E-Government

The Role of ICT in Modernising Local Government
Regulated by the Law Society

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Lawrence Graham solicitors are pleased to offer this Guide to e-Government.

We are recognised for our public sector work; we have considerable experience of public sector procurement requirements, and commendations from clients for our work on major ICT projects in both public and private sectors. We are a leading commercial law firm based in London with over 80 partners and 160 lawyers. Our Local Government Group has obtained the ISO 9001 standard of quality which signifies an outstanding commitment to quality. We offer a comprehensive legal service making full use of our own major investment in information technology.

We act for more than a hundred local and public authorities. Our team includes lawyers who have worked in local government. Our aim is to support in-house capability offering workable solutions to secure optimum outcomes. We have long established experience and expertise in public sector procurement, assisting public sector executives to implement their strategic plans, and in achieving stakeholders’ endorsement of their objectives.

We act for customers and purchasers of ICT products and services and have a successful track record of implementing ICT related contracts in both the public and private sectors. This gives us a strong insight into customers’ commercial priorities and perspectives. We are well used to negotiations and contract dealings with a wide range of leading ICT suppliers.

Our approach is to work in partnership with clients and their team members and we offer a cost effective, client orientated approach to fee rates and resource management.

We are associated with law firms in several European countries. In addition we have links with law firms in the United States and other jurisdictions throughout the world.

The Insider’s Guide to Legal Services comments:

“Lawrence Graham’s skillset and experience in this area should be of interest to those organisations wanting to engage in a broad spread of commercial activity …. those in public bodies (including local government, housing associations and health trusts) should consider Lawrence Graham, as it has considerable experience in this area”.

Our other recent publications for Local Government include:

• Local Authorities and the Freedom of Information Act 2000: Your Right to Know
• An A-Z Guide to Delivery Vehicles for Best Value Within Well-Being Powers
• A Practical Guide to Housing Transfer in England
• Regeneration – Bringing our Urban and Rural Assets into the 21st century

If we can help, please do not hesitate to contact us.
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1 Introduction

E-Government is an ambitious and challenging government initiative for electronic service delivery and electronic democracy, with firm targets for implementation.

In this Guide we outline the current framework, the principal guidance provided to local authorities for developing and implementing e-Government strategies, including how others are already doing it, and the various sources of funding available to support the transformation.

We focus on the ICT contracts with the private sector, particularly the strategic partnering model, likely to underpin many e-Government projects.

We hope that you find this Guide helpful. If we can help, please do not hesitate to contact us.

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This Guide is a summary of the relevant law as at 1 September 2002. It is not intended to be comprehensive or to replace legal or other advice on specific matters related to its subject matter.
2 What Is e-Government?


There are four guiding principles:

- **Government Services should be citizen-focused.** People do not need to know how government is organised or who does what. Services need to be offered in ways that make sense to the customer.

- **Government Services should be accessible.** All services which can be delivered electronically should be, whether over the Internet, through mobile phones, digital TV, call centres, or personal computers – customer demand will determine the mix.

- **Government Services should be inclusive.** New services must be developed so that they are available to all and easy to use.

- **Managing Information.** Information policies must be adopted which are coherent and compatible so that the best use is made of Government’s valuable knowledge and information resources.

As ODPM (then DTLR) put it in its e-gov @ local Consultation Paper, “e-Government means exploiting the power of information and communications technology. It is about putting citizens and customers at the heart of everything we do, and building service access, delivery and democratic accountability around them. It is about using technology to break down social exclusion. It is about supporting the transformation of public agencies into more open, accountable bodies, which can enable and encourage citizens to exercise their rights and responsibilities, and contribute to the modernisation of Britain”.

From this broad statement e-Government may mean different things to different people, and priorities will also differ, but at its root it means that government is accessible electronically. And the Government has set some firm targets to achieve this:

- 25% of dealings with Government should be capable of being done electronically by 2002.

- 100% of dealings with Government should be capable of being done electronically by 2005.
3 E-Government For Local Authorities: the Framework

The e-Government programme applies to government at all levels, but whilst government strategy emphasises cohesiveness (the Modernising Government White Paper lead to the signing of the Central Local Government Information Age Government Concordat by the Central Local Partnership to encourage ICT innovation and co-operation between all service providers, including local government), there has also been specific guidance and initiatives for local government – and, of course, local authorities need to develop and implement e-government strategies within their existing environments addressing issues such as Best Value, Beacon status, and community initiatives such as Power of Well-Being and Community Leadership under the Local Government Act 2000.

