



## LOCAL GOVERNMENT NEWSLETTER

### INTRODUCTION: Working with the champions of change

Over the past 5 years, we at The Leading Change Partnership (LCP) have been delighted to have met and worked with many passionate and compelling people who are committed to the pairing of technology and government. We have had the privilege of working in partnership with them in the development of e-Government, successfully consolidating Industry and Government.

So how have we helped? The Leading Change Partnership was set up in 1995 to provide tailored programmes to the public and private sector, with particular focus on Customers, Business Processes, People and Technology.

We are Specialists in Customer Focused Change Management, Business Process Re-engineering & Promoting e-Government.

All our practitioners have a successful track record of implementing customer-focused and business-process-reengineering change programmes. Since 1999, the company has specialised in promoting local Government programmes through marketing and take up activities using innovative new-media technologies - digital footage on CD-ROMs, focussing on electronic Government activities.

We work in partnership with our customers to tailor our methods and techniques to ensure a successful fit to the organisation. The company is totally independent and we are committed to our track record of 100% customer reference sites achieved.

e-Government is about change and our direct experience at LCP has meant through working in partnership we have helped champions unleash the potential to radically change the way government exists. *"Industry often brings to market innovation, tools and speed, transforming the way government delivers services and conducts its internal operations. Over the past few years, a number of public officials stepped forward to assume positions of leadership -- providing that essential IT championship in government."* (Source: May 2003, Government Technology, By Darby Patterson).



*"It is refreshing to work with a company who take a partnership approach."*

Irene Cook,  
e-Government  
Co-ordinator

A current example of our partnership working springs to mind, Irene Cook, e-Government Co-ordinator at Basingstoke and Deane Borough Council had concerns over the perceptions the public had about the services on offer from the council and what was being done to improve them, especially in the e-Government context. The marketing team from LCP worked in partnership with Irene and her dedicated steering group to promote awareness of council activities.

We produced a broad but polished appraisal of the council's e-Government plans and the ultimate benefits to everyone at all levels, both internally and externally. The CD-ROM is now the subject of the I&DeA Knowledge best practice toolkit for e-government. To view the critical success factors of this partnership type in the link below, but you will have to register if you have not visited this site before. <http://www.idea.gov.uk/knowledge>

[www.idea-knowledge.gov.uk/80256D350027C652/httpPublicPages/3A6ED249FAD0E5F280256D6B004FD36D?opendocument](http://www.idea-knowledge.gov.uk/80256D350027C652/httpPublicPages/3A6ED249FAD0E5F280256D6B004FD36D?opendocument)

### Key points

#### Successful partnerships

All about LCP's partnership working in local government.... & the e-Champions we have had the privilege to work with.

#### Best practice marketing and take up



We tell you about our best practice CD-ROM which is now a subject on the I&DeA Knowledge website!

A bit about LCP:  
We thought it was about time that we explained who we are and what we do.

#### Leadership as vision – Leading Change.



John Thornton, e-Government Director, I&DeA tells us about their involvement.

#### News from



#### Cambridgeshire County Council

\*Cambridgeshire Direct.

#### News from Rhondda Cynon Taf.



How a Welsh CBC is successfully tackling the e-Agenda.

## A bit about us...

The **Leading Change Partnership**



## Working in partnership with you.....

We have worked with a number of authorities in the areas of **Customer Focused Change Management & Business Process Re-engineering**.

*\*"This was one of the best courses I have attended for years. I just hope we can utilise the knowledge we have all gained*

**Jane Pagan, Gloucester City Council**, after attending a 3 day Business Process Re-engineering (BPR) Course at the Leading Change Partnerships e-Government executive suite last week!

\*Paul O'Reilly, Director at The Leading Change Partnership running a BPR workshop last week for local government in Gloucestershire.



