

'National Projects are at the heart of local e-Government and are designed to help local councils improve services, increase efficiency and to help create sustainable communities'

National Projects

- Customer Relationship Management (CRM)
- Digital TV (DigiTV)
- e-Benefits
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NATIONAL PROJECTS

at the heart of excellent services

Summary 2005

helping local councils improve services, increase efficiency and create sustainable communities.



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Supported by the Office of the Deputy Prime Minister

Introducing the local e-gov National Projects

The local e-gov National Projects are at the heart of local e-Government services and form a key part of the national strategy for local e-Government. They offer councils cost-effective, proven standards-based products, services and implementation roadmaps with which to build effective e-services.

The 22 projects have been created to help English local authorities deliver local e-Government by December 2005 – meeting Priority Outcome requirements and responding to the recommendations of the Efficiency Review. They aim to ensure that all councils have access to key knowledge and information on e-services and not have to build these services from scratch.



Martin Scarfe NP Communications Programme Chair with Phil Hope MP

Local authorities can use the outputs of the projects to achieve cost savings, to improve the quality of services and to meet their targets. They have been developed by local authorities for local authorities and will help you to improve services, increase efficiency and help to create sustainable communities.

The National Projects will help you to deliver your local e-Government vision and achieve the Priority Service Outcome targets and, at the same time, deliver services tailored to your council and citizens' unique needs.

This summary of the National Projects will acquaint you with the work that each project is involved in and provides details of how to find out more and get involved in the Programme for the benefit of your authority.

Phil Hope MP, Local e-Government Minister

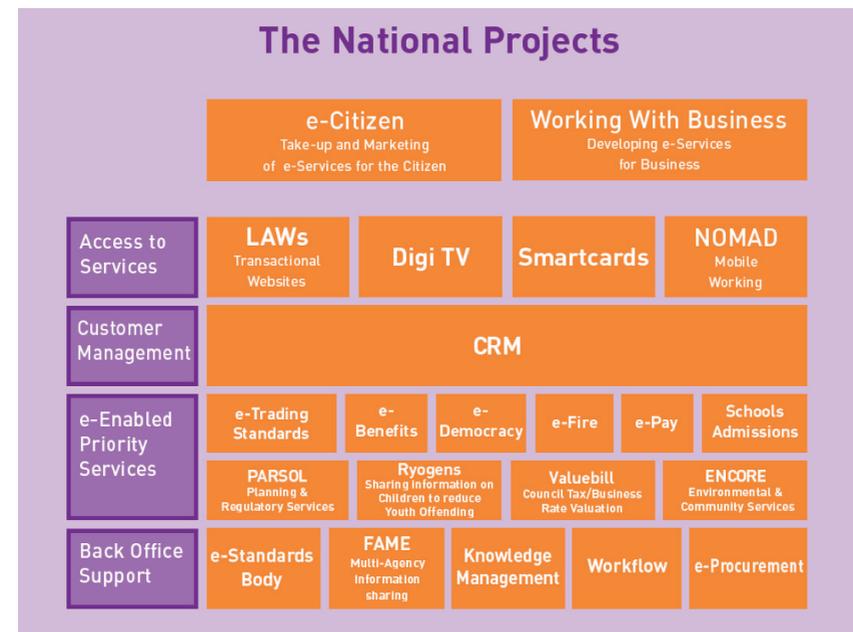
The National Projects

The ODPM supported National Projects help local authorities to improve the quality of services for citizens and businesses, and achieve greater effectiveness and efficiency.

The Programme consists of 22 projects supporting different aspects of e-Government. The projects have produced a range of local government developed solutions to meet councils' needs.

The National Projects assist local authorities to deliver against:

- BVPI 157 / the 2005 ESD targets
- CPA
- The 2004 Efficiency Review
- The National Strategy
- Priority Service Outcomes





Customer Relationship Management (CRM)

Providing support, advice and guidance to help councils deliver citizen focused services

This project aims to bring clarity and definition to the role of CRM within local authorities and support councils in delivering modern, successful and effective local government. It helps councils to recognise CRM as a change enabler and use the technology to become more open, accountable and inclusive.

A portfolio of 41 support, advice and guidance documents aimed at supporting local authority decision makers in implementing CRM has been developed. These implementation tools are available on the project's website at www.crmacademy.org along with a helpdesk facility for local authorities using the products.

