

e-government in London

Improving public services for a globally competitive capital

A report by the Economic and Social Development Committee

July 2003

Economic and Social Development

LONDON

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**Greater London Authority
July 2003**

Published by
Greater London Authority
City Hall
The Queen's Walk
London SE1 2AA
www.london.gov.uk
enquiries **020 7983 4000**
minicom **020 7983 4458**

ISBN 1 85261 513 3

This document is printed on recycled paper

Foreword



London's economy is the engine which drives much of our nation's wealth creation. Efficient and effective public services are a vital component in underpinning its competitiveness. However we are in danger of trying to run a globally competitive 21st century economy with 20th century public services. The application of information and communication technologies offers the opportunity to modernise London's government infrastructure.

However the use of e-government in London trails behind other leading world cities. We clearly cannot afford this.

E-government is essential for London to deliver high quality and efficient public services to its citizens and businesses and to be able to compete with other leader world cities.

After a promising start, the London e-government agenda is now under threat due to insufficient funding. Without extra investment key London-wide projects that will further develop joint working and information sharing between boroughs and public service agencies could be jeopardised. The opportunity to develop a London-wide smartcard based on Transport for London's 'Oyster Card', which would integrate a range of public services regardless of organisational boundaries - making it easier for Londoners to buy tickets, access leisure facilities, reduce journey times, is under threat.

For e-government in London to succeed we must take key London-wide initiatives forward. We cannot afford delays if we want to achieve a coherent and joined up delivery of services across the capital and avoid the development of a council-by - council, service-by-service piecemeal approach. This is of vital importance to achieving improved public services for the benefit of all Londoners.

We are very grateful to Mike Barkway, Chief Executive of London Connects and Alex Bax, Senior Policy Officer at the Greater London Authority for attending the meeting of the Committee on 20 May; to the Office of the Deputy Prime Minister for their written evidence and to the Assembly Scrutiny Team for their support.

A handwritten signature in black ink that reads "M. Tuffrey". The signature is written in a cursive style and is underlined with a single horizontal stroke.

Mike Tuffrey
Chair of the Economic and Social Development Committee

July 2003

The Economic and Social Development Committee

The Economic and Social Development Committee was established by the London Assembly on 10 April 2002.

The Membership of the Committee is:

Mike Tuffrey (Chair) – Liberal Democrat

Eric Ollerenshaw (Deputy Chair) – Conservative

Jennette Arnold – Labour

Angie Bray – Conservative

John Biggs – Labour

Darren Johnson – Green

The Committee's terms of reference are to examine and report on social and economic development matters of importance to Londoners and the strategies, policies and actions of the Mayor as they relate to social and economic development issues, the London Development Agency and other Functional Bodies where appropriate. The Economic and Social Development Committee is particularly required to examine and report to the Assembly on the implementation and revision of the Economic Development Strategy.

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Executive summary

New Information and Communication Technology provides tremendous opportunities to make London government better and deliver higher quality, cost-effective, government services by improving speed and access to government.

The Government has recognised this and set the national target for having all public services online by 2005. All local authorities in the country have been asked to draw their strategies and plans to achieve the target.

In London, the Mayor has recognised e-government as an integral part of delivering his vision of London as a competitive, inclusive and environmentally sustainable world city¹ and, in line with the Government's agenda, set out his vision for joined up, integrated electronic public service delivery by 2005.

But e-government presents London with significant challenges. Addressing the digital divide, achieving a high level of take-up and quality of electronic services, ensuring coordination and consistency in service delivery across London are some of the key issues that need to be addressed for e-government in London to succeed.

We found that progress has been made since the publication of the draft e-Government strategy in December 2001, both in creating the foundations for the e-government environment in the capital and taking forward key London-wide projects and initiatives. But further progress is substantially threatened by insufficient funding.

The Committee was concerned to hear that the lack of funding is hampering the implementation of the key London-wide infrastructure projects and that these may not be able to continue if they do not receive adequate resources. London-wide initiatives² are mainly concerned with consistency, integration, co-ordination and service delivery between or across boroughs and other agencies and are vital for ensuring a coordinated approach to the provision of public services across London and consolidating the overall picture. We are therefore particularly concerned about the lack of secure funding for these initiatives.

