

DETR Guideline	OMBC Statement
<p>1. Overview summary</p> <p>Authority's vision for modern service delivery in 2005, incorporating an assessment of customers' needs</p>	<p>A. THE OLDHAM VISION 'Every citizen can access electronically, Council services and other public service information wherever and whenever they wish to, regardless of their circumstances'</p> <p>B. STRATEGIC AIM The Council will make Oldham a better place which local people will be proud to call home.</p> <p>By its own action, and its leading of the Borough, Oldham Council will use Electronic Service Delivery to pursue further and better the key-themes of our Community Plan.</p> <p>C. KEY THEMES The Key Themes of the "Oldham Framework" are:</p> <ul style="list-style-type: none"> ⇒ Putting People First ⇒ Creating Confident Communities ⇒ Competing in the Wider Economy and ⇒ Achieving a Quality environment <p>So, through offering services and information electronically the Council will aim to change lives for the better, providing:</p> <p>Citizens...</p> <ul style="list-style-type: none"> ≈ with more and better information about the services available to them ≈ with better access to information, knowledge and opportunities and to develop new virtual communities of interest, experience and identity; <p>Learners...</p> <ul style="list-style-type: none"> ≈ with access to distance learning and new learning opportunities; <p>Businesses...</p> <ul style="list-style-type: none"> ≈ with access to new markets, new technologies and cost reductions through faster and more efficient transactions; <p>Workers...</p> <ul style="list-style-type: none"> ≈ with new and sustainable employment opportunities, flexible access to training and the possibility of working from home. <p>In our planning structuring and delivery of services and information, we shall ensure:</p> <ul style="list-style-type: none"> ◆ Empowerment ... bring decision making closer to the people by developing structures that involve residents in the decision making process ◆ Fairness ... work towards fairness and equality of opportunity for all people regardless of age, culture, disability, economic status, gender, race, religion or sexuality

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	<ul style="list-style-type: none"> ◆ Openness ... ensure that the decisions we make are clear open and honest, that we listen to people and ensure that people have the right to question our decisions ◆ Respect ... treat people with dignity and courtesy in providing services which reflect and celebrate local diversity and provide choice ◆ Sustainability ... give people a better quality of life without leaving problems for future generations here or elsewhere <p>In addition to these five published aspects, we shall also ensure:</p> <ul style="list-style-type: none"> ★ Availability ... free access to the Internet for all citizens through public access points located in public libraries. ★ Co-ordination ... integrate or link our systems to improve efficiency <p>D. ASSESSMENT OF CUSTOMERS' NEEDS</p> <ul style="list-style-type: none"> ◇ Oldham Council is determined to become more customer friendly and that means asking the public what they think about the services we provide and how they can be improved. ◇ We shall build on the good practice, from our Best Value Pilot and our well established BVSr process, in particular the year 2001 Review "Access to Council Services" to ascertain how to satisfy our citizens' aspirations and needs to access services. ◇ We shall ensure that information will be widely available electronically at all levels of the organisation; so that responses to requests for information and action will be rapid. ◇ To that end we shall scope and resource a "Data Warehouse or Pool of Information" project which identifies core requirements; and plans for how they will be met.. ◇ We recognise that the needs of Oldham's citizens and the issues that concern them will change, so as we plan and implement we shall keep citizens' views under constant review.
<p>Identification of important crosscutting relationships with public and private sector bodies</p>	<p>The Council is already linked via "Oldham Wide Learning", a local intranet/high capacity fibre town centre cable network with</p> <ul style="list-style-type: none"> ◇ Oldham College ◇ Oldham Sixth Form College ◇ Oldham Business Management School ◇ Community Based Learning Centres <p>Our Web-site 'www.oldham.gov.uk' also includes links to</p> <ul style="list-style-type: none"> ◇ Welfare Rights ◇ Public Transport ◇ Police <p>We shall ascertain the opportunities to build on these foundations.</p> <p>We were pioneer bidders to the NGfL funding regime, and have enthusiastically and successfully embraced it since. This involved our selection of a private sector partner to implement elements.</p> <p>This has now been further developed in this region into the North West Grid for Learning, NWGL</p>