The project recognises the benefits of CRM for all local authorities, both as an enabler for citizens wanting to access local government services by new channels, such as SMS and digital TV, and for local authorities that want to make the best and most cost-effective use of their staffing and resources.

The project also aims to provide details of the qualitative and quantitative benefits CRM can bring both the citizen and the council - including a tool to help calculate the benefits and the ROI of CRM.

Digital TV (DigiTV)

Complementing your channel strategy and helping bridge the digital divide

The DigiTV project has developed a centrally hosted technology, the DigiTV Starter Kit, that allows local authorities to develop, publish and maintain a locally relevant digital interactive service on Sky, ntl: and Telewest (as well as kiosks).

Alongside the technology, DigiTV has negotiated an attractive financial and contractual position, offering councils access to all DiTV platforms from as little as £10,000 pa.

Sixty five local authorities are already running interactive services and DigiTV has now moved to the technical stage that will see the starter kit integrating with local databases, offering end-to-end transactions and integrating with back-end systems.

With no local technology requirements, full training provided on digital TV in general and the DigiTV Starter Kit specifically, every local authority could quickly and easily get involved. DiTV is now in more than 50 percent of homes and, as we move towards the analogue switch-off, this figure will increase. The potential for this channel is enormous.



e-Benefits

A solution to benefit all

The main aim of the National e-Benefits Project is to improve the quality of service for citizens entitled to claim benefits, providing them with a more co-ordinated, streamlined approach.

It aims to improve cost-effectiveness and increase efficiencies, transforming the service offered to users of local authority benefits systems, whether through direct service provision or indirectly through intermediaries, such as Registered Social Landlords through the use of browser based software.

The core e-Benefits software will enable information to be accessed more freely, remotely, and reduce the amount of forms required to claim the benefits. The product will provide customers with the ability to verify their identity and give them a better understanding of the different welfare benefits they may receive.

The project will help achieve a number of specific objectives, including: delivering joined-up working with central and local government, provide an eligibility and entitlement calculator, provide intermediaries access to details regarding benefit claims, help reduce benefit fraud, and help meet and exceed the 2005 Priority Outcomes. Products and publications are available to public sector bodies via www.ebenefits.org.uk.

e-Citizen (Take-up & Marketing)

Enabling local authorities to increase take-up of e-services

e-Citizen is producing information and methodologies to help local authorities identify who to promote e-channels and services to, how to market e-channels and how to measure the take-up of e-services.

The project has carried out extensive research providing details of citizen segmentation, identifying citizens' attitudes to the use of e-channels for accessing council services, and best practice in marketing and take-up measurement.

It is also publishing details of tried and tested marketing campaigns, each targeted at specific citizen types, with the aim of increasing take-up of a specific e-channel; guidelines on how to market e-channels to citizens; guidance for working with market research and marketing communications agencies while developing marketing campaigns; a framework to help authorities identify benefits and prioritise the running of targeted marketing campaigns within their local area; and a worked example of using the above framework within a local authority.



e-Fire

Effectively managing information and providing transactional fire-related services

e-Fire will produce a range of internet-based facilities, each of which is designed to provide a key component for Fire & Rescue Services to use in their delivery of electronic services.

The suite of products delivered by the e-fire portal will enable members of the public and those responsible for commercial premises to assess fire risk, plan control measures and prepare escape plans. Users will also be able to request services from their local Fire & Rescue Service, such as the provision of a free smoke alarm. The portal will also carry home fire safety advice specifically targeted at carers, social services professionals and housing departments, to enable the provision of safety guidance to high-risk, hard-to-reach households and to support local brigades' work in the development of productive cross-agency partnerships.

e-Fire will enable the provision, acquisition and exchange of information in new or more efficient ways, provide transactional services via the internet and prepare the ground for Fire & Rescue Services to introduce other channels of access such as digital television.

e-Pay

Taking payments online

e-Payment solutions make it easier for citizens and businesses to pay for services from local authorities. They also support the ODPM's wider agenda of e-enabling all local authority services by 2005 and specifically the payment interactions detailed in the Priority Services consultation paper.

There are a broad range of payment types made by citizens to local authorities, including payments for council tax, property searches, planning applications and parking. These payments can be made through a number of different e-payment channels such as through the internet or the telephone.