**We have also worked with:**



Basingstoke and Deane BC



Bracknell Forest BC



Cheltenham BC



Chesterfield BC



Cotswold DC



Forest of Dean DC



Gloucester City C



Gloucestershire CC



Stroud DC



Tewkesbury BC



Warwickshire CC



Worcestershire CC



Welsh Development Agency

**Our Ethos**

We believe and our customers tell us, that our success is in our Partnership approach, where we ensure the optimum use of existing customer resources & expertise proving V.F.M. and developing the ownership needed to implement change. Nevertheless, we couldn't achieve anything without the dedication of our customers who are the champions of change so we would like to take the opportunity to say a great big thanks!

## News From...



### Leadership is vision

We spoke to John Thornton, Director of e-Government, about some of the Agency's work and the key issues facing local authorities. We began with leadership: *"Implementation means getting people to respond to what is a whole organisation, complex agenda, and leadership at all levels is key. Leadership programmes can sometimes be seen as a threat, a negative comment on past performance, and they're too often targeted only at those at the very top of an authority. But successful implementation needs leadership throughout the organisation."*



John explains that e-government means using technologies to improve council performance, and points to some interesting research from the USA, where 'any major technology change takes 20 to 30 years to become fully integrated with business, as it often takes that long for a new generation of managers, who have grown up with the new technology, to come through.' But implementing e-government doesn't just mean implementing new technology.

**To achieve change, organisations need vision, leadership and resources. Vision and resources without leadership rarely achieve success – and good leadership is about mobilising resources – people, skills, technology – to best effect, to embed and deliver the vision.'**

The IDeA takes the line that each local authority has to lead on tackling their own issues – their mantra is that 'improvement comes from within'. The IDeA can assist by sharing good practice, ideas and experiences.

To help local authorities, the IDeA developed a framework for implementation, based on the 'building blocks' of e-government. This framework has now been incorporated into the national strategy for local e-government. The Building Blocks approach encourages authorities to work in partnership with each other, *"it's about creating a shared understanding of the big picture, providing a focus, and a common language for sharing knowledge and experience."* (view next page for building blocks).

In the spirit of raising awareness and promoting good practice, the IDeA established the '**e-champions network**', a network for the local e-government

leaders, which is proving very successful. Over 99% of authorities have signed up, and regularly come together in regional and national events, to draw inspiration from what colleagues in the sector are achieving.

We move on to talk about progress to date, 'Of course, in making the e-government agenda real, everyone wants to see progress. The early difficulty for all has been, to use a building analogy; lots of initial work on establishing the foundations - the part of the building you can't see!'

But as the sector gets the foundations of e-government in place, the success stories are beginning to mount up. One of the most dramatic examples is the **National Land Information Service (NLIS)**, where participating authorities have seen a reduction in land search times from weeks to hours, and in some cases minutes. Again, John says that this example is not about the technology, *"it's about changing the way authorities work, the result being a smoother and less stressful experience for home buyers."*

Whereas the Agency does not endorse commercial products, they are keen to publicise examples of where products and services have been successful, and where the authority is pleased to acknowledge the benefits. **IDeA Knowledge** [[www.idea.gov.uk/knowledge](http://www.idea.gov.uk/knowledge)], is another service managed by the Agency, a web based way of sharing this sort of expertise widely and quickly. John explains, *'the e-government resource contains briefing papers and case studies on the building blocks of e-government, contributed by the councils themselves, suppliers or by the Agency's researchers. It's a platform for councils to promote the message about what is achievable and to demonstrate best practice. It's about providing e-champions with the knowledge resources they need to lead change effectively.'*

To conclude our conversation, John summarised for us the five key e-Government issues

- Promoting leadership across the whole organisation
- Joining up – dissolution of fiefdoms and silo's
- Sharing information and establishing best practice
- E-champions – helping them move up the ladder
- Establishing partnerships in and out of local government – the govt/industry tie up.