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	<p>Our notable successes with previous partnership initiatives such as Oldham’s Mental Health Partnership, New Deal for Communities and the National Fraud Initiative, combined with, as mentioned earlier, our determination to “Put People First” will ensure that delivery of services will continue to be driven by identified needs.</p> <p>Oldham Council recognises that e-Government is not a topic nor a strategy in isolation. It is an essential foundation for delivering integrated, responsive and high quality services which support the wider modernisation agenda.</p> <p>As part of our response to the modernisation agenda, we have established 6 Area Committees which exist to further the participation of our citizens in the consultation and decision making processes. We ensure that promotion and extension of e-Government locally across both public and private sectors will augment these arrangements.</p> <p>We shall work through the existing well established Oldham Partnership Board to continue to include other public and private bodies from our community in our Local Strategic Partnership. A key focus of the Local Strategic Partnership’s work will be to pursue cross-cutting Electronic Service Delivery.</p> <p>When establishing links with outside agencies, the need for Security and Authentication must be paramount, in both OMBC and the Partner organisation.</p>
<p>Overview of the anticipated costs, benefits and savings likely to accrue from seeking to meet the 2005 target</p>	<p>Whilst there will be costs, benefits and savings arising from the introduction of e-Government, we believe that there is not necessarily any direct correlation with the efforts in meeting the 2005 target.</p> <p>As mentioned previously, it is our view that ESD, Best Value and other central and local government initiatives cannot be separated. Our approach, whilst complying with any directives from central government, must remain one of Best-Value. Accordingly any ‘e-projects’ identified, to which reference is made in the following sections, will be prioritised using criteria to ensure that we achieve a balance between:</p> <ul style="list-style-type: none"> • obtaining significant return at comparatively low cost, and • combating social exclusion. <p>Nevertheless, over the next 4 years, ESD ought to result in more access via fewer access points with staff reductions and consequent financial savings that will be re-invested in ESD.</p> <p>The readily identifiable benefits will be mainly internal and structural, i.e., improved processes providing:</p> <ul style="list-style-type: none"> • better business planning information • more responsive services • more cost-effective delivery of services • integrated information holding <p>In addition, citizens will benefit by being</p> <ul style="list-style-type: none"> ◇ better informed and educated ◇ better able to communicate with the Council, using a variety of channels <ul style="list-style-type: none"> • In order to deliver services effectively and position ourselves for future developments, we intend to replace our current Financial and Management Information Systems. This will include an e-commerce solution. The package as a whole should result in some monetary savings. • Certain of the projects mentioned below have been undertaken with the expectation that savings will result.

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<p>A summary list of services with examples to be included in achieving the 100% target by 2005 (BVPI 157) and a snapshot of the current position</p>	<p>List of Services</p> <ul style="list-style-type: none"> ■ The list is incomplete with work on the audit of services being a current major priority. It is being compiled using as a starting point the '705 list' included in the ESD-Toolkit, that at present is being reviewed by departments, and adjusted to suit the circumstances obtaining in Oldham. The task is scheduled for completion by end October 2001, at which time some of the necessary changes to 'back-office' processes ought to have been identified. As a parallel exercise all departments are compiling a list of services currently provided for inclusion in an A-Z of Council Services. When complete, this will be distributed to all citizens and incorporated into our website. Target date for completion is September 2001. To complement these internal reviews, we are also in the process of asking our citizens for their views on Council services, which are important, what works well and what could be improved. Responses can be submitted in writing (Freepost), by e-mail or by using the Customer Response Form on our website. <p>Examples of Current ESD and Developments</p> <ul style="list-style-type: none"> • Payments of Council Tax and Business Rates can be made on-line, from 1 April 2001. • Enquiries regarding account or case status of the Housing Benefit, Council Tax and Business Rates systems can be made on-line. • The Council's multi-award winning Web-site has very extensive information about service provision. It is rated in the top 7 out of the 36 best web-sites, has won awards for its clarity of presentation, and also offers on-line complaints and consultation facilities under the "Listening to Oldham" branding. • Committee Minutes are available to the public on our web-site. Extensive plans are in place to <ul style="list-style-type: none"> ◇ publish Cabinet Business ◇ record Decisions taken ◇ hold Information in an "Information Domain" as part of our new Constitution and form of Executive. • All Councillors have on line access using Council owned Laptops and are trained in their use. • Oldham Council's Intranet 'intranet.oldham.gov.uk' became operational from May 2001. We have plans in place to use it extensively on adoption of the New Constitution and form of Executive. The Councils Policies, Standards and Procedures will be accessible by staff using the Intranet; the Code of Conduct for employees, the User Guide to Information Security and the Jobs Bulletins are available now. • Oldham's Web-site content is kept under constant review, and resources to do so are prioritised. • Since September 2000, there are public Internet access points in all libraries, free of charge to the users. These are augmented by a plethora of various training provisions for citizens. • Our Exchequer Division has operated a One Stop Shop for Council Tax and Housing Benefit queries for 7 years. • Our main Reception Desk handles departmental enquiries of a general nature, including provision of forms. • We offer a Customer Service Centre for the direct services provided by our large Operational Services Department.