The e-Pay project will help councils take advantage of e-payment technology and to improve service delivery by enabling citizens to make payments in ways that they choose and at times that are convenient to them. e-Pay also aims to help local authorities make efficiency savings by reducing the time and resources spent on taking payments manually.

e-Pay has developed best practice guidance and a toolkit for councils to help provide e-payment facilities and includes a business case tool, a directory of suppliers, guidance around both the use of intermediaries and how to ensure citizen trust, as well as e-payment case studies.



e-Procurement (NePP)

Delivering e-Procurement

External research has identified that best practice procurement coupled with e-procurement can deliver £1.1 billion savings on the costs of goods and services. Service improvements and cost reductions will bring direct benefits to the citizen.

NePP aims to enable authorities to take full advantage of e-procurement by the 2005 target and to raise the overall profile of procurement in line with the last government White Paper and the Byatt Review. The project delivers real practical support and best practice guidance based on a structured framework to help you plan the stages of implementation and identify the relevant elements of the Procure to Pay process to be e-enabled.

The project aims to provide the practical help required by local authorities to successfully implement e-procurement. Guidance is available to help you build the business case, develop clear requirement specifications and assess service provider offerings.

e-Trading Standards National (e-TSN)

Local authority trading standards services: working together effectively

Most trading standards services collect and store similar data in relation to their market surveillance activities. This data relates to goods and services that are traded across local authority boundaries or to traders operating in more than one authority – much of this data is in electronic format. The key objective of this project is to develop, test and provide a solution that enables this data to be shared across trading standards services. The project is developing a process for data clean-up and management which is currently being tested with partners.

e-TSN is a collaborative project involving six local authority partners including the trading standards services of Nottingham, Oxfordshire, West Sussex, Warwickshire, Wandsworth and Worcestershire. The project has an additional 14 partners who will help to develop and test the final products and services.

Products under development cover trading standards business self-assessment and licensing services. The processes, lessons learnt, case studies and other supporting material are available free to local authorities via toolkits.



Environment & Community Online Residents' e-Services (ENCORE)

Making local environment information easy to find

The ENCORE project enables easy access for citizens to local environment and community-related services through Directgov, local council websites and other portals. Products and services help councils develop web-based transactional services and deliver integrated information about local and central government services for the citizen.

Products include the following citizens' services online: appointment booking system to register births, deaths and marriages and forms to apply for copies of these certificates; large household item disposal through councils with potential reuse or recycling by local charities; applications of on-street parking permits; citizen requests for repairs to street furniture or reporting street graffiti, abandoned vehicles, etc.

Additional products include: a service for council staff to report service requests using mobile devices; e-community portal services for the community and voluntary sector hosted by councils, using an intuitive, easy-to-use content management system; Standards and building a pilot for efficient web searching across the community and voluntary sector.

Framework for Information Sharing in a Multi-Agency Environment (FAME)

Effective information sharing for improved service

The move towards multi-agency working has been driven by reports such as the Victoria Climbié Inquiry and the Children's Bill that highlighted lack of communication between agencies as a major contributory factor to failure in such cases, placing considerable emphasis on multi-agency working - requiring local authorities to take the lead.

FAME has developed three products: Readiness Assessment Tool - a comprehensive checklist for local authorities/agencies to measure their multi-agency readiness; How-To-Guide - practical advice at three different user perspectives and a step-by-step guide as to where a local authority should start to implement multi-agency working; The Generic Framework - nine areas that have to be addressed when faced with implementing a multi-agency partnership.

FAME has six pilot examples of multi-agency working in the areas of: Information Sharing and Assessment (ISA/IRT), Child Protection System, Promoting the Independence of Vulnerable Older People, Children with Disabilities, Virtual Integrated Mental Health Records and Housing Benefits.

FAME can now provide the one-stop resource to councils and agencies for their requirements for multi-agency working. It can show how to ensure the processes are in place for effective and appropriate information sharing for internal departments and between councils, their service providers and other government agencies.



Knowledge Management

Creating a learning environment for local authorities

Knowledge Management (KM) offers significant benefits to local authorities in enabling the wealth of information and skill they hold to be put into the most productive use and made actionable.

This project is working with local authorities to develop a range of toolkits and processes which every local authority will be able to access.

