2	50,000	0
		1225	IT Implementation Support	115,000	115,000
		One Stop Shops		30,000	13,500
		1222	Public web access in OSSs	30,000	13,500
		Policy & Regeneration		6,000	0
		1212	Business Support website	6,000	0
		Education Arts & Libraries		274,500	274,500
		Education, Arts & Libraries (General)		236,000	236,000
		1099	Pupil Database	30,000	30,000
		1200	Document Management	100,000	100,000
		1205	Monitoring & Assessment Database	90,000	90,000
		1216	Cross platform communications – arts information	16,000	16,000
		Brent Library Service			
		1209	BRAIN Crimezone project		
		Communication and Student Support		7,500	7,500
		1027	Electronic Communications with schools	4,000	4,000
		1173	Catchment Area Maps	3,500	3,500
		Teacher Recruitment		31,000	31,000
		1201	Housing web pages for teachers	2,000	2,000
		1202	Overseas trained teachers	2,000	2,000
		1203	Newly Qualified Teachers (NQT)	2,000	2,000
		1204	Supply Desk	25,000	25,000
		Environmental Services		306,000	303,100
		Environmental Services (General)		204,000	205,100
		1076	Firewall Solutions	13,000	16,350
		1155	Business information database	35,000	32,000
		1156	Document management and workflow	60,000	59,000
		1157	Communication and interaction	45,000	43,000
			Applications and service requests		
		1174	Mobile/PDA/Wireless network development for Acolaid, nonstopgov and Contender.	15,000	15,500
		1192	Development of Website	26,000	26,000
		1221	Online Booking Systems	10,000	13,250
		Environmental Health		12,000	12,000
		1025	Development of Pest Control System	12,000	12,000
		Planning Service		50,000	50,000
		1024	Development of Online Planning Applications	50,000	50,000
		Sports & Community Facilities Management		25,000	25,000
		1060	Development of Sports and Leisure database	25,000	25,000
		StreetCare		8,000	11,000
		1220	Skips, hoarding and building materials Licensing	8,000	11,000
		Trading Standards		7,000	0
		1023	Development of Flare Database	7,000	0
		Housing		120,000	120,000
		Brent Housing Partnership		80,000	80,000
		1207	Housing Repairs Call Centre	80,000	80,000

SA	SU	Ref	Task	Allocation	Projected Spend
			Private Housing Information Unit	40,000	40,000
		1168	Homefinders Improvements & link to EDM system	40,000	40,000
			Social Services	297,500	297,500
			Social Services (General)		
		1083	New Care Mgt System - Phase 1 - SSID Replacement	227,500	227,500
		1178	New Care Mgt System – Project Management- Phase 1 implementation	40,000	40,000
		1227	Unified Creditors System	30,000	30,000
			Systems Development Fund Totals	1,469,000	1,358,100
			Service Area Grants		
			Social Services	183,000	183,000
			Education - BRAIN	217,000	217,000
			Capital		
			Upgrade Data Network	250,000	-
			CRM	300,000	55,000
			Grand Total	2,419,000	1,813,100

7.5 Proposed Funding Allocation for 2004/5

The following projects have been assigned a high priority by Service Areas and were agreed as the draft 2004/5 programme by the E-Government Steering Group and E-Government Programme Board. The 'Requested' column shows the funding that was originally requested. The 'Allocation' column shows what was allocated in order to meet the budget constraints. The 'Ring Fenced / Capital Budget' column shows funds which can only be spent on that particular project. There were a significant number of lower priority projects proposed for inclusion in the 2004/5 programme, but these have been held over until there is funding available for them in the future.