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	<ul style="list-style-type: none"> • We operate a “Service Co-ordination Team” which came out of our Best Value Pilot. This offers a method of Electronic Service Delivery which: <ul style="list-style-type: none"> ◊ uses a combination of telephony and revised supporting processes ◊ incorporates empowerment, direct dealing with tradesmen and corporate working to deliver citizen focused services ◊ allows work to be ordered by e-mail ◊ was cheap to develop and ◊ has won a national award for the quality of training underpinning it <p>The “Access to Services” BVSr will ascertain how to extend the facility.</p> • Very extensive use of IT to support telephony based requests both through call centres and outside them • Best Value Pilot / Service Co-ordination Team allows citizens to request work. • We have several groups of peripatetic workers whose ability to respond to and interact with clients has been improved by taking the systems they use with them on laptop PCs. • A project is underway to ‘e-enable’ all Social Workers in the Authority by mid-2002. • We have lodged an outline business proposal with the Department of Culture, Media and Sports for the construction of a new Life Long Learning Centre and Library within the Cultural Quarter. This will draw together IT related solutions for Life Long Learning, the People's Network and the NGfL, providing a range of ICT possibilities for learners and the general public. The Centre is to include provision for almost 100 Internet access points. • We were pioneer bidders to the NGfL funding regime, and have enthusiastically embraced it since. This sound basis is now being extended to make e-mail the normal means of contact with and between schools. This has now been further developed in this region into the North West Grid for Learning, NWGL. • In addition, we have a project nearing completion to link all schools and libraries using the Metropolitan Area Network, see below. This will also link Youth Centres and the Connexions service, see next section. • We have a Procurement Card pilot, (with one Department and one Supplier,) under review. Once the Procurement Card pilot has been evaluated, it may well be extended to include all departments and more suppliers. • We use the Housing Benefit Matching Service (HBMS) provided by the Benefit Agency, and also have access to data within the Benefits Agency via a Random Access Terminal (RAT). • We participated in Data Matching exercises with neighbouring Councils to reduce benefit fraud prior to the introduction of the National Fraud Initiative (NFI), and subsequently have been enthusiastic partners in the national exercises. • A project by a private sector partner is currently nearing completion to design a secure system to provide access to Council Tax records by neighbouring Councils. The aim of the system is to solve the problem of tracing Council Tax absconders, believed to owe £85 million in Greater Manchester. It will replace / reduce the current use of tracing agents. The draft proposal is at present being considered by the Greater Manchester Authorities. (Note: Whilst this appears to be within both the spirit and the letter of the Council Tax legislation and the Data Protection Act, the Data Protection Registrar has expressed some misgivings.) • We are in partnership with Manchester City Council in their Invest to Save development of an electronic Housing Repairs system. ‘Ordering of Housing Repairs by means of Digital Television’.

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	<ul style="list-style-type: none"> • We also ran an on-line interactive consultation alongside a leaflet and newspaper campaign about Modernising Local Government and a new Constitution. • Civic Centre is linked by a Metropolitan Area Network (MAN) of cabling to Oldham College, Oldham Sixth Form College and Oldham Business Management School, and 4 other sites. As mentioned above, this network will soon include all schools and libraries, together with the Connexions service. • Piecemeal progress has been made with the booking of venues, resources and courses • BS7799 based Information Security Policy was implemented in November 2000. This incorporates the Council's policy on e-mail and the Internet; is reviewed in light of new developments to ensure its continued applicability, and includes reference to 'teleworking'. We believe this is an essential pre-requisite to future work, which is perhaps not understood widely. • We currently have a pilot project operating using a Citrix (Thin-Client) server. The implementation of a comprehensive Citrix programme across user department, dependent upon the results of a pilot scheme, is intended to make savings, in addition to improving both communications and standardisation of the office software in use across the authority. It will have the additional benefits of: <ul style="list-style-type: none"> > reducing the need to replace computer hardware on a regular basis and > offering improved security. • As part of our IT Strategy we have been consolidating and updating our Fileservers. • We are engaged in an innovative procurement process to address corporately the management of the management and processing of the whole body of our document processing, photocopying, printing and scanning. The aim being to make properly controlled use of the technologies now available in order to reduce the volume of paper we currently use, thereby saving money and protecting the environment. It is expected that monetary savings allied to a more environmentally friendly solution will be achieved from April 2002.
<p>A summary list of services with examples to be joined up in achieving the 100% target by 2005 (BVPI 157) including those which need to be joined up between tiers of local government and between local government and the wider public sector</p>	<ul style="list-style-type: none"> ■ As mentioned in the previous section, we are in the process of carrying out an audit of all our services to determine those that are 'e-deliverable'. This will be followed by a consultation process with the inclusion of a private sector partner. Once completed, this will be used to identify and prioritise projects to develop and enable that 'e-delivery'. • Development of a Community or Citizens' Panel comprising 2000 people, and Use of Internet in relation to that. (The Community Panel is evolving from the Oldham 2000 model ... a grouping of Social Services Interest / Focus Groups) • Setting up of on-line access for 'The Community Panel'. • Our Internet / Intranet Working Group is about to be reconvened to ensure that corporate standards are further developed in line with the planned expansion of services delivered. • Improvements to Internal Processes will also be identified by linking the 'e-Government' and Best Value regimes. • One project already identified, is the Manchester City Invest to Save development referred to above, 'Ordering of Housing Repairs by means of Digital Television'. Whether this proceeds in isolation or becomes part of a wider Internet project is to be determined. (The need for our portal to be compatible with Digital TV formats, whether terrestrial, satellite or cable delivered, has been recognised and will be addressed.)

