

MODERNISING GOVERNMENT FUND

The Modernising Government Fund is about to go into its third round and will bring the total amount of funding provided by the Scottish Executive to £95m. By the end of MGF3, local authorities will have provided in the region of £32m towards taking forward a wide range of initiatives which are improving public services now but also piloting new innovative approaches for the future.

This COSLA Connections Supplement provides a summary of progress made by five of the MGF1 and MGF2 projects. The initiatives highlighted here are only a few but they illustrate the commitment of councils across Scotland to continuous improvement and in ensuring councils exploit the opportunities offered through new technology and new ways of working.

DIALOGUE YOUTH

What Services are we going to improve?

The Dialogue Youth initiative brings together young people, between the ages of 12 and 18, and government to modernise and sensitise the public services that impact on their lives.

Set within the context of community planning Dialogue Youth focuses on:

- improving joined up working across councils with partner agencies and the voluntary and business sectors;
- enabling young people to access quality information and a range of opportunities and positive experiences;
- engaging young people in ways that they feel meaningful and valued;
- empowering young people to 'have their say' and be actively involved in decision making processes; and,
- exploiting new technology through smartcard and portal developments, text messaging and digital TV.

Core deliverables from the project

By March 2005, every 12-18 year old in Scotland will have access to a voluntary youth card based on the Young Scot Card, enhanced using new technology to offer young people a single multi-application smartened or smart card which will enable them to access council services such as libraries, leisure, voluntary proof of age and cashless catering as well as Young Scot national services.

Each local authority area will:

- develop and maintain local information pages as a part of the National Youth Information Portal www.youngscot.org.uk including the training of young people as web journalists (Hack Packs);
- support existing youth information networks and Personal and Social Education and citizenship programmes in schools and youth settings;
- develop the capacity for Dialogue Youth Units to undertake peer research on youth issues and as a support for consultation processes for community planning partners;

- stimulate and assist the development of partnership and collaborative working on youth issues and services; and
- develop direct contact with young people through a partnership approach with Young Scot, YouthLink Scotland, Scottish Youth Parliament and others, and support the development of local involvement structures such as youth forums, pupil councils and Members of the Scottish Youth Parliament.

What has been delivered so far

The Dialogue Youth National Support Unit has been established in COSLA and is working with all 32 councils to develop the initiative. A range of approaches are being adopted and to date 26 councils have appointed dedicated staff with the others in the process of recruitment.

The National Support Unit has established a Project Steering Group along with a Champions Forum of chief officers from each local authority. It has raised the profile of the initiative through the development of quality materials and active promotion of Dialogue Youth to a range of agencies and organisations.

It has produced an operational manual for councils and provided support and expertise to councils in relation to the development of the smartened youth card including the PASS proof of age dimension. 'Hack Pack' training has been provided to 14 councils and pilot projects with guidance staff in schools has been delivered in Glasgow, Edinburgh and North Ayrshire.

The National Support Unit has supported local Dialogue Youth research and consultation exercises such as the survey of young people views on leisure facilities in Argyll & Bute.

The Dialogue Youth Portal has been developed in conjunction with young people and this has generated over 1.6 million file requests per month. Local pages on the Portal have been created by 12 councils.

One of the key roles of the National Support Unit is to develop partnerships with key partner agencies to promote and deliver improved 'joined up working' at a national level. As part of this it has established a working relationship with the Scottish Youth Parliament.

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Customer Relations Management Citizen Account Programme

The MGF2 Customer Relations Management Citizen Account (CRMCA) programme remit is to give citizens access to improved services where and when they want them.

The intention is to improve all services where the business case merits. The broad vision includes:

- delivering improved, stream-lined end to end services;
- providing services which can be accessed via any channel; i.e. telephone, iDTV, face-to-face etc;
- aiming to conclude as many queries and service requests as feasible at first point of contact;
- being able to track progress of all citizen interaction; and,
- having the ability to deliver a much more proactive and personalised service.