## THE BUILDING BLOCKS

A framework for implementing local e-government

INTERACTIONS	ACCESS CHANNELS	TRUST AND CONNECTIONS	ENABLERS	CORE SYSTEMS	PEOPLE
Providing information	Local service websites	Joining up	Customer relationship management	Financial information systems	Leadership
Collecting revenue	Specialist portals and UK Online	Building trust	Knowledge management	Office systems	Understanding customers
Providing benefits and grants	Contact centres	Government Gateway	Geographic information systems	Human resources and payroll	Marketing and take up
Consultation	One stop shops	Security	Mobile technology and teleworking	Procurement	Change management
Regulation	Home visits/ supported access	Smart cards	Telemetry	Asset management	Programme/ project management
Application for services	Digital TV	Encryption and digital signatures	Intranet/ extranet	Customer, land and property databases	e-skills
Booking venues, resources and courses	Local councillors	Broadband	Document imaging and workflow	Income collection	e-learning
Paying for goods and services	Intermediaries	Legal framework			
Providing access to community, professional or business networks					
Procurement					

## News From...



Cambridgeshire County Council is in the process of implementing change in 2 major areas, the 'external front facing' activities via 'Cambridgeshire Direct' and standardising information.



We met Caroline Stanger, Head of Modernisation who explained that partnership and local choice is the emphasis and outward look for Cambridgeshire County

Council. Caroline explains they have a 3-pronged approach to front facing activities & hopefully soon to be 4....

**1] Customer Contact Centre** went live at the end of May 2003, open 12 hours, 6 days a week.

**2] Community Portal** launched at the end of May 2003 to the Contact Centre and soon to be launched to the public. Caroline explains this will be a 2-phase project, providing information (search mechanisms) and later on electronic transactions.

**3] One-Stop Shops** are District Council led which Caroline explains is necessary because the districts vary greatly, from city focus to rural.

Nevertheless, Caroline explains, not everyone is covered with the 3 prongs. Those residents who are based at home and unused to technology may not benefit fully. For these people there is a '4th prong service' in the form of mobile officers who will visit individuals at home and help them use a mobile or hand held device – the CAT.

**4] The CAT (Common Assessment Tool)** is a successful and innovative hand held process, which contributed to winning the county council a beacon award! The CAT enables the mobile rangers to take electronic

access into the homes of individuals who are unsure about technology. The Council would like to build on this project to offer all sorts of transactions this way to house-bound members of the public this means that they will benefit from Cambridgeshire Direct, it will increase individual's confidence to use the technology themselves.

In addition, Caroline explains, a key challenge was standardising information, which proved vital in 2 areas:

- Information standards in terminology;
- Information standards for storage and retrieval.

The Council proved the need for standardisation by undertaking a simple search for waste bins. Instead of being able to find out when the bins would be collected, the search revealed an abundance of committee meeting documents in which the minutes or the agenda featured waste. This was not the desired result, so the team revisited the whole process.

The results have been excellent; all information which is to be published online is now stored using a metatagging technique, which is an agreed technical structure countywide. And the standardisation of terminology also used countywide will enable the challenge of Cambridgeshire Direct to become very successful!

So, what's left for Cambridgeshire to do? The next big challenge is the Smart Card. Caroline explains that this is being considered in light of future transportation issues where the Council and its partners are considering a rapid transit bus scheme to reduce the traffic issues on the A14. They also see the card being used for leisure projects countywide. Caroline explains that the benefits of the smart card could be a 5<sup>th</sup> means of access, a means of authentication. The cards could also be a means of payment - an electronic purse.

## News From...



# RHONDDA CYNON TAF

Rhondda Cynon Taf is the second largest authority in Wales with a population of over 250,000 people but from its history of decline of industry in the Valleys, mainly coal and steel, it was left with substantial areas of deprivation. Against this however, vision and strong & determined leadership is in evidence, especially within their draft Electronic Government Plan.

