

REPORT

Councillor John Collier : Deputy Leader

E-GOVERNMENT VISION

1. Report Summary:

In order for the Council to meet its vision, ambition and political priorities, we need to be able to manage change successfully. We believe that this can be most effectively achieved through our Integrated Change Programme, and its 11 supporting themes.

Closely aligned to this is the Council's e-Government Strategy, and its 3 supporting themes.

We also have the ODPM's National Strategy for Local E-Government, which in itself identifies 3 further key objectives which electronic local government has to support, and the ODPM's Priority Outcomes document which defines some 80 outcomes that Councils are expected to deliver by 31 December 2005.

We are being encouraged to think beyond the process of E-Government itself, and more about embracing a process of cultural change across the organisation that is focused on our customers needs and requirements rather than our own.

ICT Services have a fundamental role to play in this process, a role that requires us to move from a support service culture to a more proactive approach, enlightening, encouraging, leading and managing change.

This report describes how we intend to carry out this process, and attempts for the first time to link together all the above separate but related themes into one coherent vision for e-enabling services across our organisation.

2. Recommendations:

That Members note and approve the SDC E-Government Vision, attached as **Appendix 1** to this report.

3. Background Papers:

None.

4. Implications:

- **Financial:** A one-off capital investment of £210,000 has been identified and included in the portfolio plan for Resources and the budget setting process. It is intended that any future revenue implications in relation to staff seconded to the project will be managed within existing budgets. This position will be updated via the portfolio planning process.
- **Legal:** None.
- **Human Rights:** None.
- **Personnel:** There will be some impact on the ICT team if the minor restructure identified in the paper is accepted, but this will be handled according to already well defined practices under our existing policies and procedures. There will be implications for those seconded to the web team, and for individuals currently filling the roles from which web team members moved. Generally speaking, web team members will have the right to return to their original jobs but there may be cases where this proves to be impossible in which case redeployment into other vacancies will need to be considered. Due to the length of the secondments, it is likely that even where individuals have been covering the original roles of web team members on a temporary basis, they will have acquired employment rights in terms of redeployment/redundancy. Every attempt will be made to ensure that no redundancy situations will arise as a result of this process, but it is impossible to guarantee that this can be managed at this stage. On a more general basis, the move towards significantly increased home working will need to be carefully managed in order to maximize the undoubted benefits that home-working can bring to the organisation. A significant cultural shift will be required from both managers and employees if this is to be successfully achieved.
- **Community Safety:** None.
- **Environmental:** None.
- **Council's Core Values:** Providing excellent service, communicating with the public, being a progressive employer.
- **Wards Affected:** All.

SALISBURY DISTRICT COUNCIL



ICT SERVICES

THE E-GOVERNMENT VISION

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1. The E-Government Vision – Summary

In order for the Council to meet its vision, ambition and political priorities, we need to be able to manage change successfully. We believe that this can be most effectively achieved through our **Integrated Change Programme**, and its 11 supporting themes.

Closely aligned to this is the Council's **e-Government strategy**, and the 3 supporting IEG themes.

Lastly we have the ODPM's **National Strategy for local e-Government**, which in itself identifies 3 further key objectives which electronic local government has to support.

We are being encouraged to think beyond the process of e-Government itself, with its associated delivery date of December 2005, and more about embracing a process of cultural change across the organisation, change that is focussed on our customers needs and requirements rather than our own.

ICT Services have a fundamental role to play in this process, a role that requires us to move from a support service culture, to a more proactive approach, enlightening, encouraging, leading and managing change.

This document describes how we intend to carry out this process, and attempts for the first time to link all the above separate but related themes into one coherent vision for e-Enabling services across our organisation.

2. Objectives of Local e-Government

SDC's e-government strategy focuses on 3 themes (SDC IEG3 Return).

- **“It will transform our customer's experience of Salisbury District Council”** : we aim to answer enquiries accurately, first time, with a seamless integration of service between all the local authority partners within the local area.
- **“It will transform our business efficiency”** : New technology and mechanisms for partnership (both within the council and outside) give rise to significant opportunities for re-engineering our business processes.
- **“It will transform customer access to the council”** : Customer's will be able to use whichever access channel is most convenient for them. The services available and the customer experience will be consistent across all channels. It will be possible to contact the council 24x7x365.

SDC also has its own Integrated Change Programme which has the eleven themes of:

Political priorities

- Improving customer service
- Improving our housing stock
- Delivering more affordable housing
- Improving waste management
- Improving transportation
- Improving community safety

Organisational priorities

- Meeting the financial challenge
- Improving the performance of the Council
- Partnership working and community engagement
- Building the capacity of the organisation
- Achieving external validation through Comprehensive Performance Assessment and the Best Value programme.

The National Strategy for Local e-Government (ODPM 2002) states that 'e-Government is not an end in itself. It is at the heart of the drive to modernise government. Modernising local government is about enhancing the quality of local services and the effectiveness of local democracy'.

It identifies 3 key objectives which electronic local government has to support.

- **Transforming services** – making them more accessible, more convenient, more responsive and more cost effective. It can make services more accessible to people with disabilities. It can make it easier to join up local services (within councils, between councils and other public, voluntary and private agencies). It can help improve the customer's experience of dealing with local public services whoever provides them.

- **Renewing local democracy** – making councils more open, more accountable, more inclusive and better able to lead their own communities. E-government can enhance the opportunities for citizens to debate with each other, to engage with their local services and councils, to access their political representatives and hold them to account. It can also support councillors in their executive, scrutiny and representative roles.
- **Promoting local economic vitality** – a modern communications infrastructure, a skilled workforce and the active promotion of e-business can help local councils and regions promote employment in their areas and improve the employability of their citizens.