SA	SU	Ref	Task	Requested	Allocation	Ring Fenced / Capital Budget	Description
Corporate				565,740	465,740	1,085,000	
Corporate (General)				113,000	113,000	1,085,000	
		1273	CRM Manager Post	43,000	43,000	0	Post to oversee all CRM projects in Brent
		1234	E-Government Training	15,000	15,000	0	The provision of targeted and structured training to help those involved in e-gov projects to deliver them to specified time, quality and within cost. To promote communication and knowledge sharing.
		1240	London Connects- Partnership Contribution	35,000	35,000		Contributions to London Connects partnerships.
		1239	West London Alliance - Partnership Contribution	20,000	20,000	0	Contributions to WLA partnerships.
Brent Financial Services				100,000	40,000	0	
		1016	Corporate Procurement System	100,000	40,000	0	e-procurement
Committee & Member Services				127,740	127,740	0	
		1048	Members remote IT facilities	127,740	127,740	0	Improving IT facilities and connections from home for all Members
Information Technology				145,000	145,000	1,085,000	
		1241	E-Gov Programme/Project Support Office resource	30,000	30,000	0	Staff resource to maintain Project Support Office and assist Service Areas with maintaining their PRINCE2 project documentation
		1225	IT Implementation Support	115,000	115,000	0	Provide adequate IT Unit resources for implementation

SA	SU	Ref	Task	Requested	Allocation	Ring Fenced / Capital Budget	Description
							of new systems.
		1117	Upgrade data network	0	0	850,000	Replace obsolete network hardware and ensure the network can handle increased workload
		1235	CRM/LGOL-Net Integration	0	0	50,000	Integration of CRM with a wide range of back office systems, document management, workflow etc. Including review of front/back office business processes.
		1059	Online authentication & registration	0	0	25,000	Development of cost effective arrangements for online authentication and validation of identity. This is likely to involve work on digital signatures and certificates and possible links to the Government Gateway system
		1158	CRM Phase 2 developments	0	0	160,000	Balance remaining to be allocated to CRM Phase 2 developments
One Stop Shops				80,000	40,000	0	
		1237	Scanning documents at OSS reception	80,000	40,000	0	Pilot to scan documents into e-shop from OSS receptions
Education Arts & Libraries				338,000	163,000	0	
Education, Arts & Libraries (General)				263,000	88,000	0	
		1244	Document Management (Phase 2) : Financial and Training material	200,000	50,000	0	(1a) Financial documents : Requirement to keep all finance related documents for seven years. (1b) Training/teaching material : created by the service which are currently stored in their paper format
		1269	Governors Information site : Within Schools' extranet	4,500	4,500	0	Use of schools extranet in individual schools' areas for providing information to governors
		1265	Pupil Support Services module - Central Pupil DB : Phase 2	50,000	25,000	0	The purchase and implementation of the Pupil Support Services module

SA	SU	Ref	Task	Requested	Allocation	Ring Fenced / Capital Budget	Description
		1245	Extension of User Licence for GrantFinder/GrantNet Software	8,000	8,000	0	This is a grant-finding software that allows on-line access to searching and sourcing external grants from charitable trusts, government departments and other financial institutions.
		1268	Governor Email Discussion Forum	500	500	0	Governor Services would like to set up an email discussion forum for governors in Brent. This would service our 1000+ registered schools governors.
Brent Library Service				55,000	55,000	0	
		1255	Brent Council Self Service points	23,000	23,000	0	To provide twelve self service points, one in library around the borough with adaptive use PCs and desks to provide access to the Brent Council website for all e-gov online services and information
		1270	Technical resource to continue the promotion of BRAIN	32,000	32,000	0	Temporary staffing to develop an outreach programme aimed at reinforcing links with NW London Online centres, and community organisations
Teacher Recruitment				20,000	20,000	0	
		1246	Document Management & Teacher Recruitment Service (TRS) Archiving	7,000	7,000	0	Loan obtained to pay for project during 03/04 as part of the existing EDM project. The project has been completed and the bid is for the pre-payment of the loan.
		1250	Production of "04/05 Newly Qualified Teachers CD-ROM"	5,000	5,000	0	TRS want to bid for further funding in 2004/5 to update and reproduce another NQT CD-ROM
		1249	Production of "04/05 Supply Teachers CD-ROM"	5,000	5,000	0	TRS want to bid for further funding 2004/5 to produce a Supply Teachers CD-ROM
		1251	TRS Software annual licence	3,000	3,000	0	Annual Software Licence for TRS Software