Implementing e-Government: Guidelines for Local Government in April 2000 provided the first guidelines for local authorities within the context of a national framework and recommended that local authorities:

- develop a local e-Government strategy; and
- set their own electronic service delivery (ESD) targets.

The DTLR put flesh on the bones in February 2001 in e-Government: Delivering Local Government Online – Milestones And Resources For The 2005 Target, which expanded upon the meaning of e-Government. In order to make e-Government more accessible, cost effective and responsive, local public services should be:

- joined up so that they make sense to the citizen;
- accessible so that the citizen has more choice in how to contact and receive public services at times convenient to the citizen;
- delivered electronically for faster and better value services;
- delivered by local and regional partnerships;
- delivered seamlessly so that citizens are not asked to provide the same information more than once; and
- open and accountable so that the performance levels of local services are transparent and citizens can contact local representatives electronically and participate electronically in local decision making.
The DTLR invited local authorities to submit Implementing Electronic Government Statements (IEG Statements) to DTLR in 2001, setting out the actions they proposed to take to meet the 2005 ESD target, as part of the Local Government Online initiative.

DTLR identified milestones to 2005 as likely to be included in IEG statements:

- timescale for significant services to become available online;
- developing the means for one stop handling of change of address;
- providing one stop shops in partnership with other authorities and public services;
- improved effectiveness in dealing with customers over the phone through use of best practice in call handling;
- procuring a significant proportion of goods and services online;
- all councillors being online with an e-mail address;
- developing community strategies and partnerships around e-Government – including community participation and sharing of information between other local public services.
- piloting teleworking for appropriate staff; and
- upgrading mainstream financial and administrative systems to give online management information on finance and performance.

The IEG Statements which DTLR subsequently received, and consultation with other bodies, resulted in the publication of the joint DTLR / LGA Consultation Paper e-gov@local in April 2002 which set out a draft national strategy for local e-Government, including a model of the building blocks for local e-Government and the national framework of technical and policy standards, infrastructure, partnership arrangements and support structures needed to guide and assist local authorities and their partners.

The proposals contained in this strategy, combined with the earlier local government White Paper Strong Local Leadership – Quality Services provide a framework to allow councils to seek new and more effective ways to deliver customer-focused services, with technology supporting the process.
Central government has provided a framework and guidance, but each local authority needs to develop its own individual strategy within that framework, taking account of its own perceived customer demands and priorities on the one hand and the need for ‘joined up’ government in its relations with other government bodies on the other. ESD should not be seen as a specific end in itself in the same way as other elements of modernisation, but as a tool which can be used to underpin and support the entire process of the modernisation of local government.

The Building Blocks

_E-gov@local_ seeks to identify a model of local e-Government, by which the key elements can be grasped and their interactions identified. The emerging strategy is a model of the building blocks of local e-Government. The model has three key parts:

1. The e-organisation.
2. Joining it up – priority outcomes.
3. The national framework.

At the heart of the model is the e-organisation. The building blocks making up the e-organisation are grouped in five themes:

1. transactions;
2. access channels;
3. enablers;
4. e-business; and
5. organisational development.

From the citizen’s perspective, service outcomes are experienced through their day-to-day transactions with councils and other local service providers. Working through the DTLR (now ODPM) model for a local e-organisation from the citizen’s standpoint, it is possible to analyse how:

- a given priority service might be realised through a variety of generic, e-enabled _transactions_ (such as providing benefits and grants);
- these transactions might be conducted through a variety of e-enabled access _channels_ (such as DTV or One-Stop Shops);
- the channels can be supported by a range of _enabling technologies_ which facilitate effective, integrated information management (such as Customer Relationship Management and Geographic Information Systems);
• service delivery can be underpinned by a suite of core, e-enabled business systems (such as intranets, financials and e-procurement); and

• successful delivery depends on organisational leadership and capacity (including the capacity to lead and manage change and to re-engineer major business processes).

These five themes reflect the ‘route map’ to e-Government upon which local authorities based their IEG statements.

The Priorities

The Government is committed, through the Central Local Partnership, to agreeing with local government a single set of priorities for local services, but the point of local e-Government is not just to deliver services electronically, but also to support local governance by improving the quality of services and the strength of community leadership. The priorities for local e-Government are therefore those of local governance itself.