All of these objectives will be enabled by a Customer Relations Management (CRM) infrastructure, which will support the implementation of a common Citizen Identifier and Citizen Account.

It is intended that the Citizen Account and Citizen Identifier be rolled out to all 32 Scottish Councils. To allow easier management of the programme this high level remit has been broken down into five themes:

1. Citizen Account
2. Core CRM
3. Back Office Integration
4. Business Process Modelling & Re-engineering
5. Change Management

By October 2003 the CRMCA project programme had been fully scoped and documented in the form of a Programme Manager's remit and a Programme Initiation Document (PID). A governance structure has been agreed to ensure proper control and management across the programme. Financial and progress reporting has been implemented.

All 32 Councils have been consulted on the Citizen Account structure and agreement has been reached. Also general agreement has been reached to use the National Insurance Number as the Unique Citizen Reference Number (UCRN), although concerns were raised regarding its management and use. A secondee has been appointed to look into defining the business model, identifying all the issues,

scoping the requirements and drafting an action plan around the Citizen account and UCRN.

Two councils are working concurrently to develop the Back Office Integration Framework model, which will be made available to all 32 councils.

The project team is currently collating information from questionnaires sent out to councils asking for information on the processes they have improved and on the Business Process Re-Engineering methodologies that were used. This information will be published on the Quickplace web site.

Renfrewshire Council are working to agree a classification across all Electronic Service Delivery (ESD) initiatives.

A detailed action plan to produce a reusable change management action pack has been agreed and Falkirk Council are currently interviewing for a Project manager who will be responsible for managing the delivery of this work.

The requirements for Security Framework including authentication over all channels is to be identified as part of the work to scope the Citizen Account business model. Given its importance, this is likely to become a discrete project. Discussions have been ongoing across the programmes to ensure requirements are co-ordinated. Discussions have also been held with the private sector to discuss ongoing initiatives, most notably with the banking sector.

The project aims to promote partnership working across the programmes and with other public sector bodies and is also working to share information with colleagues on the ODPM CRM National Programme. Private sector suppliers are being targeted to drive home the consortium approach to procurement: i.e. the project will form consortia to define requirements, share costs and develop products. Suppliers will then make these products part of their core offerings at minimal or no cost to other public sector organisations.

For further information about the CRMCA programme contact: Cameron Walker; Programme Manager (01786 443176) walker@stirling.gov.uk

DEFINITIVE NATIONAL ADDRESSING - SCOTLAND

The scope of the Definitive National Addressing (DNA) Scotland programme potentially covers a wide range of land and property related information topics. These may be considered primarily to be:

- the creation and on-going maintenance of corporate address gazetteers and their integration with other address based information systems within local authorities;
- the aggregation of these into a definitive national address dataset for Scotland;
- the development of an ICT infrastructure to support proposed on-line Planning and Building Control services; and,
- the establishment of single point access to information held by the fourteen Scottish Assessors.

Although the organisational structure of local authorities varies across the country, the services provided are generally similar and therefore a major objective is to standardise and improve access to geographic information across the participating organisations.

The priority objective of the programme is to develop local gazetteers which conform to the British Standard (BS 7666) and to ensure that these gazetteers can be linked at a local and national level as appropriate. These gazetteers must be sustainable. Therefore it is necessary to establish management procedures and responsibilities, with clearly identified resources, to ensure the information is maintained and disseminated throughout the organisation.

The long term sustainability of these gazetteers is dependent on their being integrated into key application systems throughout organisations. Much of the required integration will be achieved using web-based

technologies. The definition of these connectors, for use by all participants, is a significant objective of the programme. The integration of gazetteers with specific systems and applications for development planning, building control and asset management is also considered a priority.

Much of the integration described is required to enable customer relations management (CRM) applications to operate efficiently. Therefore, another objective is to develop an effective strategic framework for the integration of citizen and address-based information to support the delivery of CRM services. This will involve exploring the relationship between citizens and addresses and to prepare management plans and procedures that will address all possible scenarios.