SA	SU	Ref	Task	Requested	Allocation	Ring Fenced / Capital Budget	Description
Environmental Services				235,000	175,000	10,000	
Environmental Services (General)				163,000	103,000	0	
		1233	Development of intranet/internet GIS	125,000	80,000	0	The e-government strategy requires GIS to integrate services between different departments e.g. the Property Database and Ordnance Survey Mastermap GIS data. It also requires Departments to utilise spatially enabled information and that GIS provides an online service to people living in Brent.
		1232	Maintenance of e-gov projects implemented in 2003/4	38,000	23,000	0	Maintenance & licensing costs of existing e-gov projects
Health, Safety & Licensing				0	0	10,000	
		1238	CRM Violent Incident Marker	0	0	10,000	Violent incident marker function has been reviewed on the CRM Onyx system. It is being used by the OSS staff and needs to be amended to meet Brent Council's statutory health & safety obligation
Planning Service				55,000	55,000	0	
		1024	Development of Online Planning Application 55,000		55,000	0	Development of online planning application - scanning of plans etc
StreetCare				17,000	17,000	0	
		1076	Firewall Solutions	2,000	2,000	0	Development and implementation of firewall solutions for Parking and Nonstopgov
		1274	Parking Permits	15,000	15,000	0	Development of online parking permits - new, renewal and changes in circumstances
Housing				80,000	80,000	0	
Brent Housing Partnership				80,000	80,000	0	
		1275	Mobile Working and Asset Management Systems	55,000	55,000	0	Provides mobile working for surveyors and management of planned maintenance

SA	SU	Ref	Task	Requested	Allocation	Ring Fenced / Capital Budget	Description
		1276	Neighbour Relations Team Casework Database	25,000	25,000	0	Respond is currently used as Housings Complaints Management Database. With some development, a system can be developed from Respond to provide a Casework Database for Neighbour Relations Team
Social Services				361,666	311,666	0	
Social Services (General)				356,666	306,666	187,000	
			Social Services Grant	0	0	187,000	Social Services Central Government Grant
		1189	Local Inter Agency Child Protection Information sharing functionality	15,000	15,000		System Development (security enhancements) and implementation of Corelogic's Framework i as an inter-agency Child Protection Information system. Benefits include better and more secure data sharing across local agencies to better protect children at risk.
		1112	Consultancy/Project/Programme Management for 2004/05 Projects	100,000	100,000	0	Project Management for Projects - ESCR Development and Finance Module in Frameworki,
		1022	Development of the 'Electronic Social Care Record' - Document Management	80,000	80,000	0	ESCR development - Integration of Lotus Domino.doc document Management system and SSD Care Management system (Framework i)
		1177	Finance Module - Frameworki - Phase 2 implementation	100,000	50,000	0	Finance Module to Corelogic's Frameworki Social Services new Care Management client database.
		1083	New Care Mgt System - Phase 1 - SSID Replacement	61,666	61,666	0	£30,000 stage Payment in 2004/5, £31,666 Leasing Payment towards Phase 1 of SSID Replacement
Older People Services				5,000	5,000	0	
		1029	On-line Payments / Electronic Transactions	5,000	5,000	0	Project has started with Older People Services for MoW, Home Care, Residential Care and Brentline service.
Totals				1,580,406	1,195,406	1,282,000	

7.6 Management arrangements

With such a large number of projects to be completed in a short space of time and significant funds being distributed it is essential that appropriate measures be in place to ensure proper management of the programme.

7.6.1 Programme Management

Brent has improved the infrastructure of its E-Government initiative by appointing a dedicated team to manage the E-Government programme.

The E-Government Programme is being managed using the Office of Government Commerce's Managing Successful Programmes (MSP) methodology. This methodology enables better programme assurance, outlines how business change will be managed, and requires every project to outline future benefits and describe how these benefits will be realized and measured. The Programme Support Office (PSO) monitors projects' spending, risks and issues, and progress towards 100% BVPI 157 by the end of 2005.