There are, however, the four central government key priorities: education, health, crime and transport, to which e-gov@local adds six priorities developed by the LGA, plus e-citizenship and e-democracy.
5 Implementing an e-Government Strategy

Each local authority should have its own strategic plan. This plan may be summarised in an IEG Statement, but the IEG Statement should not be the plan itself. An IEG Statement is only a broad framework strategy with key milestones – ODPM requested that IEG2 Statements did not exceed 20 pages.

It is clear that e-Government, rather than being the sole responsibility of the IT department at a local authority, must be a joint collaborative effort between all relevant departments, including Finance and IT, and must also be formally approved by the members, in order to ensure successful implementation of e-Government strategies.

The Route Map

The DTLR’s Modern Councils, Modern Services – Access for All offers a ‘route map’ for local authorities. The route map covers:

- Leadership and Commitment

  Councils to adopt a corporate approach to the e.revolution, based on what citizens want, and work across departments and in co-operation with local partners. Councils will maximise access to services through different channels, set explicit service standards, and be clear on how they manage relationships between them.

- Actions

  **Developing Access Channels**

  Councils must understand the different channels by which people access their services (now and in the future), agree service standards with users, and develop a strategy for managing these channels and their integration with each other and with back office processes. The technology and organisational change needed will flow from this.

  **Achieving Back Office Integration**

  Initially authorities will have developed front end processes, such as one stop shops, separately from integrated e.enabled back office functions. By 2005 there will be much greater integration between back office and front office processes within and between councils and other public service organisations. These changes will be driven by Best Value, including strategic partnering, the development of shared community strategies and joint service provision, for example, between health and social services.

  **Commissioning and Procuring the most Effective Delivery Vehicles**

  We look at this issue in detail in Section 7 below.

- A Change of Culture to Innovation, Learning and Sharing Expertise.
Measuring Progress

Progress towards the 2005 target is now directly incorporated into the Best Value performance framework. Best Value Performance Indicator BVPI 157 provides a method for assessing progress toward the 2005 target and also identifies the following interactions as suitable for ESD:

- providing information;
- collecting revenue;
- providing benefits and grants;
- consultation;
- regulation (eg. issuing licences);
- applications for services;
- booking venues, resources and courses;
- paying for goods and services;
- providing access to community professional or business networks; and
- procurement.

BVPI 157 states that when considering what is capable of being delivered electronically councils should consider the following aspects, which cover the front end, internal processes, and the back office/supply chain:

1. Information (about a service).
2. Transaction (applying/ordering/paying or voting).
3. Supply (from support service/supplier/contractor etc.).
4. Delivery (to user/member of public).

A potential draw back with BVPI 157, particularly in relation to determining priorities, is that interactions are equally weighted regardless of the potential volume of individual types of interaction between the citizen and the local authority. The availability of electronic services itself tells us nothing about how often they are used, or what it feels like to use them. The National Audit Office Report ‘Government on the Web II’ recommended that it be replaced.
6 Local e-Government Case Studies

Twenty-five ‘pathfinder’ projects were supported by the LGOL initiative, addressing various aspects of how to deliver improved services by electronic means. These pathfinder projects include:

- **Bromley**: systems for electronically sharing information between a range of housing, health and social care agencies.
- **Camden**: personalised local authority websites (APLAWs) to provide personalised access via the internet.
- **Cornwall**: improving accessibility through smartcard technology and remote access centres.
- **Huntingdonshire**: a fully replicable e-procurement model for local authorities.
- **Suffolk**: developing digital TV channels for service delivery and on-street interactive kiosks.

A key aim of each pathfinder project is to communicate the learning from it as quickly and efficiently as possible. Project reports and further information is available at [www.lgoipathfinder.gov.uk](http://www.lgoipathfinder.gov.uk).

In addition, as part of the dissemination of learning, each Pathfinder will act as a mentor to a further three councils, providing detailed support and advice.

There is also a wide range of e-Government projects being undertaken outside the LGOL Pathfinder programme, including:

- **Manchester**: Council tenants can order repairs online.
- **Middlesbrough**: Public Private Partnership with Hyder Business Services to deliver joined up electronic services.
- **Lewisham**: ‘case based reasoning’ systems to join up knowledge about services across a range of agencies.
- **Liverpool**: ‘One Stop Shop’ customer contact centres, an expansion of the ‘Liverpool Direct’ call centre, and new CRM service technology, under a joint venture with BT to improve the Council’s ICT infrastructure.
- **London Borough of Sutton**: ‘Citizen Response’ CRM service technology for a contact centre and support service, initially for the Council’s highways and waste management divisions.
7 How Is Local e-Government Funded?