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	<ul style="list-style-type: none"> • Extension and development of the Operational Services 'Customer Service Centre' and the Service Co-ordination Team. Whilst these are different approaches, it is intended that the two will be co-ordinated to provide a seamless integrated service to the public. • The Connexions service, that brings together careers advisers, youth workers and other specialists to provide advice for people aged between 13 and 19, has established a 'cyber-café' for its clients. • A current project is to provide similar Connexions facilities at all Youth Centres to permit electronic access to services. • If take-up of Payment of Council Tax and Business Rates on-line merits it, the current 'bought-in' system will be revised, enhanced and extended to include 'On-line Payment' of bills other than Council Tax and Business Rates by both the citizens of Oldham and other debtors. In the first instance, Housing Rents will be addressed. Later, this may also include payments due to our partner North West Water. • Our Environmental Procurement Policy and Environmental Procurement Statement addresses the need to ensure that our implementation of electronic service delivery is compliant with our Environmental targets. • Discussions are taking place with a Local Bus Operator as part of our Green Transport Initiative. This is aimed, in part, at use of Smart Cards. • This authority has introduced a 'Flexible Working Policy for Employees' effective from 1 May 2001. This includes the opportunity for teleworking and to extend the use of mobile technology. • Project in hand to promote greater use of technology by the Councillors. • Project in hand to keep Councillors electronically informed post New Constitution. • Project in hand for recording and direct entry of decisions made by the Executive, and under the Scheme of Delegation, and for Internet / Intranet access to them. • Project in hand for "Information Domain" approach to publication of Council Business. • PFI bid for Lifelong Learning Centre will add that centre to the MAN. • All secondary schools will be linked to the MAN by September 2001. The intention is to extend this to junior schools over the next 2 years. • An evaluation of the feasibility and usefulness of linking our Education service to a North West Education Extranet has led to our joining the North West Grid for Learning. • We await the National Government lead for on-line voting (comment also covers other reference to voting below) • The completed Best Value Service Review of the Creditors System and Processes revealed: <ul style="list-style-type: none"> ⇒ high levels of payments by BACS - this has led to: <ul style="list-style-type: none"> • Project to increase use of BACS. ⇒ good levels of willingness amongst current suppliers to work with us on electronic invoicing, leading to: <ul style="list-style-type: none"> • Project to set up computerised transmission of billing data with key suppliers. ⇒ justification for full evaluation of IDeA's "marketplace" product range <ul style="list-style-type: none"> • Council will evaluate IDeA's "marketplace" product, and the Best Value Zone electronic procurement hubs.

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<p>An assessment of those information management functions that might be done corporately, such as address management by implementing a Local Land and Property Gazetteer, in order that information is collected once and used many times</p>	<p>The need to link our local 'e-Government' development with the central governments initiatives has been recognised, in particular the LLPG/NLPG, NLIS, NGfL, the Pupil Database and eGIF standards.</p> <ul style="list-style-type: none"> • We already have a Corporate Address Gazetteer that is compliant with the NLPG. This contains links to certain of our systems and we are now reviewing what other processes and information can be linked using it. This should lead to information such as change of address notifications being actioned / processed by all systems no matter where the change is received. • It should also facilitate the integration / linking of systems for operational purposes. <p><i>(Note: Council Tax legislation only permits the exchange of data obtained for Council Tax purposes with other Council Tax authorities, although data obtained for other purposes may be used by Council Tax. I.e., the permitted information flow is 'one-way'. The Data Protection Registrar has indicated that the passing of information would contravene current legislation.)</i></p> <ul style="list-style-type: none"> ◇ Our Legal Division has established a cross-functional working group to look into the DPA, the Freedom of Information Act and other legislative ramifications of ESD. ◇ No matter where information is received, security procedures to authenticate the data must be in place.
<p>Summary Action Plan with milestones of how the authority will achieve the 2005 target, essential infrastructure and critical success factors</p>	<p>Our e-government progress to date has been largely piecemeal being restricted by</p> <ol style="list-style-type: none"> (i) the need to establish the necessary infrastructure and framework (ii) and the speed of technological change (iii) previous uncertainties about Central Government's definition of Electronic Service Delivery. <p>However, as mentioned in the Introduction, the need to adopt a strategic approach has been recognised; and to that end a <u>Member/Officer IS/IT Working Group</u> has been formed.</p> <p>■ The need to carry out the audit of services has been identified as the pre-requisite event and has begun.</p> <ul style="list-style-type: none"> ◇ This means that our action plan so far only includes the preliminary actions identified. The Summary Action Plan showing our current intentions is on the outline Gantt chart at ANNEX A. • A cross-departmental e-Government Task Group has been established. Further bespoke staffing needs are being identified. • The Corporate <u>Officer</u> IS/IT Strategy Group is and will be used as the main means of communication with the Member/Officer IS/IT Strategy Group. • Councillor Charles Glover and the 'Executive Director of Corporate Services and Deputy Chief Executive' (EDCS) have been identified to take on the rôles of e-Champion at their respective levels. • Oldham's Chief Officer Management Team has endorsed a report on e-Government submitted by the Head of ICT. The report reflected the approach taken in this statement of repositioning Electronic Service Delivery opportunities at the core of our thinking.