At a more detailed level, the services that the government expects us to deliver are specified as part of BVPI 157, and more recently in the ODPM's 'Delivering e-Government outcomes for 2005 to support the delivery of priority services and national strategy transformation agenda for local authorities in England'.

All of these external and internal aims and objectives are inexorably linked together and cannot be treated in isolation.

This ICTS 'Vision' document is an attempt to pull all these threads together into one cohesive way forward for SDC.

We see the governments 'e-Government' initiative as the start of a period of major change for the Council, and as an opportunity to further develop and support our corporate objectives well after the governments target dates have passed.

3. SDC ICTS Model of e-Government Implementation

There is no doubt that Central government sees the e-government process for local authorities as something more than just the automation of existing business processes.

- It expects us to look at our services and transform them to be more customer focussed,
- It expects us to work more closely with partner organisations.
- It is looking to stimulate and revitalise local democracy.
- It is looking to stimulate and promote the local economy.
- It is looking to us to initiate cost savings and improve efficiency.

Electronic service delivery is seen as an enabler in this process, and also as the catalyst to make this happen at a local level.

For SDC the required technology to support e-Government is probably the easiest objective to achieve. We have already developed a robust and resilient IT infrastructure that is capable of supporting the systems necessary to achieve e-Government and delivering electronic services on a 24 x 7 basis.

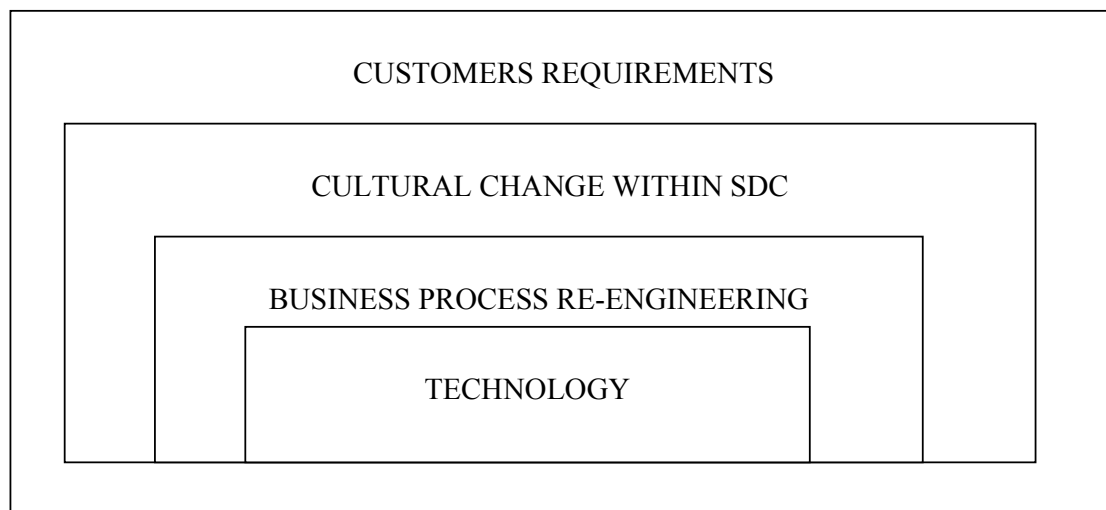
We have analysed the requirements in the ODPM's Priority Outcomes document, and re-defined this in terms of 5 key projects that will form the building blocks for eGovernment at SDC:-

- CRM
- CMS
- A-Z
- Authentication
- e-Forms

Work in these crucial areas, where appropriate on a partnership basis, is underway at the present time. However, it is important to note that additional funding will be required to enable completion of this part of the exercise by the ODPM's target date of 31 December 2005.

Indications are that this will be in the region of £210K, and a statement to this effect is included in the 2005/6 Portfolio Plan. Work is ongoing to explore ways of reducing this requirement, and alternative figures will be supplied as soon as possible.

3.1 SDC Model



Business processes have evolved over time to suit Service Units.

Service Units have developed to meet the requirements of the Council.

We now have an opportunity to review how we undertake our business, but this time focussed around our customers needs. This means we need to completely review and re-engineer our business processes to meet those needs and requirements and to ensure that any unnecessary or inefficient practices that may have built up over a period of time are removed.

Technology can be used to underpin this process (as it already underpins the current process) but it will not be able to deliver the level of cultural change that is required entirely on its own.

All this will only work if there is 'buy in' from SDC staff and there is true commitment within the organisation to supporting 'new' methods of working.