E-Government projects are not being 100% funded by new money. The previous IEG Statements suggest that the investment required for local authorities to meet the 2005 ESD target is around £2.5 billion. But various central government and European funds are available to support the process of transformation to ESD.

Local Government Online

£350 million allocated to the Local Government Online programme to achieve the 2005 ESD target, including:

- £25 million invested in a programme of twenty-five pathfinder projects involving over a hundred participating ‘pathfinder’ authorities in 2001-2002;
- £80 million on National Projects and £75 million on Partnerships Projects;
- £80 million available to all principal local authorities in England in 2002-2003 and a further £80 million sum in 2003-2004 – £200,000 per local authority, per year – subject to production and implementation of satisfactory IEG statements; and

IEG2 statements to be submitted by local authorities by 31 October 2002 (Guidance Notes have been issued by ODPM, and a pro forma statement has been developed by SOCITM).

Invest to Save Budget

The Treasury/Cabinet Office Invest to Save Budget, which provides funds to encourage two or more public bodies to jointly reconfigure elements of their work to provide innovative, streamlined, or simply better modes of service, has a strong strand of developing e-enabled services. Funding is awarded under a competitive bidding process. The types of bids welcomed include partnerships which involve the private sector and newly formed partnerships tackling innovative methods of service delivery.
In the 5th Round, around £50 million is available from ISB for projects to be drawn down from 2003-04. Bidders are expected to provide at least 25% of project costs from their own resources.

Other funding opportunities (identified by iDeA at www.idea.gov.uk/transformation/resources/funding.htm) include:

- Capital Modernisation Fund
- New Opportunities Fund
- Single Regeneration Budget
- New Deals for Communities
- Wired Communities Funding
- UK Online Centres
- Excellence in Cities
- European Structural Funds
- Information Society Funds

PFI

The Private Finance Initiative (PFI) offers one form of public-private partnership (PPP) in which local authorities can gain access to new or improved capital assets. A review of PFI is beyond the scope of this Guide, but it is worth noting that there is scope for transferring resources into PFI credits where that is the Best Value procurement.

Local Public Service Agreements (Local PSAs)

Councils can obtain grants from the PSA Performance Fund if they sign a Local PSA identifying key local services they intend to improve. Each Local PSA focuses on about twelve key outcomes which reflect a mix of national and local priorities, and so it is possible to include e-Government projects within the prioritised service improvements.
8 ICT Contracts

The starting point for e-Government is to identify what the customer wants, but information
technology is seen as the key enabler and so the next stage is to look at how IT can be used
to achieve what the customer wants.

So although e-Government as a strategy is not about ICT procurement, undoubtedly the
majority of e-Government projects will involve local government contracting for the provision
of IT products or services – whether by purchase, licence, development, or in partnership.
Indeed, the e-Government strategy stresses the desirability of local government forming
partnerships with innovators in the private sector who can find new ways of meeting changing
patterns of demand.

A key aspect of these ICT contracts is that they must not only deal with the provision of
services but must reflect and address the need to define organisational change and assign
contractual responsibility for implementing such change. Which delivery structure offers most
potential benefits to councils and customers? Options include:

- private Finance Initiative transactions;
- strategic partnering agreements;
- joint venture companies;
- community trusts; and
- franchise arrangements or a combination of these.

Modern Councils, Modern Services – Access for All: “All councils have considerable
experience of tendering for external services. However, to date relatively few councils have
sought to develop the partnership approach with other councils or the private sector, which
the Government believes can really help meet the challenge of the e.revolution. A strategic
partnering approach is different to traditional outsourcing contracts in that they cover a wider
range of functions, are intended to be long term, have quality driven value added
performance targets and have as an explicit objective the desire to draw on private sector
expertise to assist the council re-engineer its services. Strategic partnering can complement
the drawing together of different local public services to deliver the joined up services people
want under the auspices of Local Strategic Partnerships (LSP’s) or the larger Strategic
Service-delivery Partnerships (SSP’s)”.