We wrote to the Office of the Deputy Prime Minister detailing our concerns about the lack of funding. We posed specific questions regarding the importance of ensuring coordination at the regional level; the government funding allocation mechanism and future plans concerning government funding allocation at the regional level. The Deputy Prime Minister informed us that LondonConnects made further representations to ODPM regarding support for key projects in their e-government programme and that a meeting was scheduled to discuss these issues with Ministers. The response stated that the Government's vision and objectives for local e-government would be achieved through a combination of support for National Projects, individual councils, and partnerships, including where appropriate regional organisations. The response also highlighted that no detailed consideration had been given to the specific role of regional e-government partnerships in relation to funding and that this issue would be brought into forthcoming discussions with Ministers on the future funding for local e-government.

¹ Implementing Electronic Government Statement 2001, GLA, August 2001, p.1

²See par. 3.12 for more details on some of the key London-wide strategic projects.

Chapter 1 Introduction

- 1.1 The Government has formulated a national strategy to achieve e-government and in the White Paper *Modernising Government*, published in 1999, set a national target for the development and completion of online services by local authorities by 2005.
- 1.2 As the 2005 Government deadline gets closer we feel that it is an appropriate time to examine what progress has been made in delivering e-government in London and to take stock of achievements to date. Our findings are set out in this report.

Scrutiny aims and objectives

- 1.3 The scrutiny aimed to identify what is working well, what the problems have been and how these are being or are planned to be dealt with, and whether there are any particular areas of vulnerability emerging as projects develop.

Approach to the scrutiny

- 1.4 The Committee held a scrutiny session on e-government on 20th May 2003. At the hearing we took evidence from Mike Barkway, Chief Executive of LondonConnects and Alex Bax, Senior Policy Officer at the Greater London Authority, about the progress on e-government projects implementation in London.
- 1.5 In the following chapters we aim to highlight the main concerns outlined to us in the scrutiny session and present recommendations that we believe will help implement the e-government agenda in London.
- 1.6 Chapter 1 sets out the context and explains our approach to the scrutiny. Chapter 2 briefly outlines the national context to e-government and provides some background information on the national e-government framework, set out in the draft National Strategy for Local E-Government. In Chapters 3 and 4 we consider the role of LondonConnects, the organisation set up to foster the delivery of e-government in London, and examine the state of the art in e-government in the capital, addressing some of the key issues and challenges facing London.

Chapter 2 National context

- 2.1 The Government placed e-Government at the heart of its agenda for modernising government and, as mentioned previously, set the ambitious target for having all public services online by 2005.
- 2.2 In order to achieve its vision, the Government earmarked seven billion pounds³ over three years from April 2001 to support e-government projects and initiatives across the country.
- 2.3 The E-Government Strategic Framework⁴, published in April 2000, invited councils in England to submit their Implementing Electronic Government statements to the Department of Transport, Local Government and the Regions, setting out their e-government strategies and their plans for achieving the 2005 target. The Government has also set a performance indicator for local authorities in England as part of the statutory arrangements associated with Best Value. This indicator is used to measure individual authority's progress towards the 2005 target for online service delivery.
- 2.4 In giving evidence to the Committee Mike Barkway expressed concern regarding the Government's current focus on services e-enablement. Although the vision recognises the need to ensure public access to electronic services, he said it is focused on the development and completion of electronic services towards the Government target and fails to give attention to the issues of quality and take up of government services, which represent the key challenges of e-government. Converting public services into online service is not sufficient to achieve e-government; only by deploying technology to improve the way government does business with the public may higher levels of take-up of online services by citizens and businesses be achieved.
- 2.5 The Committee is concerned about the lack of provision in the national e-Government vision to address e-government in terms of quality and take up of public services. The Government's vision seeks universal access to services (that is to be within three miles of a UK online centre), but this is clearly not enough to get people to use the services. The real challenge is to use technology to improve the quality of services. This should contribute to achieving higher levels of take up by citizens and there needs to be recognition of this in the national strategy.

Recommendation 1

We recommend that the national e-Government strategy should recognise take up and quality of services as key determinants for achieving effectiveness in e-government and should require local authorities to complement their delivery plans with an overall strategy for the take-up of online services, including take-up targets and incentives to encourage people to use electronic services.

³This figure was quoted by the British Prime Minister, Tony Blair in the speech given to e-Summit, 19 November 2002

⁴ *E-Government; a strategic framework for public services in the information age*, Cabinet Office, April 2000

- 2.6 The Committee is also concerned about the lack of any apparent regional coordination element in the national e-Government vision, which we believe is of vital importance in ensuring a coherent and consistent approach to e-government and to joined up and integrated service delivery. The Office of the Deputy Prime Minister (ODPM) is responsible for advancing the government's regional approach to government. Its concurrent responsibilities for e-government present an opportunity to demonstrate 'joined-up' thinking.