4. SDC Framework for Managing e-Government

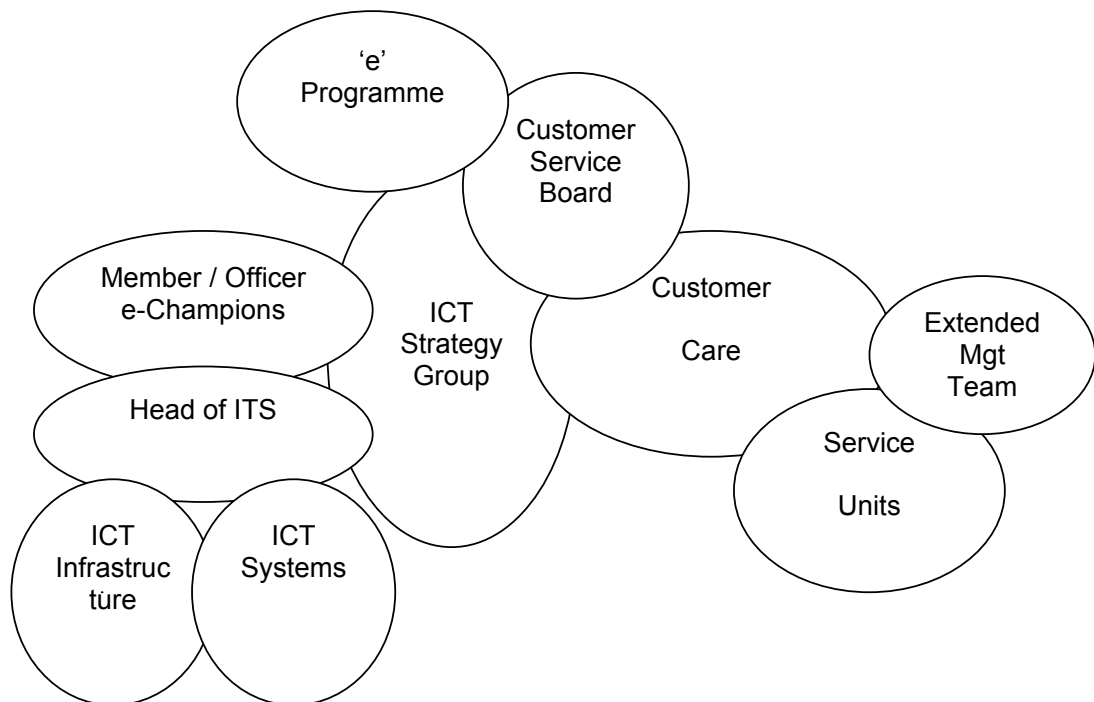
e-Government is about service transformation. It will normally involve some element of ICT but this is simply an enabler and isn't necessarily the major component. The major components are much more likely to be new ways of working, a focus on more flexible and efficient ways of working and a focus on a customer service (or service delivery) culture. This will affect all Service Units within the organisation.

The focus therefore has to be on improving service delivery and business processes, not just on the technology. However, at the same time service units and ITS must work jointly in developing and delivering improved services if e-Government is to be a success and meet the organisations objectives.

ICTS as a corporate service unit within SDC is in a unique position in being able to ensure that a corporate approach is taken, not only with regard to technology, but also with the business process side of the organisation as well.

Clearly with such a fundamental change of attitudes and approach across the Council there is a need to ensure that there is an effective corporate framework in place to manage this complex change.

The key roles within this framework have to be clearly identified. Individuals have to be allocated to roles and where necessary additional support and training provided to help people work effectively within those roles.



5. Key Roles to Deliver e-Government

Officer e-Champion

This role should be taken by the lead Director for e-Government. The role is to sell the vision of service transformation in order to provide better service to our customers through the use of technology and business process redesign at a senior management level.

It involves motivating senior managers, securing their commitment to change and overcoming any barriers or resistance to change.

Member e-Champion

The role of the Member e-Champion is to develop an understanding of the potential for e-Government with Members, to promote the vision of service transformation and improvement to the benefit of our customers, along with the potential economies that the process can deliver, and to gain their commitment to change.

Also chairs the SDC E-Programme Board.

Head of ICTS

The role of the Head of ICTS is fourfold:-

- To actively promote (with the support of the ICT Business Support Manager) the case for service transformation to the benefit of our customers, and to act as an agent of organisational change.
- To set the strategic direction for ICT at the Authority, and develop the underlying supporting infrastructure.
- To manage (with the support of the ICT Service Manager) the ICT infrastructure and to deliver the ICT services.
- To actively promote (with the support of the ICT Business Support Manager) throughout the organisation the use and delivery of ICT systems and improvements in business processes.

6. ICTS Organisation for Progressing e-Government

There are many differing models for ICTS organisation that would work in this scenario. What is more important is that the necessary skills are available within the team (these skills can be external as well as internal) and that the individuals concerned are in roles that enable them to deploy these skills to the maximum advantage of the organisation, and to the best outcome for the project.

The recent re-organisation of ICTS at Salisbury has bedded down well, and whilst this structure provides a flexible basis to cope with the changing requirements of ICT, it is clear that to deliver a project of this scale within the available timeframe, further changes are advisable.

There is also a need to refocus the department (and in particular the Business Support team) from their current reactive approach in meeting business needs to a more proactive role of identifying and promoting (across the whole Council) service improvements that can be achieved by the imaginative and intelligent application of ICT together with changes and improvements in business processes, as well as exploring the opportunities of partnership working.

6.1 ICTS Staffing Structure

To resolve any confusion that may still exist regarding e-Government delivery, the role of the e-Government Officer currently located within the MED&T Service Unit should be relocated to ICT Services. This will give us (and the organisation) a much more focussed and effective approach to the e-Government agenda. It will also help to resolve any confusion that may exist over partnership projects and our role in these projects, and will provide a vital additional resource that will help the Business Support Team take on their new and more proactive role.

In order to sharpen up the existing Business Support team and provide a new approach, we recommend that 2 teams are formed, thus splitting the workload into two main areas – a Service Development Team to promote and lead the case for service transformation, organisational and cultural change across the Authority, and a Service Support Team to underpin and support those changes.