By facilitating the development of toolkits, processes and case studies for local authorities to access and use, the Project aims to help local authorities:

- foster the creation and management of an environment within their organisation that encourages knowledge to be created, shared, learnt, and exploited for the benefit of the organisation and its customers
- work together as a network of KM practitioners to share knowledge, experience, and best practice between local authorities

The outputs of the project will include business cases, best practice guides, research and software to assist councils to begin to use KM within their organisation.

This is the only programme that is developing a fully comprehensive range of products which every local authority will be able to understand and access. The existing workstreams link together to deliver products that will improve democratic accountability, increase the number of well-informed community leaders, raise public service standard and empower communities. Furthermore the KM roadmap provides a platform for further development and sharing of best practice within local government.

Local Authority Websites (LAWs)

Helping local authorities deliver services online

LAWs has developed a suite of low cost, local authority focused applications and standards to help councils provide a wide range of high quality services on their websites.

The project delivers a number of software products as well as providing best practice guidance. Its primary deliverables include the APLAWS+ content management system, LGOL-Net messaging middleware, a local government category list defining a controlled vocabulary for authorities, generic website content, usability and accessibility guidelines, organisational structures and assistance for transition planning, community modules and guidelines for implementing content management system and transactional sites.

LAWs enables a local authority to achieve up to 50 percent of its BVPI targets with the minimum effort. Its zero licence fee software also represents the potential for significant financial savings compared with other proprietary software solutions.



Local e-Democracy

Your community conversation

e-Democracy is easy, fast and convenient for citizens and can support councillors in effectively representing their constituents. Engaged constituents are also more likely to vote at election time. The Local e-Democracy Project - www.e-democracy.gov.uk - aims to harness the power of new technology to encourage citizen participation in local decision-making between elections.

The project is delivering new products to encourage participation and better ways to ensure the inclusion of particular groups; e-democracy information and strategies; a self-assessment toolkit; public opinion research; and a wide range of case studies.

The Local e-Democracy Project includes:

- Online surgeries for councillors;
- National councillors' database;
- e-Enabled citizens' panels;
- e-Petitioning;
- Websites for the over 50s;
- SMS broadcasting on local government activities;
- Mobile phone e-democracy games for young people.

Local e-Government Standards Body (e-Standards)

The national standards authority for local e-Government

Local e-Government standards are continuously emerging as local government develops good quality solutions to e-Government problems. This project is working to provide councils, their partners and suppliers with one-stop access to the best and most current thinking, information, practice, standards and advice available for the development of local e-Government.

The project has launched Custodian, an online database of key projects and information for councils to exploit to advance their own e-Government. Custodian is an information repository of e-Government schemas and the project assesses how these schemas impact on, and contribute to, local e-Government standards.

The project is also compiling a standards catalogue by mapping existing standards and identifying gaps to be filled, publicising local e-Government projects and best practice and delivering practical support and advice to councils, their partners and suppliers on the interpretation and adoption of local e-Government standards. It is also establishing processes for agreeing and certifying local e-Government standards and projects that complement the national standards framework.

A key aim is to prevent duplication of effort, in turn reducing demands on technical skills and resources and reducing the costs of local e-Government.



School Admissions

eAdmissions

Putting the schools admissions process online

By September 2006 all Local Education Authorities (LEAs) need to offer online applications via transactional e-forms for all transfer groups, email facilities to deal with queries, links to other relevant web sites and online information/help on the admissions process. It is anticipated that some LEAs will also offer extended online admission services such as appeals, in-year admissions, and a distance measuring service from home to school.

eAdmissions is establishing a route map that LEAs can use to put admissions applications online. It will define best practice and core standards for online admissions. Liaising with LEA suppliers, the project will also develop a set of specifications to enable LEAs to undertake rapid procurement of online admission systems.

The eAdmissions National Project is working closely with the Pan London School Admissions Project.

Pan London School Admissions

Making school admissions fairer

This project is developing a centralised system to support transfer of school admissions information between LEAs together with a local admissions system for each London Borough.

Specific products and services that the project aims to deliver include a centralised pan-London pupil admissions register, an agreed scheme for co-ordination of the primary to secondary school transfer process across 33 London and eight neighbouring LEAs and a support organisation framework for managing and administering the delivered system. All data transfers undertaken within the Pan London scheme conform to XML standards specified within the DfES code of practice for school admissions.