The Programme will embark on a major promotion in 2004/5 in order to highlight the benefits of E-Government to all staff, Members, citizens and other stakeholders. This will include workshops in Service Areas to showcase the best E-Government projects, and an E-Government newsletter.

The Programme recently developed a Brent E-Government logo, which is available on the Internet and Intranet, and has already been used in website publicity materials.

7.6.2 Project management

The Steering Group has agreed that all projects over £20,000 will be managed using PRINCE2 project management methodology, which is now a standard method of project management in the public sector.

Documentation relating to E-Government projects is held in a Projects database on the Intranet, and the Programme Support Office has developed a PRINCE2 toolkit – also available on the Intranet - to aid all projects in implementing the methodology.

As stated earlier, several officers involved in the E-Government programme have taken and passed the PRINCE2 Foundation and Practitioner exams, and further training is being planned for the 2004/5 year.

7.6.3 Project information

The following items need to be completed for all projects, which are given funding via the programme -

- Description of the benefits which the project will bring
- Description of the metrics that will be employed to measure the expected benefits.
- Adequate project management and implementation resources.
- Agreement with IT Operations on how the new system will be supported in the future.

7.6.4 Financial Controls

Arrangements have been made to use the Systems Development Fund to hold income and to make the allocated disbursements to Service Areas.

The current procedure is for Service Areas to pay invoices associated with their agreed projects and to send copies of these with overall internal invoice to the E-Government manager for approval. Payment will then be authorised from the Systems Development Fund directly to the appropriate to the Service Area or Service unit budget.

7.7 BVPI 157

BVPI 157 is the Audit Commission Corporate Health Best Value Performance Indicator. It measures progress towards 100% e-enablement of services by 2005. Declarations and targets are:

<u>Year</u>	<u>Target</u>	<u>Actual</u>
2001/2	30%	30%
2002/3	40%	38%
2003/4	60%	73%*
2004/5	80%	
Dec 2005	100%	

* the BVPI 157 value for 2003/4 is 73%, which has significantly exceeded the declared target of 60%. Currently the projected value for 2004/5 is 84% which will also exceed the target of 80%.

The Council uses the IDeA ESD Toolkit as the method of measuring progress. This uses a de-facto standard list of local government services, processes and interactions. The expected dates for e-enablement of interactions are supplied by Service Areas themselves. This data can be seen on the E-Government Intranet site.

7.8 Website

Brent has continued to be in the Socitm Top 20 Local Authority websites for the 4th year running and has now achieved the highest level of 'Transactional' status.

The target for 2004/5 will be to retain the transactional and Top 20 ratings, and develop the website in line with emerging national standards. This will continue to require all Service Areas to commit to making use of the facilities which have been provided on the website such as Frequently Asked Questions (FAQs), e-forms, on-line payments, email Alert. A registration and authentication system is being developed which will allow the public to access their own information from the Customer Relationship Management (CRM) system.

The council's Community Website, BRAIN, has undergone a major redevelopment during 2003/4 in partnership with the Metropolitan Police. This has been funded by a £217,000 grant from the ODPM. The new system was launched in April 2004.

A major publicity campaign to increase the awareness of the Council website by Brent residents has been implemented by the Communications Unit. This has the strapline "Now More Brent People do it online".

7.9 Customer Service

E-Government is not primarily about technology - it is about using electronic facilities to assist organisational transformation to improve services to our customers.

The CRM system is a key element in our E-Government strategy. It provides software tools to improve the quality of front line customer service and the infrastructure for consistent and accurate information about all the people who interact with the Council. Future developments will concentrate on linkages to other back office systems.

Considerable effort has gone into the development of a Corporate Complaints system which is integrated with the CRM system – this is planned to go live in May 2004.

7.10 Social Inclusion

It is essential that the drive towards E-Government does not disenfranchise those sectors of the community that do not have ready access to the Internet.