The Development Team will consist of 3 Senior Business Analysts (including the existing e-Government officer) under the control and leadership of the ICT Business Support Manager, Malcolm Lewin. This team will be responsible for promoting and developing 'e-change' across the organisation, and will initiate an ongoing programme to actively raise the profile of the e-Government initiative.

The process will involve talking to each Service Unit head to review their Service Unit responsibilities; how these fit in with the government's specific e-government initiatives; how ICT can help the service unit deliver its service more effectively and efficiently within the guidelines of the governments Local e-Government initiative as well as SDC's specific Core Values and Integrated Change Programme.

The agreed output from this exercise will then start to form the medium to long term ICT development plans for the authority over the next 3 to 5 years. The revised ICT Strategy Group, now with Member representation, will be the vehicle for agreeing, prioritising and monitoring the development plans, and for ensuring that adequate resources are available for the plans to be completed.

It is intended to present a complete project plan of all known requirements to the group at their next meeting in January 2005.

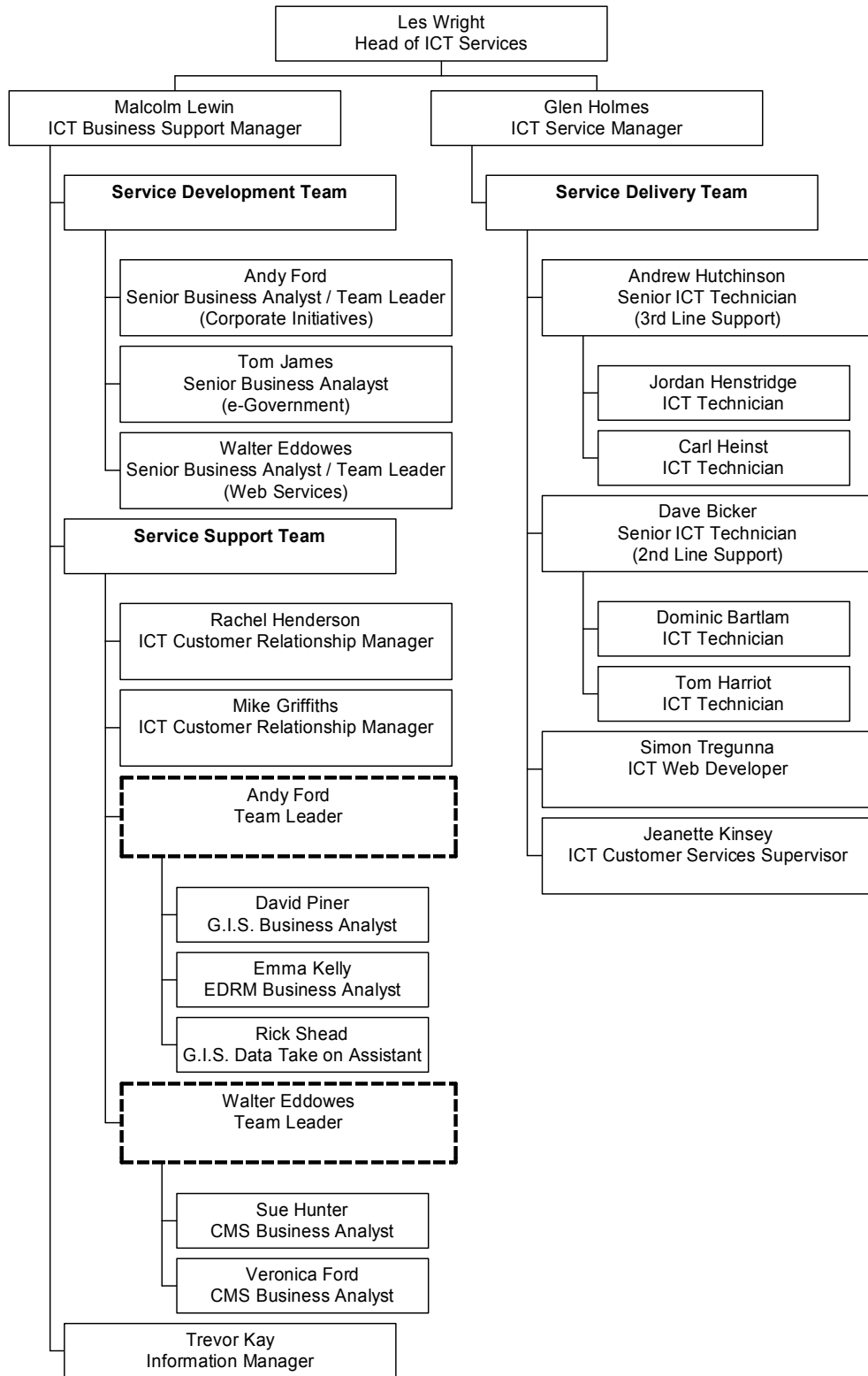
The Service Support Team, consisting of the 2 existing Customer Relationship Managers, along with the GIS, EDM and CMS Business Analysts and the existing Data Take on Assistant will be responsible for ensuring that vital core systems are available and developed to underpin the change in service delivery promoted by the Development Team. The reporting lines via 2 of the Senior Business Analysts are shown in the diagram below.

The existing Technical Service Team will be responsible, as now, for providing, installing and supporting all hardware and software, but will take on additional administrative responsibilities, along with the Service Desk function, and some of the web development. This latter change will answer the criticism that the existing Technical Service Team lack the skills to adequately support the new delivery channel. This team will be managed by the ICT Service Manager, Glen Holmes, and the reporting lines are shown in the diagram below.