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	<ul style="list-style-type: none"> • The future relationship and functioning of these Groups needs to be reviewed and clarified. • We shall use our existing Annual Planning Framework to link this work with the Community Plan and our Corporate Plan. • We shall establish and operate a hub and spoke network of project groups – both internally and externally. • Concurrently, the criteria to establish partnership working will be developed. ■ Once the necessary structures are in place and the audit of services completed, consultation with the public will begin, to inform the council about the services that citizens would like to be ‘e-delivered’ and their preferences for the means and the method of delivery. This is the second pre-requisite event. • All of the above will be kept under continuous review and updated to reflect progress with current projects, new projects and developments identified.
<p>Detail of the relationship between the IEG and the wider modernising agenda (as outlined in Local targets for Electronic Service Delivery, February 2001)</p>	<ul style="list-style-type: none"> ◇ As part of the modernisation agenda, Oldham has introduced Area Committees in order to ensure wider democratic engagement with the local community. We shall explore how these Committees will link to our Electronic Service Delivery Arrangements. ◇ “UK online” is a information provider only at present, although we understand it is intended to provide access (links?) both to central government departments and local government. We shall establish the feasibility of connecting Oldham Services to the Citizen Portal. ◇ We shall establish the Government’s intention about Change of Address, and clarify the likely response of the Data Protection Registrar to that. ◇ Throughout this document we hope we demonstrate how our existing approaches to Corporate and Community Planning will fit well to promote increased Electronic Service Delivery.
<h2>2. Milestones</h2>	
<p>The section should set out a timeline and brief details of the key milestones up to 2005. These should include issues such as:</p>	<ul style="list-style-type: none"> ■ The Summary Action Plan showing our current intentions is on the outline Gantt chart at ANNEX A.
<ul style="list-style-type: none"> • developing community strategies and partnerships around e-government – including community participation, joint delivery programmes and shared databases and sharing of information with other local public services 	<ul style="list-style-type: none"> • This will be developed following the “audit of services” and subsequent “public consultation” exercise • Whilst this may seem overly cautious we are totally committed both to developing community strategies and to e-government. The necessity to address each in the context of the other will not be overlooked. • The milestones will follow and be included as integral parts of our annual plans. • We expect our 2002/03 Plans to record authoritatively and explicitly the steps we propose to take.

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<ul style="list-style-type: none"> access to service strategy incorporating the main channels such as one stop shops, contact centres, kiosks, interactive digital TV etc. in partnership with other authorities and public services, analysis of transaction types and joint payment systems 	<ul style="list-style-type: none"> This issue has been and is still being considered; as mentioned above we already have One Stop Shops and Call Centres and offer On-line services. Our services are citizen focused with the means of delivery being accorded secondary importance. I.e., Quality and likelihood of use will dominate. However, it is the intention that the whole range of available means of delivery are available to the citizen. A data/information audit is planned to ascertain the volumes and types of transactions. This will then be used alongside the results of the consultation exercise to inform our future plans. Our intention is that we shall hold a common "Data Warehouse or Pool of Information" that is accessible by every channel, although we are currently of the opinion that, for Oldhamers, telephony is by far the most likely preferred means of contact. This is supported by the results of MORI polls commissioned by us, and is also the national preference, see "Winning the e-revolution in local government" report from the New Local Government Network.
<ul style="list-style-type: none"> procedures for improved effectiveness in dealing with telephone customers through best practice in call handling and potential for partnership with other authorities and public services 	<ul style="list-style-type: none"> Our service co-ordination team achieves class leading performance. This has led to significant increases in areas of activity whilst maintaining the same standards. Our Best Value regime ensures that all processes and procedures are continuously monitored in light of developments in best practice. The different approaches being tested will be evaluated and best practices disseminated prior to inclusion in an integrated service.
<ul style="list-style-type: none"> timescale for services to become available electronically that are significant in terms of: 	
<ul style="list-style-type: none"> volume of transactions, e.g. benefits and library services 	<ul style="list-style-type: none"> The volumes of transactions will be ascertained when the audits mentioned above have been completed.
<ul style="list-style-type: none"> statutory change e.g. access to information for Sellers Packs(2.iii), or access to electoral registers by the Electoral Commission(2.iv) 	
<ul style="list-style-type: none"> efficiency gain, e.g. procuring a significant proportion of goods and services online (in line with the guidelines in e-Government Local Targets for Electronic Service Delivery, CLLG, February 2001) 	<ul style="list-style-type: none"> A project for e-Commerce is in hand. We are nominated Pilots of IDeA's Marketplace and are also evaluating the Best Value Zone procurement hub. As mentioned in the Overview, our implementation of ESD will be prioritised to ensure that savings in efficiency and /or money are achieved. This will then provide the necessary encouragement, and funds, to progress further. However, at present, given our track record in and preference for high quality developments we do not simply assume that there will be monetary savings or efficiency gains.