E-gov@local notes that in the past the public sector has seen ICT outsourcing (including PFI)
as a means of transferring all of the risks associated with implementing ICT projects. But
there are limits to the extent of risk transfer that can be undertaken given the nature of what
e-Government is trying to achieve. The PFI model, with risk appropriately apportioned, can
deliver a “partnership” solution. However, some have found PFI invariably complex and
inflexible, with consideration of assets put above the achievement of outcomes. Consequently
new models for delivering ICT/e-Government solutions are emerging such as the strategic
partnerships between Liverpool and BT, and between Bedfordshire and Hyder Business
Services, and the Government has established a new taskforce, the Strategic Partnering
Taskforce to support local authorities to develop and implement such arrangements under
the umbrella of Strategic Service-delivery Partnership (SSPs) that embrace a number of strategic relationships which can involve partners in the public, private and voluntary sectors.

What are the key issues that need to be addressed in this modern style of ‘partnering’ contractual arrangement? We have highlighted issues relevant to any public sector contract and then focused on some of the special features of ICT contracts.

Public Sector Contracting Issues

• **Policy Context**: A public sector project takes place in the context of wider policy objectives. We have outlined the key principles e-Government strategy and formal guidance in this Guide. The project contract must be consistent with the objectives of this strategy.

• **Public Sector Ethos**: The project managers and their advisers have to be aware of the overriding ethos of working in the public sector: probity, fairness, stakeholder involvement, accountability. These principles are to be combined with the equally important commercial considerations of value for money, transfer of risk with concomitant reward, and liability for non-performance.

• **Stakeholder ‘Buy In’**: Public sector projects frequently have to resolve the competing needs and concerns of stakeholders with different but equally valid roles and interests. The concept of “partnership” will be essential to the success of initiatives such as Local Strategic Partnerships.

• **Public Procurement**: Procurement procedures must comply with a raft of UK and EU regulations, including the *Public Services Contracts Regulations 1993* (implementing, particularly, the Services Directive and the Supply Directive).

• **Best Value**: The project must demonstrate ‘Best Value’ at the procurement and contractor selection stages. The contract should also provide for ongoing monitoring and review, and performance indicators to demonstrate that the contract continues to provide ‘Best Value’ during the contract life.

• **Data Protection**: Projects invariably involve personal data. Contracts must build in compliance with the *Data Protection Act 1998* and related regulations and guidance including the Cabinet Office’s ‘Privacy and Data Sharing: the Way Forward for Public Services’. There must be an awareness of the increasing demands of the *Freedom of Information Act 2000* and the *Human Rights Act 1998*.

• **Reputational Issues**: Public sector organisations must be able to extricate themselves from relations with third parties where that relationship impacts upon the reputation or credibility of the public sector organisation.

• **Risk/Reward**: Public sector bodies are not profit-making organisations engaged in taking risks against the expectation of profit. There is a duty to be accountable for public funding and to avoid unnecessary risks to public funds. Risks can be shared so that the risk is held by the person best able to handle it. Generally risk should not be analysed in the same way as in the private sector, which is rewarded for success. Forms of contract which motivate suppliers to take advantage of new technical developments should be adopted.
Special Issues For Public Sector ICT Contracts

- **Specification:** The right specification is critical commercially, technically and legally. Getting the spec wrong (whether the fault of the customer, the supplier, or both) lies at the root of much of the criticism of public sector procurement contracts where the deliverable is inappropriate and/or over budget. Ideally the specification will define functionality not only in technical terms but also by citing 'use cases', and in SSP's will usually focus on key deliverables and user satisfaction. The customer must also ensure that the specification allows it to meet its legal requirements, for example in relation to Data Protection and Disability Discrimination.

- **Methodology:** The customer needs to ensure it has ongoing input into contract performance for a proper partnering relationship – without assuming responsibilities that should rest with the supplier. For public sector contracts it is common to use PRINCE or SSADM, but neither methodology provides a panacea: the risk remains of an 'empowered' customer making decisions outside its expertise. In a project with milestones, consider milestones as ‘traffic lights’ and consider also the consequences of a no go.

- **Normalisation/Standardisation:** An e-Government project needs to consider ‘joined up’ ICT at a number of levels, including normalisation of data sets, (eg. BS8766 person standard and BS7666 address standard in the Government Data Standards Catalogue) linkage of databanks (XML as core standard for data integration), and inter-operability of systems. There are now technical framework policies and guidance on topics including websites, smart cards, and call centres. Supplier resistance to enforced relations with their competitors through system or product integration may need to be overcome.

- **Leading Edge / Bleeding Edge:** The IT industry has frequently tested its products on paying customers in a way that would be unacceptable for other products and services. If a customer wants (or is sold) ‘leading edge’ technology, it should seek to ensure that the strategic partnering means that the supplier maintains its ‘first in market’ capability and that the customer has ‘most favoured nation’ status on future developments – but is not obliged to take future products and can continue to receive support and maintenance at its chosen level.