Present indications are that by bringing all the posts currently funded via IEG money into the ICT structure, the ICT salaries budget will potentially be increased by approximately £65K (current levels) from 2006/7 onwards, once IEG contributions have ceased.

We are actively exploring ways to manage this potential overspend, and reduce it by 31 March 2006.

ICT Services Structure



We will ensure that the whole team are as up to date as possible in knowledge and thinking by continuing attendance at briefing sessions and seminars (in particular those organised by SOCITM and the ODPM) and by keeping abreast of National project developments, as well as continuing involvement in relevant partnership projects.

Knowledge will be disseminated within ICTS by internal workshops and team briefings.

There needs to be ICTS involvement at an early stage in all SDC initiatives (including policy decisions) that will have an impact on the change programme, so that these can be built into the eGovernment programme at the earliest opportunity.

ICT Services should therefore be added to the list of consultees for all Cabinet reports so that any effect on the change programme (perhaps one that even the author of the report does not recognise at the time) can be advised upon/ accommodated at the earliest opportunity.

6.2 Post Implementation Review

Introducing change of any kind needs to be carefully managed, and in this respect the introduction of the e-Government project is no different.

Part of the management process should include analysing the effects of change, and assessing whether or not the original objectives have been achieved, if any 'tweaking' is required to the system to make it work more effectively, learning from past projects (or mistakes) and, if necessary, making further recommendations if the original objectives haven't been fully realised.

We therefore recommend that across the Council a process of 'Post Implementation Review' is adopted after the implementation (and 'settling in' period) of any project.

It is suggested that the Service Support Team conduct PIR's on behalf of the business, and if necessary report findings back to the ICT Strategy/E-Gov Group.

7. ICT e-Government Road Map

7.1 ITIL Service Management

ITIL (the IT Infrastructure Library) has been developed by the CCTA to help organisations improve the way they use IT. It is the de facto standard throughout the UK for a customer focussed IT service delivery and support.

It is suggested that we work towards adopting the ITIL methodology for delivering and supporting ICT Services at SDC in future.

7.2 Customer Relationship Management System

The introduction of a Customer Relationship Management' system (CRM) will enable all customer contacts to be recorded electronically.

In the near future this contact information will be available to anyone who has the authority to access it. Our existing 'back office' systems (such as the Academy Revenues and Benefits system and the Simdell Housing system) will remain as the main 'processing engines', although over a period of time we will develop integrated links between the CRM and all relevant back office systems. Our ICT network will allow the CRM system to be available from any SDC or partner site (subject to any security requirements).

The CRM system will also allow access to knowledge bases such as the A to Z and FAQ's to assist front line staff in answering customer enquiries as quickly and accurately as possible.

There will be an increasing requirement for Customer Services staff to maintain this information to ensure that it is accurate at all times.

7.3 Content Management System (CMS)

The Content Management system allows us to 'manage' our Internet (and internal 'Intranet') site by providing a controlled environment in which we can separate the static data (look and feel) from the variable data (information) contained within the site.

It allows information authors to create text in a controlled environment with variable levels of authorisation through to final publishing. (The final approval for publishing lies within the Marketing Economic Development and Tourism unit).

At SDC we are using the 'Obtree' (CMS) as part of a partnership project – all authorities within Wiltshire are using the same system (each partner has their own copy).

Maintaining the content of our site to ensure that it is correct and relevant is an essential Service Unit task that needs to be adequately resourced. This role could be centralised in the new Customer Services Team.

7.4 Information Management - Electronic Records and Document Management System

Currently most information at SDC is not managed efficiently or effectively. In many areas we rely on outmoded manual filing systems that are labour intensive, and hence costly to us in terms of time and money.

The 'Valid' Electronic Records and Document Management System (EDRM) will enable SDC to maintain and manage its information assets in a secure controlled environment as well as enabling us to meet our commitments under the data protection and freedom of information acts.

The system complies with the National Archives (PRO) 2002 stringent standards for managing public records for both electronic and paper format, and is capable of storing any electronic object, from word processed documents, spreadsheets, emails, videos, scanned images, web pages, audio files, etc.

A project team including representatives from Management Team, Customer Services, MED&T, ICT Services and the Councils Corporate Information Manager, are currently working on an Information Management implementation plan, progress on which will be monitored by the newly formed ICT Strategy/e-Advocates Group.

7.5 Workflow

The Valid system allows for the creation of comprehensive workflow routines, is able to discriminate between group and individual inboxes, and can apply workflow to single documents or multiple document batches.

We will need to develop workflow for use in Service Units where there is a clearly defined need to manage and control the flow of documents through a business process.

7.6 Business Process Re-engineering (BPR)

At the moment BPR is being progressed specifically for those services which are forming part of the 'front office' / 'back office' split.

Business processes in long standing organisations such as SDC have developed over a long period of time, and quite often there is a culture of 'this is how we have always done it'.

Of course, how we have always done something may or may not be the most effective and efficient method of undertaking the task.

We therefore need to introduce a comprehensive programme of BPR across the authority to identify and implement any service improvements that can be made.

7.7 Home working

With the advent of significantly improved communication systems (broadband in particular) it is now relevant to start to look seriously at identifying those roles where members of staff can effectively be home rather than office based.

This method of working has significant advantages to SDC as an employer (no SDC office space required, conforms to the Travel Plan, etc.) as well as having significant benefit for the employee (allows disabled people to work without having to travel, allows flexibility of hours, better work life balance etc).

We therefore need to identify those roles where home working is likely to be viable, and where so identified, actively encourage members of staff to take up this option.