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<ul style="list-style-type: none"> timescale for services being co-ordinated with national projects such as the National Land and Property Gazetteer(2.ii), the National Land Information Service(2.iii), the IDeA / Home Office Electoral Registers project(2.iv) 	<ul style="list-style-type: none"> The Council fully recognises the need for and the advantages of co-ordinated services. However, we need the central government departments' timescales and parameters to be published in order to co-ordinate properly our local projects with them. Where these are known we shall ensure that we construct plans to comply. Our existing Corporate Address Gazetteer is fully compliant with the NLPG. We have appointed an IT Officer to co-ordinate the use of CAD and GIS across the Authority.
<ul style="list-style-type: none"> proposals for integration with the UK online citizen portal and National Grid for Learning(2.i) 	<ul style="list-style-type: none"> As mentioned above we are committed to the NGfL and have established working groups dealing with the directives emanating from the DfEE. Oldham's Head of ICT sees links as the way to connect the Citizen Portal to Oldham Services. We query whether full, seamless integration is currently possible. Aspirationally, the Council would welcome integration with the UK online citizen portal and National Grid for Learning, but we are concerned that at this time the issue of Legal responsibility to citizens for errors on linked sites does not appear to have been addressed satisfactorily.
<ul style="list-style-type: none"> timescale for converging with eGIF standards and local government specific standards disseminated by the IDeA 	<ul style="list-style-type: none"> We have a series of projects for this. Although we have no overall time-frame, each project has its own. In addition, we already have Corporate Standards covering, amongst other things, <ul style="list-style-type: none"> systems development hardware e-mail Internet web-site design
<ul style="list-style-type: none"> timescale for all councillors being on-line with a public email address 	<ul style="list-style-type: none"> All Councillors in Oldham have had Internet equipped Laptop computers since Spring 2000. Each has a public e-mail address, published in the Council's Telephone & e-mail Directory. Half of them are enthusiastic and frequent users. The recent fire-bombing of our Deputy Mayor's home has prompted a review of our arrangements to contact Councillors
<ul style="list-style-type: none"> timescale for teleworking groups of staff, use of mobile technology and plans for rationalising assets and accommodation cross referenced to the Asset Management Plans guidance issued by the DETR(1.ix) 	<ul style="list-style-type: none"> This Council has introduced a 'Flexible Working Policy for Employees' effective from 1 May 2001. This has been developed in part to provide a launchpad to take advantage of the opportunities offered by use of mobile technology and teleworking. We have a current project to investigate the costs and control implications of a Scheme of Home Teleworking. In addition our Green Transport policy may have the longer term outcome of encouraging requests for home teleworking. The rationalisation of Asset Management in this authority has been on-going for some years. The "Dry-Run" Asset Management Plan we submitted to DETR last winter was positively received.

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3. Transition	
<p>Developing transition plans will be crucial to the authority's ability to manage the task of meeting the 2005 target for all services to be online. Details of the key elements of these transition plans should be included in the council's IEG and would be expected to cover areas such as:</p>	
Management and resources	
<p>Appointment of e--champions (member and officer) responsible for meeting the target and ensuring that performance against these targets is subject to effective scrutiny by both citizens and elected members</p>	<p>The development of e-Government represents a massive cultural change for Oldham Council We have begun well the process of gaining widespread understanding of the issues across the organisation. Beyond that, we are committed to ensuring that Councillors and management teams continue to develop and refine their existing clear vision and strategy for use of information technology</p> <ul style="list-style-type: none"> ◇ There is a need to raise awareness and understanding at Councillor level, and throughout the workforce ◇ E-Champions have accordingly been appointed at the highest levels, based upon existing arrangements.. Councillor Charles Glover and the chairman of the IS / IT Strategy Group ('Executive Director of Corporate Services and Deputy Chief Executive') will direct the activities of the cross-departmental 'e-Government Strategy Task Group' ◇ Senior Officers in each Department have been appointed as departmental e-Champions.
<p>Outline analysis of the anticipated costs, benefits and savings likely to accrue from e-government with a proposed funding and resourcing strategy</p>	<ul style="list-style-type: none"> • There are costs associated with implementing 'e-Government; not yet quantified. In the past year we have identified Revenue spend of £802k and Capital spend of £475k in addition to our annual IT costs of £5m. We have a rolling 5 year Capital Program which will partly provide the funding, but additional resources may well be required. Possible sources of funds are: <ul style="list-style-type: none"> ☛ Central government ☛ European Union ☛ Private sector partners • Councillors accept that adequate resource provision for development and implementation of a strategy for e-Government must continue to be made. • To that end we have already recognised a need to identify and adopt criteria to confirm and prioritise expenditure and bids.