Recommendation 2

We recommend that the national e-Government strategy should recognise and give greater attention to the regional dimension of e-government.

Chapter 3 E-government in London

- 3.1 In London realising e-government is a primary goal. It presents tremendous opportunities to deliver higher quality, cost-effective, government services.
- 3.2 Realising the full benefits of e-government also poses significant challenges, which include addressing the digital divide, improving the quality of front line services, achieving higher levels of take-up and quality of electronic services, ensuring coordination and consistency in service delivery across London. Some of these key challenges are addressed in Chapter 4.

The Mayor's e-government vision for London

- 3.3 The GLA developed the first Implementing Electronic Government statement for London in August 2001⁵. This sets out the Mayor's vision for e-government in London in 2005 and the plan for achieving the Government's 2005 target for Electronic Service Delivery (ESD). The statement was reviewed in October 2002⁶.
- 3.4 The Mayor's vision is that by 2005 London will:
- benefit from one of the most advanced integrated transport ticketing services in the world, together with state of the art, multi channel, multi modal transport and travel information.
 - have a public services portal on-line giving easy access to locally, regionally and centrally administered public services. The portal will be available on a variety of channels determined by the demands of Londoners. It will be underpinned by common city-wide standards for authentication and payment.
 - see the quality of public services improving across the board, through ever greater focus on customers needs and requirements, and increasingly innovative inter-agency delivery of service and back office integration.
 - have public services that guarantee citizens the highest standards of privacy and confidentiality, giving citizens maximum control possible over their personal lives and the use made of their personal data.
 - continue to be the European e-business location of choice because it offers a competitive range of services and facilities, a skilled workforce, and an improving quality of life.
 - have made major advances in addressing the so called digital divide both in terms of access to services and basic skills.
 - have broadband penetration to the home increasing rapidly and all newly built developments routinely e-enabled during construction⁷.

⁵ *Implementing Electronic Government Statement 2001*, GLA, August 2001

⁶ *E-government for London. The Greater London Authority's Implementing Electronic Government Statement 2002*, GLA October 2002

⁷ *E-government for London. The Greater London Authority's Implementing Electronic Government Statement 2002*, GLA October 2002, p.4

The role of LondonConnects

- 3.5 A primary question in addressing e-government in London is how its delivery is organised, managed and coordinated. The need to address this and to ensure a strategic response to the challenges posed by e-government in London led the Association of London Government (ALG) and the GLA to establish LondonConnects.
- 3.6 LondonConnects is a London wide agency bringing together local, regional, and national government to co-operate on e-government developments. It is responsible for:
- developing an e-Government strategy for London;
 - supporting its implementation through the leadership of London wide ICT infrastructure and services;
 - providing information, research and best practice services.

The Agency, which was established in 2001, is supported by the GLA, functional bodies, the ALG, Government Office for London, the NHS and the London's voluntary sector.

- 3.7 The strategic approach adopted by LondonConnects has at its cornerstone the delivery of services and provision of information across London that are not too limited by boundaries of boroughs and other agencies, and delivered in ways Londoners want. The main agenda of the Agency is to promote cross borough-boundary initiatives and networking to ensure the consistent, systematic and effective delivery of e-government across London, through :
- partnership building and support;
 - joint working to deliver value for money and joined-up services;
 - London-wide infrastructure; and
 - research to verify strategic direction and work programme content.

An e-government strategy for London

- 3.8 London Connects published a *draft e-Government strategy for London* in December 2001. It aimed to provide a shared framework and agenda for an overall strategic approach to e-government to enable a coherent and coordinated delivery across the capital.
- 3.9 The strategy is guided by four key strategic objectives:
- To provide a unified e-face for London's public services by putting in place a regional infrastructure and services.
 - To promote and support collaborative working so that the many examples of excellent practice which already exist locally can be taken up more widely across the public sector.
 - To ensure the benefits of technology are available to all by initially supporting research into technology access and impact, and then acting on the conclusions.

- To use technology to encourage public participation in democratic processes by assessing the impact of the many experiments now taking place, and then actively promoting the success stories.⁸

3.10 Although we fully endorse the strategic objectives set out in the draft e-government strategy, we are concerned that they are mainly focused around the role of LondonConnects as an organisation and do not give enough attention to the broader key overarching objective of improving public services in London. We believe the e-government strategy for London needs to have an overarching vision and strategy for using technology to improve the quality, efficiency and delivery of all main public services in London.