7.8 G.I.S.

G.I.S. gives us the opportunity to capture and present information in a graphical rather than in a purely text based format.

On the Internet we have the ability to display information on our web site in a graphical format to give our customers a view of such things as the position of road works, the position of council offices, etc.

We therefore need to promote and support the further roll out of G.I.S. across the authority, including the display of graphical information on the Internet through the existing Innogistic Cartology.net product.

7.9 Elected Members ICT

At present we have a mechanism in place to provide elected members with ICT facilities (including hardware and software support) through a service provision arrangement with PC World, which includes 24x7 telephone support. We are currently investigating the feasibility of further improving this service by the addition of Broadband facilities.

There is no direct dial in to the SDC network for Members, but they still have an internal email address, and any emails sent to this address are automatically virus checked and redirected to the Members personal email account.

Members are of course able to access the SDC web site at all times, via the public Internet, and thereby get to Council minutes and agendas which are published there.

There is also a current Wilts partnership project underway, led by the County Council, which aims to provide a standard, shared level of ICT support and service for all elected Members across the County of Wiltshire. Further details on this will be published once available.

SDC Members are currently encouraged to take up training for the European Computer Driving Licence (ECDL) to help develop their computer literacy.

Facilities to enable Councillors to create their own web presence, which is a requirement of the ODPM's Priority Outcomes programme, are already available by virtue of the Wilts Community Web project.

7.10 Electronic Payments

Private individuals and businesses may already make electronic payments to SDC via direct debits; internet payments; Interactive Voice Response telephone payments or card payments which can be processed electronically via personal telephone calls.

We should continue to actively promote self service electronic payments by any of the channels we currently have available.

Electronic credits (i.e. SDC paying its creditors) is also available via BACS (and we have been using this method to pay staff salaries for some time). This method obviously saves on cheque production at SDC and all the associated administrative costs involved.

We should actively promote the use of Direct Credit payments to our creditors.

7.11 Democratic Involvement

Access to committee minutes and agendas is already available to everyone via the SDC web site.

The facility will also be provided for anyone to sign up for email text alerts for new items appearing on the SDC web site on nominated topics of their choice.

Access to planning applications is already available via the SDC web site.

We need to introduce public consultation facilities on our web site for the purpose of 'user polls' and public consultation.

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8. Comparison – IEG Themes v Integrated Change programme v Recommended Projects

IEG Theme 1- It will transform our Customer's experience of Salisbury District Council

CRM	1	1	1	1						1	1
CMS	1	1		1	1			1	1	1	1
Info Management	1			1				1		1	1
Workflow	1	1		1				1		1	
BPR	1			1			1	1		1	
Home Working	1				1	1	1	1		1	
GIS	1	1		1	1	1		1	1		
Members IT	1			1	1	1		1	1		
Electronic Payments	1			1			1			1	
Democratic Involvement	1	1	1		1	1	1	1			1
	Improving Customer Services	Maintain Housing Stock	Affordable Housing	Improving Waste Management	Improving Transport	Improving Community Safety	Financial Challenge	Improving Performance	Partnership Community Working	Capacity of Organisation	External Accreditation

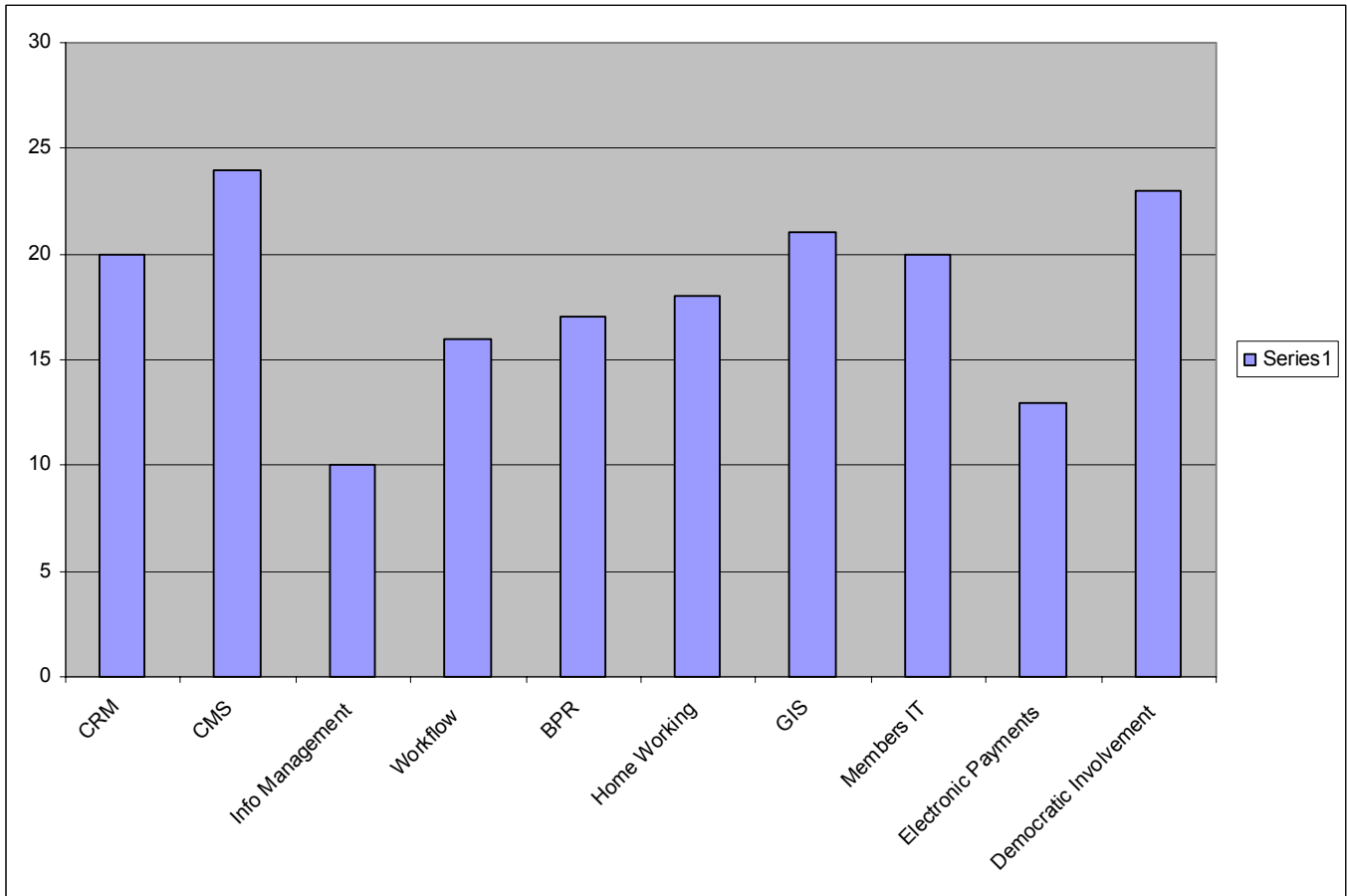
IEG Theme 2 - It will transform our Business Efficiency