- **Service Levels / Service Credits:** ICT service levels and/or KPI's are frequently underpinned by a service credits regime. Any supplier ‘service benefits’ for ‘over-performance’ must be appropriate and the practical impact of service levels must be properly understood. For example, a 99.5% service level may seem high, but if this allows, say, 2 days a year of zero service, is this acceptable? SOCIITM's ‘KPI'S for ICT’ publication provides valuable guidance.

- **Exit Plan:** The customer must be able to achieve a smooth hand over to a new supplier, or assume responsibility itself, at the end of the contract (including on premature termination).

- **Security/Encryption:** Data and transactions must be properly protected. The Cabinet Office Performance & Conservation Unit recommends that security standard ISO 17799 is universally adopted across the public sector.

- **Maintenance/Support:** Suppliers often provide packaged services where a product or system is supplied and installed and then supported and maintained. Attractive front-end costs may disguise higher costs during a lock-in maintenance period.
9 Freedom Of Information Act

The Freedom of Information Act 2000 implements the Government’s ‘Your Right to Know’ White Paper. It aims to ensure that public authorities publish more information as a matter of course in order to open up public authorities and make the whole of government more accountable to the public. The Act introduces ‘publication schemes’ under which each public organisation will detail the classes of information which it makes publicly available. It also provides individuals with a right of access to information held by public authorities.

Each public authority’s scheme is subject to approval by the Information Commissioner. The staggered implementation of the Act up to 2005 is to give public authorities time to design, and have approved and operational, their publication schemes. How the scheme is to be published is up to the individual public authority, but the key is that it should be clear and straightforward for an individual to obtain information.

The implementation of a publication scheme may well form an important part of an e-Government programme, for example by providing for the electronic management of records and the electronic publication of information.

10 How can Lawrence Graham help?

In recent surveys, such as the National Audit Office’s Government on the Web II, local authorities cite a number of barriers to delivering the e-agenda which include:

- lack of ICT skills and knowledge amongst staff;
- culture/resistance to change; and
- inadequate resources (e.g. staff time).

Although ICT suppliers can be a good source of information to add to in-house knowledge, local authorities should be wary of relying on private sector partners to formulate and develop their e-Government strategies because of the potential for conflicts of interest between the ICT supplier’s wishes and the local authority’s own best interests and because of the clear e-Government principle that ESD should not be seen as a specific end in itself in the same way as other elements of modernisation, but as a tool which can be used to underpin and support the entire process of the modernisation of local government.

Yet we know that many e-Government champions within councils feel that they lack the skills to develop an e-Government strategy within the proper framework and there can be a temptation to fall back to the ‘comfort zone’ of a familiar form of IT contract.

To overcome these barriers to implementing e-Government strategies it is important that local authorities engage not only their in-house expertise but also external independent expertise in order to formulate, develop and implement e-Government strategies. Independent experts can bring additional skills, experience of other e-Government projects, and valuable industry knowledge, particularly with regard to new forms of contracting with commercial ICT suppliers.

We have over 20 lawyers working in our e-Government Team, combining the commercial and ICT skills of our Commerce & Technology Group with the long experience of our Local
Government Group to help local authorities to achieve their e-Government goals. Lawrence Graham’s Local Government group has obtained the ISO 9001 standard of quality which signifies an outstanding commitment to quality.

Our services include:

• reviewing and preparing tenders for local authorities in accordance with all relevant guidelines (both legal and regulatory);

• assisting with Best Value assessments of ICT suppliers’ proposals in accordance with all relevant guidelines;

• assisting and advising on the negotiation of ICT contracts;

• assisting with the assessment and preparation of documentation relating to each stage of ICT projects (e.g. heads of terms prior to binding contracts);

• drafting and preparing all relevant ICT related documentation; and

• finalising ICT related contracts and arranging for all legal and commercial formalities to be completed.

“Local government team in Lawrence Graham – they are very impressive”
West Dorset District Council

“Very successful joint working relationship between your firm and the Council”
Coventry City Council

“Thank you for the professional and efficient way that Lawrence Graham helped the Council”
Fenland District Council

“I would like to put on record how impressed I have been with Lawrence Graham. It has made a real difference to the stresses put upon council officers like myself”
Slough Borough Council
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