Brent Council's E-Government strategy is particularly concerned with addressing the issues of social inclusion in the Information Society, and making ICT accessible to all members of its diverse community

Current developments include:

- Internet access in all libraries. All of Brent's twelve libraries have Internet access, delivered over broadband, with one terminal in each library having adaptive technology to meet the needs of disabled people.
- Ealing Road Library Multicultural ICT "Language and Learning Zone". April 12th 2003 saw the re-opening of the Ealing Road library, which has undergone extensive refurbishment. The new-look library includes a study room and multicultural ICT language and learning centre, to serve the area's diverse community. It features 8 PCs with transliteration and word processing software in 10 languages, and online English language learning programmes. The Office word processing application will be provided in the top 10 most spoken languages in Brent - Gujarati, Hindi, Urdu, Punjabi, Tamil, Arabic, Albanian, Somali, Farsi and Chinese. This is part of Brent's plan to break down barriers to ICT and make Internet access and IT skills more accessible to all those that want them.
- Developments for BRAIN in relation to Social Inclusion. All the zones are being redeveloped to promote greater awareness to the public on health, crime prevention, arts and lifelong learning and multicultural issues with particular attention to promoting this in those areas considered to have the greatest social exclusion. A 'Youth Zone' is being developed to attract a larger audience of young people, and there is ongoing research into widening online language translation services.
- The website is designed to follow the accessibility guidelines issued by the World Wide Web Consortium (W3C) and the Royal National Institute for the Blind (RNIB), and the entire site is now speech-enabled. This means that people who have difficulties reading web pages can use free software that produces a vocal rendition of the text as it appears on the webpage.

7.11 Working in Partnerships

The ODPM encourages partnership working between local authorities.

Brent is currently working with two partnerships to facilitate further E-Government development - the West London Alliance (WLA) and London Connects.

7.11.1 WLA Partnership overview

The West London Alliance is a partnership of the six West London Authorities and is led by all six chief executives and all six leaders. It has a number of different sub-groups of which E-Government is one. This framework and leadership ensures that the E-Government group is an unusually robust partnership because of the direction and high level support provided.

The WLA E-Government group has achieved its work programme for 2003/2004. The main projects included:

- Online Consultation: procurement and implementation of a corporate consultation software that can be used to design surveys, display them on the web, and analyse results. The consultation software is currently being piloted on a sub-regional level for crime and disorder and economic development consultations.
- LOCATA: development of a web based facility to handle lettings for all new housing association properties in the WLA partner authorities and the London Borough of Kensington & Chelsea. This reduces the administrative burden on housing departments for managing properties, reduces the amount of time that properties are vacant, and provides residents with a clear view into the process and more control over the outcomes.

Brent has committed £20k to the WLA 2004/5 E-Government Programme, which will be used in areas such as mobile technology, business continuity, home working and joint procurement.

7.11.2 London Connects Partnership overview

London Connects is a London-wide agency bringing together local, regional, and central government to support the delivery of the e-government agenda across the capital. Partners include the GLA, the ALG, and London Boroughs ; together with other cross-London service providers and agencies, including Health agencies, LDA, TfL, LFEPa, MPS, London Grid for Learning, London Libraries Development Agency, and the London Voluntary Services Council.

Brent has committed £35k to the London Connects 2004/5 E-Government Work Programme, which will be used to support work in the Priority Outcome areas as Schools, Community Information, Democratic renewal, Support for vulnerable people etc.

7.12 National E-Government Projects

There are several national E-Government projects that are funded by the ODPM as part of the process of encouraging the take-up by E-Government by local authorities.

Brent is involved in two of these projects – the CRM project (where it is one of the 5 authorities on the Programme Board and responsible for the Suppliers Forum workstream) and the Knowledge Management project where it is represented on the CPA workstream.

The Council expects to take advantage of the products of several other projects – particularly in areas that are comparatively underdeveloped in Brent.

8 Background Information:

Brent Council e-Government Programme 2003/4
Brent Council e-Government Strategy January 2001
Brent Council IT Strategy - February 2002
Brent Council IEG3 Statement - October 2003
The National Strategy for Local e-Government - ODPM - Nov 2002

These documents are available on the Brent website at www.brent.gov.uk/egov.

Any person wishing to inspect the above papers can also contact

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