CRM	1	1	1	1			1	1	1	1	1
CMS	1	1		1			1	1	1	1	1
Info Management	1						1	1		1	1
Workflow	1	1		1			1	1		1	
BPR	1	1		1			1	1	1	1	
Home Working	1			1	1	1	1	1		1	
GIS	1	1		1	1	1		1	1		
Members IT	1			1	1	1	1	1	1	1	
Electronic Payments	1			1		1	1			1	
Democratic Involvement	1	1	1		1	1		1		1	
	Improving Customer Services	Maintain Housing Stock	Affordable Housing	Improving Waste Management	Improving Transport	Improving Community Safety	Financial Challenge	Improving Performance	Partnership Community Working	Capacity of Organisation	External Accreditation

IEG Theme 3 - It will transform customer access to the Council

CRM	1	1	1	1							1
CMS	1	1		1	1			1	1	1	1
Info Management	1			1				1		1	1
Workflow	1	1		1				1		1	
BPR	1			1			1	1		1	
Home Working	1				1	1	1			1	
GIS	1	1		1	1	1		1	1		
Members IT	1			1	1	1		1	1		
Electronic Payments	1			1			1			1	
Democratic Involvement	1	1	1		1	1	1	1			1
	Improving Customer Services	Maintain Housing Stock	Affordable Housing	Improving Waste Management	Improving Transport	Improving Community Safety	Financial Challenge	Improving Performance	Partnership Community Working	Capacity of Organisation	External Accreditation

8.1 Summary



8.2 Example - Improving Customer Service

CRM

Every contact by a customer to SDC will be recorded centrally on the CRM database – this information will be immediately available on-line to anyone (including authorised partners, elected members, etc.) taking a call from the customer so they can pick up immediately what previous contacts the customer has had with us and the status of any existing query.

Direct links to back office 'legacy systems' will enable single point of contact queries to be answered without reference to 'back office' staff. This together with integrated links to electronic images of documents will eliminate the need for a 'paper chase' every time a customer contacts us and will provide front line staff with all the information they require in one place on their desk top.

Knowledge based 'scripts' will be available to CRM users so that every customer will be given exactly the same (accurate) information, allowing less experienced staff to handle queries which in the past have had to be handled by limited technical resources..

For those queries that can't be answered immediately, workflow routines will automatically monitor and progress customer queries through the necessary stages (including the interface with 'back office' staff) to completion ensuring that nothing gets 'lost' in someone's in tray. This enables staff to focus on serving the customer without having to keep checking what is in their 'pending' tray.

Ultimately our customers will be able to submit and then subsequently check the progress of any outstanding queries they have by using our secure Internet service. This 'self service' feature will reduce the number of direct calls to the front line service.

CMS

The Content Management System enables information 'authors' within SDC to create and update information on our web site without having to worry about the technical aspects of web site design and development.

Authors submit their information for inclusion on the site – workflow routes the information to the central content administrator for approval. Information can be time sensitive – the CMS will automatically make the information available on a specific date and ensure that it is deleted on the date that it is no longer current – the customer is always presented with information that is up to date.

The author or the web administrator doesn't have to spend time in checking for out of date material.

Front line service staff will have direct access to the Internet giving them the ability to handle customer queries immediately from the 'A to Z' service details held on the site. The CRM will also enable us to develop and maintain our internal Intranet site, and will enable us to centralise the storage of and access to corporate information, including on line electronic forms for the submission of such things as expense claims (which will be routed automatically through any necessary authorisation channels), etc. This will cut down on the amount of paper and reduce the volume of internal paper based mail.

G.I.S.

Map based displays of information on our Internet site will enable our customers to quickly and easily identify information that would be time consuming to read and interpret by using more traditional text based information.

For example; showing existing and planned road works in and around Salisbury will enable people to plan their road journeys in the most effective and stress free way by helping them to avoid known situations.