3.11 We are also concerned that the draft strategy lacks a clear funding plan to support the implementation of the strategy.

Recommendation 3

The Committee recommends that the Mayor and LondonConnects should complement the draft e-Government strategy for London by specifying:

- a) a clear overarching vision and strategy for using New Information and Communication Technology to improve the quality, efficiency and delivery of all main public services in London.**
- b) a clearer funding and implementation framework**

Initiatives summary

3.12 The draft strategy published by LondonConnects includes a practical programme of work and research to support the four key objectives. A brief summary of the key initiatives is provided below.

3.13 In terms of providing a coherent e-face for London's public services, the strategy included three key London-wide infrastructure projects, defined as a London Portal, a London-wide citizen access smart card, and a single public service network.

London Portal

The *London Online portal* aims to enable all those who live, work, visit, travel and learn in London to access services and information through a common entry point. LondonOnline is not about re-inventing the wheel and sees no merit in duplicating information already provided by other public sector agencies across London. Rather, through strategic partnering and sponsorship, it is hoped the portal will steer people towards the London information they require and cover a wide diversity of links and functionality.

London smart card

The *London smart card* project is aimed to provide all those who work in, live in, visit, or do business in London with a Smartcard if they want one. The services loaded onto each card will be at the absolute discretion of the customer, but the card will provide certain core functions. It will carry transport ticketing services

⁸ *An e-Government strategy for London*, draft for consultation, LondonConnects December 2001

and a small electronic purse for low value electronic transactions such as parking charges, etc, through Transport for London. It will also act as an entry token providing an easy way of establishing rights to public and private services, including concessionary rights, health, benefits, education, leisure, libraries, kiosks, etc. It will make access to services easier for those cardholders most in need of them. It will reduce the requirement for needy citizens to repeatedly prove that they are who they say they are and it will remove the stigma associated with means-tested services such as school meals.

A public services network for London

The *Public Services Network* for London will support inter-agency information, with appropriate security and authentication features. It would have the advantages of a private network, including predictable and controllable costs for usage and additional capacity and would ensure guaranteed levels of service and throughput.

- 3.14 The LondonConnects programme also includes initiatives and projects to support inter-sector partnership working, including direct support for key multi-agency projects; research on the digital divide and initiatives on e-democracy⁹.

⁹ Details on key London-wide project and the LondonConnects programme of work can be found on LondonConnects website at <http://www.londonconnects.org.uk>

Chapter 4 Implementing e-London government

- 4.1 This chapter provides an update on progress of regional e-government initiatives in London and identifies current issues of implementation.

Progress to date

- 4.2 The draft e-government strategy has been in place for just over a year.
- 4.3 A formal review of the first year activities was carried out by LondonConnects in December 2001. The review shows that there has been substantial progress both at the strategic and the local levels in creating the foundations for the e-government environment, particularly in terms of promoting networking, integration and partnership working across London.
- 4.4 The review also shows that programme activities and key strategic London-wide projects are progressing, although limited progress has been made on the development of a single public service network for London.

Key issues and challenges for London

- 4.5 Achieving effective e-government in London will be challenging. The scrutiny session highlighted a number of critical issues and questions about implementing e-government in the capital. These are briefly set out below.

Governance and leadership

- 4.6 There is a need for an overarching governance mechanism that is adequately resourced to lead change and get the public sector in London to take joint action and pool resources to implement the e-government agenda, not relying solely on support from the Government, but also identifying and seeking other sources of funding, i.e. EU funding and involving the private sector. LondonConnects is partly doing this, but it is clearly not adequately resourced to deliver its programme and lead on implementation. We believe that leadership and support from the Mayor is also required to lead on and sustain the realisation of the e-government agenda and objectives in London.

Implementing Key London-wide projects

A single public service network for London

- 4.7 We were told that the absence of a single network is a key barrier for establishing interconnectivity and the exchange of information between different public services sectors and providing consistent levels of services and throughput across London. We were told that potential solutions without the need to start from scratch do exist, but a particular solution has not yet been identified. The existing education network, linking schools in the 33 London boroughs, represents a possible solution. Discussions are currently underway with the London Grid for Learning to examine the possibility of a wider use of the network.

