



# The local government officer 'transformed'

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# Public services in the future

- Joined up
  - Accessible
  - Delivered or supported electronically
  - Delivered jointly
  - Delivered seamlessly
  - Open and accountable
  - Used by e-citizens
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# Skills required

- Working with partnerships
- Managing change
- Managing new services and technologies
- Managing staff at a distance
- Planning promotional and selling activities
- Managing information



# Partnerships

- Developing clear objectives based in community plans
  - Identifying shared values and aims with all partners
  - Committing resources for the long term
  - Building trust
  - Managing risk
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# Managing change

- Change is the new status quo
  - Encouraging innovation and experimentation
  - Understanding the impact on stakeholders
  - Recognising and managing risk
  - Dealing with resistance
  - Leading multi-disciplinary teams
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# Managing new services and technologies

- Managing new things (and old things)
  - Understanding what the technology can (and cannot) do
  - Using Internet, intranet and extranet-based information and service provision
  - E-business techniques
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# Managing staff at a distance

- Encouraging mobile workforce development
- Supporting home working
- Managing hot-desking
- Staff in other organisations or parts of the organisation
- Performance dependent upon a complete supply and delivery chain



# Planning promotional and selling activities

- Thinking ahead and planning for change
- Understanding all the customers
- Customer, client, complainant, policy-maker, community activist
- Website as shop-window
- Consultation and participation



# Managing information

- Legal and regulatory frameworks
  - Ownership and maintenance
  - Protocols for sharing
  - Understanding what already exists
  - Developing and implementing security policies
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# The Employers' Organisation

- Identified the range of new skills
  - Produced a skills map for e-government
  - Built on that to offer a range of learning and development techniques and tools
  - Recognised the need to provide a support network for managers developing new skills
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# The Managers' e- Government Development Network

- Aims to support service managers through five key stages:
  - ◆ Understanding customers' needs
  - ◆ Appreciating what new technologies can (and cannot) do
  - ◆ Considering how services could be delivered differently to achieve better outcomes
  - ◆ Working with ICT specialists to implement technologies for service improvements
  - ◆ Managing change and keeping employees engaged



# What the Network provides

- Support to enhance service managers skills and develop new skills
- Tools to support and encourage others managing e-enabled services



# Product map

<b>Organisational Development</b>	<b>Individual Development</b>
Evaluation of Network Management report Consulting with network members on new areas	Skills profiling tools and PDP Competencies framework Learning diary
<b>Learning Events and Materials</b>	<b>Network Meetings - regional</b>
Learning events Learning support tools Resources CD, case studies E-Gov leading experts	Action learning sets event Trained ALS facilitators E-newsletter & Web site



# Skills map

## ➤ Vision

- ◆ Envisioning e-services
- ◆ Successful partnerships
- ◆ Organisational awareness

## ➤ Leadership

- ◆ Driving and managing change
- ◆ Making things happen
- ◆ Leading your team

## ➤ Management

- ◆ Managing contracts and projects
- ◆ Managing risk
- ◆ Managing information

## ➤ Infrastructure

- ◆ Performance management
- ◆ Technological awareness
- ◆ Resourcing e-services



# Skills profiling tool

- Recognises the important role service managers have in ensuring the development and delivery of e-government services
- Built around 42 competencies identified by extensive research and linked to the skills map
- Provides the basis for skills review and development planning
- Links to the management processes that e-government development generates



# Network structure

- Launched in West Midlands in March 2004
  - Now operating in WM and London
  - Quarterly meetings that provide networking opportunities, speakers and action learning
  - Will be brought to more regions over the next 12 months
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# Network membership

- Over 80 individual members
  - More than 30% of councils in the two regions
  - Many members from outside the two regions
  - Very little promotion to date
  - Growing support to action learning
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# Capacity development

- Developing the skills required to create and maintain a strategic vision of the future
- Supporting managers who are in positions of leadership within their service and their council
- Providing the chance to develop more effective change and project management approaches
- Enhancing understanding of the roles of colleagues, such as technologists, and other partners
- Offering assistance throughout the processes of change, and a peer network of contacts



## New skills

- To transform local government and sustain the change, the local government officer must change also
- Middle managers are crucial to sustaining the outcomes of change
- They need support and skills development to ensure they are able to change themselves



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Thanks for listening

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