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	<ul style="list-style-type: none"> • We believe that, in the short term, any benefits are, in the main, likely to be improvements in service delivery with savings realised being invested in the process. The main monetary savings in the short term are likely to come from our Document Management and e-Commerce projects. As yet, those expected savings remain to be quantified. • We recognise that additional costs may arise due to increased interest and demand consequent upon the expected service delivery improvements.
Outline plans for realising savings from traditional service delivery processes and channels – which might include:	
<ul style="list-style-type: none"> • targets for the take-up of online services including social exclusion implications (marketing and access etc.) 	<ul style="list-style-type: none"> ■ Whether the provision of services by on-line means permits the elimination of traditional channels or becomes just an additional channel has to be proved, and will be driven by the extent to which on-line services are used. • To encourage take-up there is already free provision of Internet facilities in our Public Libraries. • We have a current PFI bid for a Life-long Learning Centre to provide access for groups of citizens believed to be socially excluded. • We shall ensure that Executive Directors and the various Project Managers set targets for every e-deliverable service against which on-line take-up can be monitored, in order to ascertain if the wishes of the community, as expressed during the consultation process, are translated into action. To the extent that take-up falls short of targets a review may be required followed by further promotion and marketing. • We also accept that there may be additional costs associated with providing on-line access if this leads to increased interest or demand for services. ■ BVPI 157 will be the starting point for the setting of targets.
<ul style="list-style-type: none"> • consider the scope for decommissioning of traditional channels 	<ul style="list-style-type: none"> • We envisage staffing reductions in the short - medium term, and would not wish to see a long period of transition, partly to ensure that savings are realised.
<ul style="list-style-type: none"> • assets, accommodation and Human Resource implications (in particular the opportunities in rationalising property assets(1.ix)) 	<ul style="list-style-type: none"> • In the event that ESD does result in the expected staff reductions, we enthusiastically anticipate the consequential need to review accommodation requirements and other asset usage. This will obviously extend into other areas such as furniture and office equipment, the reuse of which could also result in short-term savings.
Summary list of local targets and priorities in response to the target framework (Annex A of e-Government: Local Targets for Electronic Service Delivery, CLLG February 2001)	<ul style="list-style-type: none"> ■ The Oldham model for ESD does not envisage Call Centres based upon the sometimes “soul-less” ones in the private sector, but rather on the proven high quality, personal touch of our Service Co-ordination Teams to which reference was made above. • E-Government is an important part of the Community Plan. • The Oldham Partnership Board will address, from Summer 2001 onwards, the inclusion of other public bodies in the community as part of the Local Strategic Partnership. • Liaison arrangements are already in place with Colleges and Schools.

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<p>ESD plans should be bench-marked against alternative means of service delivery and private sector models</p>	<ul style="list-style-type: none"> ■ As a Pilot Best Value Council we have learned much from the application of the Best Value Regime. In particular we are much better at focusing on citizens' ascertained needs and on their degree of satisfaction with the outcomes of the services we deliver to them. • This aspiration for citizen focused services focusing on outcomes is moving us further and further away from input / output based measurement. We are finding relevant 'bench-marking' opportunities amongst those with similar experiences increasingly difficult to find. • We are committed to ensuring that the opportunities presented by IT will remain at the heart of our Best Value agenda. We shall measure our performance, especially customer satisfaction with it against others . • We shall also review structural arrangements for our programme of BVSR and the conduct of individual review to ensure appropriate service delivery focus continues to be achieved.
<p>Business options and tactics</p>	
<p>Key customer needs and plans for measuring customer satisfaction and take-up which should include:</p>	
<ul style="list-style-type: none"> • a definition of the council's and partner organisations' key customer groups 	<ul style="list-style-type: none"> ■ We shall build upon information already to hand from our Mental Health Partners, Oldham Partnership and New Deal for Communities initiatives, to convert them to a Corporate Community view through our Local Strategic Partnership.
<ul style="list-style-type: none"> • an analysis of the potential for groups of customers to access services electronically 	<ul style="list-style-type: none"> • Oldham regards the quality of services we provide rather than ICT itself as the essential focus of its e-Government agenda. It has been a key feature of recent work so far in these matters and will continue to be so. • The customer needs will be established by the aforementioned public consultation exercise. We shall use the already well established procedures and practices for this purpose. • Our need is to ascertain demand for Internet based services and likely development of numbers able and willing to access them.
<ul style="list-style-type: none"> • future plans for joint working and delivery of services to specific customer groups 	<ul style="list-style-type: none"> • We shall compile a list of customer groups to ensure that our plans are co-ordinated and include a full range of services, including those provided by our partners, to all groups.
<ul style="list-style-type: none"> • an analysis of mobile technology to support home visits 	<ul style="list-style-type: none"> • Staff already use Laptop computers, Mobile phones and In-cab technology. This usage will be promoted and developed as appropriate. • Achievements to date with our Social Services, Education and Leisure Services and Operational Services Departments provide experience to consider a commitment to further extend mobile technology use across the Council. The results of our recent Best Value review of Housing Repairs has provided the necessary evidence of the support value of mobile technology.