Recommendation 4

The Committee recommends that LondonConnects continue to work with partners to identify the most appropriate solution to implement a single public service network for London.

A London smart card

- 4.8 The proposed London wide smart card scheme, described in paragraph. 3.13 represents a great opportunity to facilitate and improve delivery of a whole range of public services as well as London-wide, national services and commercial services. The London-wide smartcard would be developed based on the existing Transport for London's 'Oyster Card', which integrates transport facilities.
- 4.9 We were told that the London-wide smart card scheme is now under threat due to the current lack funding. Mike Barkway pointed out that a delay in implementing the London-wide scheme would be crucial as it might lead to the development of many uncoordinated schemes, and thus jeopardise the possibility to develop a coherent approach to smart card use across London.
- 4.10 We believe the London wide smart card offers a great opportunity to deliver services in a joined-up and integrated way across London, and the London-wide scheme is essential to achieve the full benefits of the card. We are therefore very concerned that this great opportunity to improve services for Londoners may be lost, if adequate funding is not provided shortly.

Recommendation 5

The Committee recommends that the Mayor take the lead in promoting the provision of a London wide smart card.

Privacy and security

- 4.11 Fears about security, privacy and access to personal data represent a key issue in relation to the exchange of information and more generally in relation to take-up and use of on-line public services. Mike Barkway commented that the key problem is that there is inconsistency across London in terms of level of security and authentication due to the absence of a coherent technology infrastructure.

Recommendation 6

The Committee recommends that the Mayor take the lead in promoting the provision of consistent levels of security and authentication across London.

Take up and quality of electronic services

- 4.12 Achieving a high level of take up presents the key challenge for e-government in London and will be the key measure of successful online services.
- 4.13 The scrutiny session highlighted that above all, quality is crucial to uptake of e-government. If the quality of electronic government services is high, and if they are secure and convenient to use, then citizens and businesses will want to carry

out their transactions with government electronically and high rates of take-up can be achieved.

- 4.14 To achieve better quality and delivery of service, Local Authorities and public service agencies need to consider how information technology can be used to improve internal operations, i.e. the back office support activities that enable the government to operate by reducing time-consuming procedures and improving productivity.
- 4.15 Take up will be nonetheless affected and constrained by a number of other factors, including affordable access to online services and lack of skills necessary to effectively use electronic services.

Addressing the digital divide

- 4.16 The e-government strategy highlights that addressing the digital divide is also a key challenge and a critical factor for success of e-government in London. The planned development has the potential to exacerbate existing social and economic divisions in society with the more privileged members of society having much greater opportunity to benefit from new technology than those who are less favourably situated. This is a particular challenge in London where disparities in access to services are already pronounced.
- 4.17 Alex Bax informed us that the GLA carried out research¹⁰ last year mapping the digital divide in London and examining whether the impact of technology is helping or hindering the social exclusion. This research shows that the digital divide in London does exist and there is a risk that it will widen rather than reduce, if appropriate measures are not adopted to avoid this. Further research is currently being undertaken by the GLA to explore the impacts of technology access on ordinary peoples' lives and action will be taken based on the conclusions of the study.

Monitoring

- 4.18 Monitoring and review is an essential component within the process of implementing e-government.
- 4.19 Mike Barkway pointed out that the draft strategy produced by LondonConnects is not intended to be an end in itself, but rather a vehicle, which will determine and guide the work programme and activity. Therefore, some elements of monitoring the operation of the strategy have been attached to individual projects rather than the whole strategy; these are primarily concerned with the foundations of e-government, achievement and outcomes being largely the responsibility of the agencies responsible for service delivery.
- 4.20 However Mike Barkway highlighted that the current performance monitoring framework set out by the Government is focused on the achievement of the 2005 Government ESD target. Local authorities are currently required to monitor the development and completion of online services, but not the extent to which they are used or the take up of electronic services by citizens and businesses. We believe the current national monitoring framework needs to be developed to include targets and indicators which measure these aspects too.

¹⁰ *The digital divide in a world city*, GLA, June 2002

- 4.21 We note that LondonConnects has lobbied and worked with officials at ODPM to introduce performance measures related to take-up and quality in addition to those related to service e-enablement. The Agency is also working with the boroughs to improve their current measurement regimes.

Recommendation 7

We recommend that local authorities, in monitoring the achievement of the Electronic Service Delivery target of having all London's public services online by 2005 give consideration to the issues of take up and quality of electronic services.