The future delivery of effective on-line planning services across Scotland requires some of the DNA Scotland programme objectives to be met under the MGF2 programme. These particularly involve the provision of address information to agree quality and standards, working with the Scottish Executive e-Planning Group to provide a template for the delivery of on-line planning services across Scotland. This will require the development of standards for the planning related information to be provided to allow the development of consistent client-focused planning service whilst allowing for differing authority needs. In time, it will be necessary to identify the components involved in the creation of a Scotland-wide planning portal and to investigate whether these have already been developed and are already in the public sector domain.

The final objective of the programme is to establish an internet site (i.e. portal) that provides single point access to Assessors' information on electoral registration, council tax banding and non-domestic rates on a Scotland-wide basis and in a consistent manner. This will have to be linked at a local level with local authority gazetteers.

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eCARE

eCare is a Modernising Government Fund (MGF2) Partnership supported by the 21st Century Government Unit in the Scottish Executive, in partnership with Health Boards, Local Authorities and voluntary agencies throughout Scotland.

Building on the success of local projects funded under the first round of Modernising Government Funding (MGF1), eCare seeks to re-use the best MGF1 technical products and learning, to deliver information sharing across more local partnerships and more care groups.

Nineteen projects, some forming consortia, are managed locally, under the co-ordination of a central team based within the Scottish Executive. The projects' work focuses on three streams of activity: Single Shared Assessment; Children's Services; and Learning Disability.

The technology

The eCare technology, which will underpin the electronic sharing of information, is designed with a central multi-agency eCare store in a 'demilitarised' zone (hanging off NHS net), which links to the multiple back office legacy systems operating locally in the partner agencies. This means that each locality will have its own locally defined and unique approach.

All data shared is subject to consent by the client. The system users are authenticated through their local systems, and are only entitled to view the data of their clients. Clients can change their consent status, and as soon as this is logged on the local system the records cannot be viewed by the partner practitioners.

Benefits that the programme will deliver

The direct benefit to the citizen will be through improved experience of care.

Single Shared Assessment, through electronic information sharing, will reduce the volume of questions repeatedly asked by professionals, as data will only have to be collected from the client once, then shared through the technology.

The Children's Services stream will focus on the delivery of an electronic Personal Care Record, an Integrated Children's Services Record, and a Single Assessment Framework for sharing, to benefit both Scotland's children, and care practitioners.

Across the streams' care groups, practitioners will save time, because core data will be shared, rather than gathered by multiple agencies. This will reduce the possibility of duplicated or inappropriate care. A more holistic picture of the client will be created, which will help to ensure services that more accurately meet peoples needs.

The principal deliverables of the Learning Disability stream are the development of integrated local service records, which will help planning across a range of services, and the piloting of a national anonymised database, which will enable the Scottish Executive to monitor implementation of 'The same as you?' initiative.

Achievements to Date

The programme's achievements to date include:

- production of MGF1 Product Book of lessons learned, on CD-ROM;
- Single Shared Assessment and Children's Services co-ordinators appointed in May 2003;
- newsletter issued in May and October 2003;
- Learning Network events held in June and November 2003;
- Website launched in July 2003 - www.ecare-scotland.gov.uk;
- eCare Quickplace, a secure repository for document sharing between Local Partners, launched in August 2003;
- national conference held in September 2003; and,
- installation of eCare store servers in test sites in November 2003.

Work in Hand

The eCare project's current work includes:

- commissioning of a research proposal to assess risk of sharing information about Children at Risk, to take forward work on consent and confidentiality issues;
- evaluation of Information Sharing Protocols developed by local authority and health partners; and
- progressing the expansion of the Lanarkshire eCare store to include information on children, initially those with child protection issues.