Showing the site of bus routes and bus stops will also enable resident and visitors to plan their journeys with the minimum of fuss.

Graphic representation of 'hot spots' such as abandoned cars and incidents of street crime will help us and our partners to quickly identify and respond to issues in an attempt to make Salisbury District a safer place to live and work.

The introduction of GPS systems to SDC vehicles and mobile workers will enable resources to be tracked in real time – providing security for staff and vehicles as well as ensuring that the most efficient use is made of SDC vehicles by using journey planning systems.

Democratic Involvement

Through our web site we will be able to involve our customers in a variety of consultation matters as well as community engagement on policy development.

Those citizens who chose to do so will also be able to sign up for automatic email notification on a variety of subject matters of their choice.

This will enable us to reach a broad range of our customers and involve them in the democratic process with the minimal amount of effort on the part of SDC staff and without the problems involved in having to produce and process large amounts of printed material.

9. The Vision

It is 2010 (or thereabouts...) our customers can now access the majority of our services from the comfort of their own homes, over the internet, through their digital interactive TV sets, or by 'phone. Our web site (which is part of a Wiltshire wide shared system) is fully 'transactional'. Applications for the majority of our services can now be completed and submitted electronically.

Electronic services are available 24 hours a day, 7 days a week. Where access to personal information is required we are using the secure services of the Government Gateway as our authentication mechanism.

For those who don't have their own TV, telephone or Internet connection, there are numerous public access points throughout the district within easy travelling distance of a person's place of residence. These access points are situated in convenient, secure (and comfortable) locations where advice and help in using the systems is available, if required.

We are now operating from our redeveloped headquarters based at Bourne Hill, with its purpose built Customer Contact Centre.

A sophisticated wireless network means that there are no physical network or telephone points on the walls – people can move around the building, taking their telephone handsets with them, and will be able to pick up or make calls anywhere within the range of the network.

The same applies to desktop, laptop and other personal electronic devices – the system will automatically log on from wherever the device is – it is no longer necessary to rewire offices when people change their location in the building.

Systems availability is automatically monitored 24 hours a day, 7 days a week – we are notified immediately about any issues so that remedial action can be taken to minimise disruption to service to both our internal and external clients.

We work in a 'paper light' environment – following a carefully targeted marketing campaign, most of our contacts with our clients and suppliers are by electronic forms or other electronic means – any paper that comes in is scanned into the EDRM system, and is available electronically to anyone authorised to see it.

Our Customer Contact Centre is supported by a flexible pool of people, working from their own homes, answering telephone calls via a highly sophisticated call monitoring and distribution system, with broadband access to CRM and back office systems.

'Back office' workers can be given the same facilities to work from home – documents can be accessed from the central DMS database into which all hand filled forms are scanned and stored, or from electronic copies submitted through the Internet.

Sophisticated workflow routines are in place to distribute and monitor tasks amongst work groups, managed and monitored by their team leader, who can themselves be working from home, or office based.

Mobile workers equipped with wireless enabled portable computers are able to support the disadvantaged by the ability to visit people in their own homes, whilst still being able to access to all the facilities available on the councils computer network.

A central CRM system with integrated links to back office systems gives (authorised) access to client's details from anywhere in Wiltshire and supports the operation of our Customer Contact Centres.

We now have a high level of integration between our (diverse) electronic 'back office' systems. Delivering 'one shot input' has helped reduce the incidence of the same data having to be re-keyed into a number of different systems.

Sophisticated 'knowledge based' systems allow technical experts to record their knowledge in a way that can be presented electronically to front line staff (or to members of the public via the Internet) in an easily understood format, and will intuitively take them through the process of getting an answer to their question.

Making information available on the Internet and our internal Intranet has led to a significant reduction in the number of paper copies that we have to produce and distribute.

Officers and Members can gain secure access via the Internet to Salisbury Systems from anywhere in the world that has an Internet access point.

The Integrated Transport Network allows us to give Internet based real time parking and traffic information as well as details of road works, enabling people to plan their journey in and around Salisbury more effectively.

Sophisticated G.I.S. based systems enable any of our customers as well as members of staff to obtain any information relating to their environment or property by 'clicking' on the map of where they live.

The display of information 'hot spots' in a graphical format helps proactive decision making.

Ordnance Survey aerial photographs linked to maps negate many of the needs to undertake site visits to establish issues.

GPS systems are in use to pinpoint (in real time) the position of our 'off site' members of staff – in the event of someone being required at a particular location, we are able to locate and send the nearest person maximising the efficient use of our resources.

Intelligent GIS based systems allow us to plan activities such as refuse collection or home visits in the most efficient manner.

A wide range of 'cashless' payment methods means greater security for individuals in the area when making their payments.

Salisbury ITS has developed into one of two centres of ICT excellence for Wiltshire, and provides support to SDC as well as other authorities within the area using the facilities of the Government Secure Gateway and the Wiltshire wide secure network.

The full BPR project has been completed, and has delivered a number of significant improvements in our business processing which has led to a number of sections restructuring their operations.

Electronic democratic involvement is well established. Members have their own ICT equipment supplied as part of their 'starter kit' which gives them access to SDC and Wiltshire information.

Anyone from Officers, Elected Members and members of the public can 'sign up' to receive a regular automatic electronic alert on (SDC) topics of their own choosing.

Everyone has access to minutes and agendas held on our and our partners Internet sites.

Officers and Members are able to involve members of the public in a variety of issues via 'user polls' and public consultation facilities available on our web site...