Resources and funding

- 4.22 The question of funding has been raised as a major concern for delivering e-government in London over the next few years.
- 4.23 Particular concerns were expressed about the insufficient availability of funding to support key regional initiatives. We were told that the lack of funding is hampering the implementation of the key London-wide e-government projects and that these might not continue if they do not receive adequate resources. Also a concern was the way in which Government funds are allocated. We were informed that London only received four per cent of the first year-round pot of £60 million funding for e-government projects in 2002/03. This year the amount rose to 14 per cent of the £23 million available, but this went to local projects and not London-wide initiatives. We do not believe this allocation is fair, given that London's economy accounts for around a fifth of the UK's total Gross Domestic Product and subsidises public expenditure at national and local level in the rest of the UK by up to £22.6 billion a year.
- 4.24 We fully share LondonConnects concerns regarding the lack of funding for London wide projects. We believe that London-wide initiatives concerned with coordination and service delivery across organisational and geographical boundaries play a key role in achieving successful e-government in London and are vital for ensuring a coordinated approach and for consolidating the overall picture of service delivery across the capital.
- 4.25 We are very concerned that, after a promising start, progress in implementing e-government in London is under threat due to insufficient funding. London cannot afford to miss the opportunities brought about by e-government to improve public services for its citizens. Funding and resource allocation by the Government must recognise this.

Recommendation 8

The Committee recommends that the Government allocate a share of its e-government funding specifically to regional initiatives and, in particular, key London-wide projects.

- 4.26 However we do not believe London should rely solely on central government funding. In other areas, a range of public service agencies have contributed resources to the strategy agreed by the partnership. We believe the Mayor should take the lead in seeking greater involvement by the boroughs as well as

other public service agencies in London including, where appropriate, the GLA family. In addition, consideration should be given to involving the private sector. It has a clear commercial interest in speeding the take-up of e-government services, and this motivation could be harnessed, provided conflicts of interest are managed carefully and relationships are fully transparent.

Recommendation 9

The Committee recommends that the Mayor and LondonConnects seek alternative sources of funding to support the implementation of the e-government agenda in London.

Annex 1 Summary of Recommendations

1. We recommend that the national e-Government strategy should recognise take up and quality of services as key determinants for achieving effectiveness in e-government and should require local authorities to complement their delivery plans with an overall strategy for the take-up of electronic services, including take-up targets and incentives to encourage people to use electronic services.
2. We recommend that the national e-Government strategy should recognise and give greater emphasis to the regional dimension of e-government.
3. The Committee recommends that the Mayor and LondonConnects complement the draft e-Government strategy for London by specifying:
 - a) a clear overarching vision and strategy for using New Information and Communication Technology to improve the quality, efficiency and delivery of all main public services in London
 - b) a clearer funding and implementation framework.
4. The Committee recommends that LondonConnects continue to work with partners to identify the most appropriate solution to implement a single public service network for London.
5. The Committee recommends that the Mayor take the lead in promoting the provision of a London wide smart card.
6. The Committee recommends that the Mayor take the lead in promoting the provision of consistent levels of security and authentication across London.
7. We recommend that local authorities, in monitoring the achievement of the Electronic Service Delivery target of having all London's public services online by 2005, give consideration to the issues of take up and quality of electronic services.
8. The Committee recommends that the Government allocate a share of its e-government funding specifically to regional initiatives and, in particular, key London-wide projects.
9. The Committee recommends that the Mayor and LondonConnects seek alternative sources of funding to support the implementation of the e-government agenda in London.

Annex 2 Bibliography

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LondonConnects, December 2001

London Connects Review of first year 2000
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Annex 3 Principles of Assembly scrutiny

The powers of the London Assembly include power to investigate and report on decisions and actions of the Mayor, or on matters relating to the principal purposes of the Greater London Authority, and on any other matters which the Assembly considers to be of importance to Londoners. In the conduct of scrutiny and investigation the Assembly abides by a number of principles.

Scrutinies:

- aim to recommend action to achieve improvements;
- are conducted with objectivity and independence;
- examine all aspects of the Mayor's strategies;
- consult widely, having regard to issues of timeliness and cost;
- are conducted in a constructive and positive manner; and
- are conducted with an awareness of the need to spend taxpayers money wisely and well.

More information about scrutiny work of the London Assembly, including published reports, details of committee meetings and contact information, can be found on the London Assembly web page at www.london.gov.uk/assembly.

Annex 4 Orders and translations

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