Planning & Regulatory Services Online (PARSOL)

e-Planning and e-Regulation by local authorities for local authorities

PARSOL aims to assist councils in building effective and transparent online planning and regulatory services by providing a range of toolkits, standards, guidance materials, schemas, systems and software. Planning systems include expert advice, fast-track applications, enforcement, data monitoring and electronic consultation. Regulatory systems include online licensing, business self-assessment and regulation information access.

PARSOL has done the groundwork to enable councils to put in place the necessary framework and processes to provide better, faster, more accurate information and services - and start the process of enabling real-time online transactions between the public and local authority planning and regulatory services.

PARSOL products cover the key service areas of planning, environmental health, trading standards and building control. A wide range of downloadable toolkits provide guidance on service implementation issues including business case production, benefits, implementation options and technical issues. Local authority demonstrator sites are available to illustrate all the software systems produced by PARSOL and to answer further questions on implementation.

Project Nomad (Mobile Technology)

Keeping local authorities mobile

Mobile technology in the local government arena can provide robust, manageable and cost effective solutions. Imaginative use of mobile technology allows key professionals to spend more time away from the office doing the real job, and opening up new ways for individual staff members to work across several traditional service boundaries.

Project Nomad has created a comprehensive set of deliverables that will enable any local authority wishing to establish a mobile computing operation to do so with ease and confidence. These are available at the project website - www.projectnomad.org.uk.

Project Nomad has created deliverables that cover all aspects of realising a mobile computing operation, including research and background material; business case design; organisational impact; staff and management issues; technical planning; technology selection; integration to back office systems; and evaluation and benefits realisation.

Outputs have been tested within the areas of building control, citizen and councillor interactions, mobile office, electronic financial assessments, mobile cemetery headstone inspections, single assessment (CAT), iTex and street scene.



Reducing Youth Offending Generic National Solution (RYOGENS)

Helping meet the requirements of the Children's Agenda

RYOGENS is a pragmatic, web-based system that helps practitioners from different agencies to share information about children in a safe and secure manner. This helps local authorities improve service delivery in line with the requirements of the Crime Prevention and Children's Agendas.

RYOGENS provides a secure system for professionals to record and share concerns about individual children and young people. When the number or nature of concerns crosses a risk threshold, an alert is triggered for practitioners to carry out a preliminary assessment and consider the case for referral.

The DfES has stated that, 'RYOGENS can be seen as an additional facility or service which could complement the ISA index.'

The system supports two of the ODPM's Priority Outcomes: securing exchange of information between youth justice and other local authority services to support crime reduction and instigating joined-up working for children at risk.

The RYOGENS project has produced a technical solution and an online toolkit that includes guidance on data sharing, technical issues and change management.

Smartcards

Discover a smarter way

Smart card technology can make a considerable contribution to the objectives of accessible, convenient, responsive and cost-effective service delivery.

The project has established a national framework for the development of integrated smart card technology to help improve quality of life for citizens. The smart card starter pack includes advice, guidance and software to support the implementation of smart card schemes within local authorities.

Guidance on developing a business case for smart cards and advice on smart card standards and interoperability has also been produced, along with access to on-card and off-card software providing authorities with the resources to start a local card scheme.

All project documents are published in the project's Smart Store on its website.

The project will encourage councils to position their smart card investment within an overall strategy for modernising services. Key deliverables for the second phase of this project are focused on supporting every council in England to achieve Priority Outcome G12 for leisure and libraries by March 31 2006.



Valuebill (Council Tax/Business Rate Valuation)

Joining up local and central government

Valuebill establishes the electronic exchange of information between local authority billing agencies, the Valuation Office Agency (VOA), and the National Land and Property Gazetteer (NLPG) - improving valuation services for citizens and businesses. It also assists integration of billing authorities and VOA into the wider land-related initiatives in local and central government. Key products including the starter kit and schemata can be downloaded from the website. Valuebill provides organisation-wide benefits:

- faster, more accurate and economic synchronisation of property data, which enhances revenue collection services;
- more accurate billing;
- speedier property valuation;
- reduced property data maintenance throughout the billing authority;
- improved staff effectiveness through concentration on their key roles;
- enhanced transparency of information;
- improved response times for customer-facing tasks where accurate property data is crucial;
- cleansed property data for use in CRM, social services, housing benefits, education, emergency services and more;
- improved postal mail.