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Opportunities to deliver early results	<ul style="list-style-type: none"> • We have already stated that it is our conscious approach to obtain early results; these are essential to provide encouragement for further initiatives. • The replacement of our major Financial and Management information Systems will give us the opportunity to review and change our working practices to ensure results.
Private Sector Partnership	
Consider the potential for partnership with the private and voluntary sectors. This should include details of the authority's plans to ensure that IT contracts do not have provisions which could restrict access to the market for the electronic delivery of government services by a range of providers.	<ul style="list-style-type: none"> ■ When the analyses of our audit of 'e-deliverable' services and the public's wishes in response, taking into account Best Value, have been completed, projects to satisfy the needs will be established using the authority's documented procedures. At this point the likelihood and feasibility of forming partnerships with the private sector will be considered. ■ The Council foresees, at the end of the current Mainframe IT contract in March 2004, the opportunity for more flexible arrangements for the provision of IT goods and services by any new private sector partner. This freedom of action will present an unusual and outstanding opportunity to act! ■ Our approach to document processing referred to above is an example of this new flexibility beginning to be exploited. ■ Our approved Procurement Policy serves to prevent the inclusion of restrictive terms in any contract
Risk assessment	<p>Oldham is fully committed to Risk Management. This is exemplified by our Risk Manager being a member of the National Executive Committee of ALARM.</p> <p>The risks of this far-reaching project are understood by both Councillors and senior officers within the Council, in terms both of investment and organisational change.</p> <p>Perhaps the most significant risk is that Oldham will try to "comply with the letter of the law", especially in computing performance by BVPIs, whilst breaching the spirit of ESD by applying an 'electronic gloss' to all services. However, our intention to associate ESD with Best Value should go some way to prevent this.</p> <p>The augmentation of resources to achieve the vision will be undertaken as required.</p>
Critical areas of risk and uncertainty, assumptions and barriers to progress	<ul style="list-style-type: none"> ■ The undertaking of a Risk Assessment forms part of our e-Government planning. Our risk manager will be included in the process as soon as the 'e-deliverable' services have been identified.
Initial risk register – risk assessment (impact and probability) and management	<ul style="list-style-type: none"> ■ Initial Risks identified are: <ul style="list-style-type: none"> ➢ Provider expediency v Customer need ➢ Lack of understanding, leading to Unwillingness or Obstruction ➢ Lack of flexibility ➢ Insufficient Funding ➢ Demands of conflicting Legislation ➢ Technological change ➢ Skill shortage ■ Oldham's commitment to ESD will not be permitted to jeopardise or undermine our current generally high Service Delivery standards.

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Plan for uncertainty - innovation in technology and in business models mean that you should:	
Regularly review the IEG	<ul style="list-style-type: none"> ■ The 'e-Government Task Group' will be responsible for both development and implementation of the IEG statement, and will report to the "e-Champions" regularly.
<ul style="list-style-type: none"> • build in regular check points and milestones, and be prepared to cope with project plan changes 	<ul style="list-style-type: none"> • A project plan has been initiated. As individual sub-projects are identified they will be incorporated. • The plan will be kept under constant review.
Skills needs analysis	
Consider whether your Council has access to all the skills that you will need and, if not, how you will acquire them:	<p>Oldham has a sound infrastructure that is geared to ensuring successful implementation of projects and initiatives. This is evidenced by our having had no aborted / failed IT projects in recent memory.</p> <p>Whilst we can foresee a possibility that we may encounter a skill shortage, we are a large and stable Council that uses technology extensively, and is able to augment its in-house resources as needs arise.</p>
Leadership – members and senior management	<ul style="list-style-type: none"> • Technological developments will require further investment in training and support to Councillors. • We need to make more information more accessible to Councillors. • We need to raise awareness amongst Councillors and senior management about possible likely opportunities for and potential impact of electronic service delivery. • We shall use a revised approach to Challenge in our BVSr to augment the findings of the ESD "audit of services" to pursue the desired result. • Corporately, the initial commitment to ESD is good; we need to build upon that.
Business system development	<ul style="list-style-type: none"> • As Investors in People we can either provide training to rectify skill shortages or buy-in any resource that is not likely to be of a continuing nature.
End-user skills	<ul style="list-style-type: none"> • We need to raise awareness amongst workforce and the public about possible likely impact of electronic service delivery. • We may need to consider if further education and awareness raising for the public is required.
Specialist user skills	<ul style="list-style-type: none"> • We are aware of current shortages of specialist skills, particularly in the field of Internet Development. Retraining of existing development staff is taking place to address this issue. • We have a shortage of expertise in Project Management.

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e-Learning	<ul style="list-style-type: none"> • We need to raise awareness amongst Councillors, workforce and the public about possible likely impact of electronic service delivery • The public must be confident in confidentiality and data security.
Procurement	<ul style="list-style-type: none"> • We are content with the Procurement expertise available in-house. • We have already achieved a variety of significant improvements to service delivery through strategic procurement. • The new post of Strategic Procurement Officer was established, and appointment made in mid-May 2001.
IT Support	<ul style="list-style-type: none"> • We are content with the numbers and skill base of our in-house IT support, but will need to keep this area under constant review.
Information Management	<ul style="list-style-type: none"> • We recognise the need to adopt a new approach to the way information is managed within the Authority and in particular the development of an "information culture" requires a major change within the organisation. The need for an information strategy that defines principals for information management and sets standards will be a priority. • The development of a new information culture is fundamental to improving information practices. The need to move from departmental data to corporately owned information that is accurate, up to date, open, shared both across the organisation and, if appropriate, with other organisations is essential.
Human Resources Mgt	<ul style="list-style-type: none"> • Human Resource Management will only become a problem if down-sizing is possible to the extent that mass compulsory redundancies are required. At present, there is no prospect of that happening.