The eCare team is lead by Elaine McKinney eCare Programme Manager (0131 244 2085). For further details on any of the points raised in this article, please contact **Blythe Robertson, Policy Officer (0131 244 2624), ecare@scotland.gsi.gov.uk**.

SCOTTISH CITIZEN ACCOUNT SMARTCARD

The Scottish Citizen Account Smartcard consortium project is a partnership involving 10 councils aiming to deliver a Smartcard that will provide a multi-application scheme integrated with the Citizen Account for access and secure transactions for a range of services. The aim is to join up government in a transparent way.

The benefits of the citizen account Smartcard include:

- savings in customer journeys and business process time in registering for services;
- business benefits to application providers in the public and private sector;
- policy benefits through better promotion of services and innovations; and,
- transparent data protection policy development.

The Smartcard consortium is focussing on five areas:

Cashless catering and vending in secondary schools

- removal of stigma for free school meals; reduction in bullying by removal of cash from schools; rewards for healthy eating; and, improved stock information to caterer.

Pupil registration in secondary schools;

- reduced registration time; increased teaching time; attendance information available faster (enabling faster intervention); and, rewards for attendance.

Libraries

- availability of user information; promotion of services; reduced card management costs by reducing card numbers; and, e-purse for payments.

Leisure Centres

- availability of user information; promotion of services; reduced card management costs by reducing card numbers; e-purse for payments; and, spending reward points

Transport

- concessionary fares; through ticketing; multi-modal transport; and, improved information on concessionary fares taken

The consortium is also developing and making use of links with Young Scot and Dialogue Youth to ensure the involvement of young people and to incorporate the Young Scot branding and use of the Proof of Age Standards Scheme (PASS) mark on cards for young people.

There are also close links between the Smartcard programme and the citizens account project.

What will the projects achieve?

The programme has been set some specific and tangible output targets:

- i) 500,000 citizens using the smartcard for bus travel;
- ii) 63,000 school pupils and staff using card for school catering and registration;

iii) 230,000 citizen's using the smartcard to access various leisure services;

iv) 155,000 citizens combining their smartcard with library membership; and

v) 150,000 citizens using an e-Purse for financial transactions.

It is also aiming to develop a business case, which will define the sustainable use of smartcards along with a framework analysis to define the framework for smartcards in all Scottish Local authorities.

It will prepare a comprehensive information set which will document the work of the consortium to assist other local authorities to get involved in the development of smartcards. The consortium will support a reference group with the aim of sharing information with local authorities outwith the consortium.

Progress so far

The project team, which is overseeing the work of the consortium has established working groups for the five key areas outlined above. Each local authority in the consortium has established a Steering Board for the project in their council.

Aberdeen City Council has set up an operating company. A live system has been developed with phase one having delivered 35,000 cards into the hands of citizens for a range of applications including; cashless catering and vending; concessionary fares; library membership; evidence of leisure discount; and, Young Scot. An electronic and fraud-proof method for proof of age is now available to all retailers.

In Dundee 26,600 cards have been delivered into the hands of citizens giving access to the same range of services.

Dumfries and Galloway Council is piloting 550 cards giving staff and pupils access to cashless catering. In addition the pupils' card incorporates the Young Scot card.

The consortium has established links and is sharing information with the English National Smartcard Project.

Smartcard based pupil registration software is being developed and councils are actively sharing keys and designs for cards and cashless catering systems.

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WHERE NOW WITH MODERNISING GOVERNMENT FUND?

COSLA is committed to supporting the good work established through the previous rounds of the Modernising Government Fund and is determined that MGF3, the next round of Executive funding, should consolidate and build onto the success already achieved.

Corrie McCord, COSLA Vice President and Spokesperson on Modernising Government said "The third round of funding gives us the opportunity to embed the lessons from the previous pilots into our work within the wider context of community planning. Using new technology and new ways of working are crucial if we are to offer communities modern, efficient and effective public services".

The guidance on MGF3 should be issued by the Executive by Christmas and COSLA will be working with member councils to support and assist collaborative bids.