Workflow

Getting the right work to the right people at the right time, time after time, (and knowing you have done so)

Workflow can deliver the potential to bring together business processes, people and technology to bring major improvements in service delivery. The key benefits of workflow are: more responsive services; less manual processing; improved efficiency and effectiveness; greater transparency and monitoring of work; and improved consistency and quality.

Workflow delivers the automation of the step-by-step processes involved in the management of services, regardless of which organisations are involved, their locations or the technology they use. This approach will help overcome fragmented 'silo' approaches to management.

The project aims to facilitate the development of enterprise workflow in a local authority context, by delivering guidance and support to the wider local government community on enterprise workflow methodologies.

The major deliverable from the project is the Workflow toolkit, tailored to different audiences and available in print or from the project website. Technical papers, standards and numerous case studies produced by the partner authorities and other early adopters of Workflow, are also available from the website at www.workflownp.org.uk.



Working with Business

Your business made easy

This project has been developed to provide local authorities with a framework within which they can develop and improve the online provision of information and transactional services for local businesses. The project provides a range of products designed to enable local authorities to support their local businesses far more efficiently and effectively than ever before.

The Working with Business National Project supports local councils in developing and improving their interactions with local business through a practical set of tools, sample websites and implementation advice.

Councils are helped to enhance their e-services for business whether or not they have existing CRM systems, providing seamless and efficient support at the point of need for their business customer base.

Opportunities for improving the tendering process for council services through online transactions are also covered, saving on business time and cost.

The outputs of the project are freely available to all local authorities to adopt and, with particular reference to the Single Business Account - giving local businesses a single point of online contact with their local council, contribute significantly to the task of meeting the Priority Services and Outcomes.

Other important elements in the support package are models for websites and business databases that councils can follow in developing their own.



Benefits of the National Projects

The National Projects support implementation of solutions that can deliver significant benefits to local authorities.

Capgemini was commissioned to quantify the benefits for six National Projects. The scale of the benefits provides a substantive case for implementation. The findings are based on experiences of the local authorities engaged in implementing these solutions. Their experiences have provided a sample for analysis from which reasoned conclusions have been drawn and validated with local authorities and their suppliers.

The six National Projects covered are:

- Customer Relationship Management (CRM)
- Project Nomad (Mobile Technology)
- Planning and Regulatory Services Online (PARSOL)
- Workflow
- Valuebill (Council Tax/Business Rates Evaluation)
- Local Authority Websites (LAWs)

For these six projects, the estimated average annual values of these benefits are:

- | | |
|------------------------------|----------------|
| • Cost savings | £320m |
| • Increased revenue | £60m |
| • Service improvement | £1,300m |

Additionally, Benefits Guides are available for two other National Projects:

The National e-Procurement Project (NePP) has published research confirming that £1.1bn of cost savings plus the equivalent of 3,300 full-time staff can be saved nationally by local authorities.

The e-Pay National Project has prepared a report which suggests that, in total over the next five years, e-payments could save local authorities £708m.

Copies of all the Benefit Guides are available to download at www.localgovnp.org.uk/benefits



The Supplier Management Programme

Supporting the successful adoption and rollout of outputs from the National Projects by forging positive, ongoing relationships with the supplier community.

The Supplier Management Programme is supporting the rollout of National Project outputs by:

- creating positive, open and ethical relationships with suppliers to the market;
- providing access to informed market intelligence;
- helping the market to avoid duplication, conflict, bottlenecks and unnecessary costs in product development;
- facilitating the rapid and effective adoption of common solutions and standards.

The programme has four major work streams:

1. Supplier Take-Up - The programme has demonstrated that suppliers can be successfully involved on a broad front in the development of business solutions, and that it is not unreasonable to expect them to adopt the products, standards and approaches advocated or developed by the National Projects Programme.

2. Market Intelligence - Bringing together information on the local authority marketplace to develop a complete, credible picture that allows both local authority and supplier to understand the dynamics of each marketplace and identify key strategic players.

3. The Adapters Club - If local e-Government is to become a reality, standard approaches and components need to be developed to facilitate integration and interoperability between systems to perform standard business transactions across internal boundaries and with external agencies and organisations. Supplier involvement is essential to this process.

4. Events and Workshops - A knowledgeable and informed supplier market is essential if adoption and take-up of the products from the National Projects is to be successful. A comprehensive programme of events and workshops aims to share knowledge among the supplier community.

For further information visit the Local Authority Market Intelligence Portal (LAMIP): www.lamip.org

