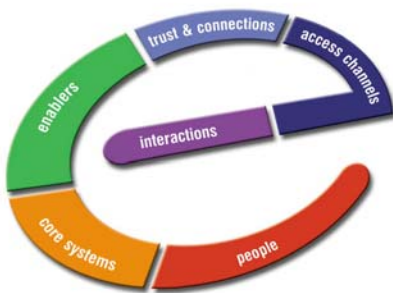


Capacity Building – Key Roles & Functions



People

Successful development of local e-government strategy and associated service delivery improvements will depend on the people involved.

This part of the e-organisation refers to the internal organisation and management practices of the council that are required to help deliver the people changes necessary for e-government, including committed and effective leadership, access to appropriate skills and a responsive programme of training and change management.

The National Strategy for Local e-Government (Nov 2002)

Local authorities will want to have appropriate organisation and management practices for achieving the 2005 e-Government targets as set out in BVPI157, the priority transaction outcomes, and support CPA performance. Councils have said to us, and research is confirming, that there are five people functions that both individually and as a team are key to achieving these outcomes. They have emerged strongly as fundamental building blocks for achieving change.

e-champions

Member and officer e-champions will continue to promote, encourage, challenge and drive. They have a significant role in ensuring that the council's customer focussed e-delivery is maintained and, in particular in the coming two years, they should be engaging with partners at the local and national level to improve joined up delivery. In particular it would be helpful if they developed an e-delivery plan with the Local Strategic Partnership members to ensure further joint delivery with other public and voluntary agencies including the police, health, probation, CAB, Help the Aged etc. For this reason officer e-champions are expected to occupy a deputy CEO or equivalent senior executive role.

e-government programme manager

In order to ensure the delivery of this programme and the necessary business, organisational, and technical change. We expect each local authority to establish an e-Delivery Board operating under Prince2 principles (and Corporate Management Group sponsorship), and with a full time programme manager who will report directly to the Chief Executive and the Mayor/leader of the council. We would also expect this post to be full time for the period until March 2006 and may be funded from a topslice of capital projects and IEG monies within the e-delivery programme. The e-Delivery Board will need to ensure that progress is made across the local authority in all service and activity areas.

Capacity Building – Key Roles & Functions

Customer services manager

In order to galvanise organisational and process change around the customer this function must represent the customer view and the quality and performance of access and service to meet customer need and expectations. As each local authority will be bringing together its customer facing services through contact centres, one stop shops and customer relations management systems, we are expecting that each council will be able to identify the manager who is responsible for all customer facing activities. It is likely that new networks will be established to support this role at regional level.

Head of ICT

The ICT manager in each local authority must own and deliver the e-Government architecture and services, championing the necessary technical and organisational changes. Providing support to the e-Champions they need to influence and negotiate at senior management level to ensure business justifications for change are developed. They need to be sufficiently aware of all the outcome products of National Projects and be conversant in use and implementation. It is also essential that infrastructure procurement ensures that joining up and process re-engineering around customers and citizens across organisations is possible with the products and systems that are commissioned.

Heads of Service

Each service manager or business owner is already accountable for the efficient and effective development and management of their service in order to meet customer needs and performance targets. They need to be aware of the capability and relevance of e-technologies and national project products in their professional field. They should be aware of the improvement impacts that are available, and how to both develop process change business cases, and project and change management processes for successful business and organisational change implementation.

We intend to support the development of capacity of the final four functions, in the same way that e-Champions have been supported in the past. The objective is to enhance and develop e-Government change knowledge and skills through a variety of support mechanisms:

- Development of core e-government competencies, to inform Councils workforce development planning
- Facilitating business case models for senior managers
- Sponsoring the dissemination of change and programme management techniques
- Supporting regional networks for programme and customer services management
- Facilitating e-Government input to the professions, through their institutes and organisations.

We are working with partners in the IDeA , Employers Organisation, Socitm, and others to provide guidance, tools, and support by the Autumn of this year. This is in line with the targets contained in 'the Local Government Pay and Workforce strategy (version2)

Capacity Building – Key Roles & Functions

In order to help with this capacity building, requested by Councils, you are asked to provide the following information about the holders of these key functions in your Council. We recognise that the functions may not necessarily correspond to existing roles (i.e job titles) and in smaller authorities that more than one of the functions may be carried out by one individual.

Authority Name:		
Function	Name and Current Title	Email Address
e-Government Programme Manager		
Customer Services Manager		
Head of IT		
Member & Officer e-Champions	<i>Not required - available from ODPM records</i>	
Heads of Service	<i>not required - at this time</i>	
Please email this completed form by Wednesday 30 June 2004 to: Neil.Broomhead@odpm.gsi.gov.uk		