In the words of the Council's draft e-Government Plan *'For our local communities to thrive in the 21<sup>st</sup> century, the Council needs to take action to better 'connect' local people, so that everyone is well placed to take advantage of the opportunities and possibilities of the new Information Age. To make this happen, people need access to technologies and to become skilled in their use. These are the key aspects of our strategy. We have sought to develop our vision, in terms of accelerating the 'e'-agenda, by being one of the first Council's in Wales to appoint an Electronic Government Co-ordinator. This new post has a corporate role to stimulate and drive electronic government, both within and outside the Council.'*

The task to incorporate e-Government and change in general is great indeed. Historically, the Council's image has suffered with poor housing, health and education and this image needs to change. Like many other Councils before them they are faced with something like the Camden Paradox, where the need for the benefits of ICT is paramount but local infrastructure and skills presently limit its realisation.



So we went to see their e-Government Co-ordinator, Leigh Gripton, who recently found himself facing this challenge, starting with the Implementing Electronic Government (IEG)

guidance from the Welsh Assembly Government.

As far as Leigh could see the Assembly Government required two key things from Councils' e-Government Plans: an assessment of the local needs and what are the highest volume interactions that the Council has with its citizens? The results showed, for example, that over 90% of citizens prefer to communicate with the Council by telephone.

The Council's starting point, which is now becoming a reality, is to implement a ground breaking new Wireless Broadband network infrastructure for over 300 sites, designed to provide a platform for other initiatives and activities. In other words, underpin everything else.

Next, the Council is looking to make step change improvements to the way it provides traditional access to information and services. Its strategy is to develop a single access telephone number for its citizens to eventually avoid the need to trawl through many pages of telephone numbers by providing one easy to remember, attractive number. This would feed 'virtual' telephony teams covering key services, with Customer Services Officers having the same type of access to information as those working in face-to-face environments via a new Customer Relationship Management application.

Regarding face-to-face, there will be 'Better Life Centres' (one-stop shops) providing joined-up (with other public service bodies) information and service provision at a single point of contact, in areas where citizens go about their day-to-day life.

As the internet is not currently a preferred method of accessing information and services, which wasn't a surprise to Leigh (as there are not sufficient access channels in the communities and levels of ICT awareness and skills are, in the main, low), he explained that the 'supply' and 'demand' needs to be built in parallel and went on to talk about the Council's emerging Virtual Communities project which is designed to tackle these issues, hopefully through European funding.

So it looks like the Council has logically connected its approach and initiatives together to meet the needs of its citizens. Let's just return then to the Council's strategy; *"We need to do more work to listen, understand, and act upon what people say they want, but we also need to demonstrate the very real benefits of this investment in new technology to those who may, understandably, be sceptical about making this initiative such a high priority"* And here we have the inevitable dichotomy, of course the citizen must be consulted but it will be difficult for them to provide a constructive answer without the necessary information and understanding, so everything has to develop together..

**August 2003**

A huge “**THANK YOU**” to our contributors.  
We hope you will appreciate them as much as  
we do!

We are always very pleased to hear from all local government agencies so if you would like to contribute to our next newsletter please give us a ring to arrange a meet and I shall take only an hour of your time.

*The Leading Change Partnership*



**The Leading Change Partnership Limited**

**Address:** 202 Cirencester Business Park  
Love lane, Cirencester,  
Gloucestershire GL7 1XD  
**Tel:** +44 (0) 1285 885814/16  
**Fax:** +44 (0) 1285 650525  
**e-mail:** [info@TheLeadingChange.com](mailto:info@TheLeadingChange.com)  
**Internet:** [www.TheLeadingChange.com](http://www.TheLeadingChange.com)

The *free* Leading Change Partnership research published in this issue is correct at the time of going to press. If you have a comment about the content of this newsletter or would like to contribute to our next issue, please contact Angela Spenley on 01285 885814 or via e-mail: [angela@theleadingchange.com](mailto:angela@theleadingchange.com)