IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 (IEG4.5)

SOUTH KESTEVEN DISTRICT COUNCIL

IMPLEMENTING ELECTRONIC GOVERNMENT RETURNS 2005 (IEG4.5)

Introduction

This IEG return is an essential part of the national monitoring process for assessing electronic local service delivery capability against the 2005 target and supports the delivery of priority outcomes for local e-government. It is an important feedback mechanism for assessing progress towards realising the benefits from our investment in e-government and the use of IEG funding in individual local authorities. It is also an effective mechanism to help us identify national support and capacity needs for local authority e-government activity.

A key objective of the Office of the Deputy Prime Minister's (ODPM) SR2002 Public Service Agreement (PSA) involves improving delivery and value for money of local services within a framework of national targets and policies. This includes:

- assisting local government to achieve 100% capability in electronic delivery of priority services by 2005, in ways that customers will use.

Building on the work undertaken by Sir Peter Gershon in his independent review of public sector efficiency[1], SR2004 sets the ODPM a new PSA target on local government:

- by 2008, improve the effectiveness and efficiency of local government in leading and delivering services to all communities

This equates to a target for local services of achieving 2.5% efficiency gains per year, amounting to at least £6.45bn per annum by 2007/08. Clearly, e-government will make a substantial contribution towards the achievement of this target. The ODPM is working in partnership with local authorities and their representative national organisations to help achieve the specified objectives, including a new request in the IEG4 return to provide a summary of efficiency gains arising from the implementation of local e-government.

The format of the IEG return is subject to extensive consultation. Last year, this helped to achieve a 100% return rate of IEG4 submissions from local authorities. As last year, the format of the IEG4 mid term return is intended to simplify the return process for local authorities through a self-assessment approach. Successful completion of the IEG4 mid term return also demands awareness of the ODPM's National Strategy for Local e-Government published in November 2002, deliverables from the National Project programme and the priority outcomes for local e-government[2]. Further details on all of these areas can be found at the ODPM's local e-government portal website www.localegov.gov.uk.

E-Government is a key tool in delivering local services. Within the CPA process, those councils that have not done well in achievement, investment, capacity or performance management may particularly need to consider the role that e-government can play in delivering improvements as part of a wider strategy for improvement planning.

The proforma format for IEG4 mid term returns complies with Government commitments to reduce service plan requirements for local authorities, whilst balancing the need for authorities to supply statistical information for the purpose of monitoring national progress on the implementation of local e-government. From this year through to 31 March 2006, all authorities will be able to input and maintain IEG data in real time via the esd-toolkit (www.esd-toolkit.org) allowing them to sign-off completion against the IEG self-assessment traffic lights as projects are actually implemented. For

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[1] See http://www.hm-treasury.gov.uk/media/879E2/efficiency_review120704.pdf
[2] See http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2004_0112

funding and risk management purposes, the ODPM will continue to set key dates in the calendar at which it intends to inspect the extent of progress and take action accordingly. These will include:

- 18 July 2005 mid term IEG snapshot;

- December 2005 deadline for IEG5 return;

- April 2006 deadline for IEG6 end of programme return.

"Excellent" CPA authorities are requested to continue to comply with requests for IEG data in order to assist in benchmarking national progress, to demonstrate their commitment to e-government and appropriate use of IEG capital grant. In particular, the fourth year of IEGs represents a crucial point of reference as local authorities move from the investment to the delivery phase of their local e-government programmes.

This proforma is intended to standardise Implementing Electronic Government (IEG) returns for 2004. It has been prepared for English County, District, Unitary Councils, London Boroughs, the Corporation of London, the Greater London Authority, London Development Agency, Transport for London who are subject to the Best Value Performance Indicator 157 and have been requested to prepare these statements. An amended version of this IEG4 proforma is available to National Park Authorities reflecting their different priority outcome responsibilities. Please note that Fire & Rescue authorities are <u>not</u> required to submit an IEG4 return, although county councils with responsibility for this service should include fire and rescue data as part of their general return.

Priority Outcomes

Practitioner guidance on the interpretation of the priority outcomes is available from http://www.idea-knowledge.gov.uk/idk/core/page.do?pageId=1704073. All enquiries on policy matters relating to the priority outcomes should be addressed to the local e-government team at the ODPM.

Funding & Completeness

You should complete the IEG4 mid term return on the basis that it is a required reference document to provide evidence to auditors of how IEG grant funding has been used. You should consult with relevant members of the ODPM's local e-government team for clarification of what is required to complete the proforma fully or to request assistance.

Approval & Publication

It is important that the information contained in your completed IEG4 mid term proforma is approved by the Council before submission and that adequate time for this is built into the timetable. Please note that the esd-toolkit entry process allows you to save a pdf copy of your IEG4 mid term return to facilitate its approval by Members. You are also reminded to note any requirements for disclosure of this information on your public website, in line with your authority's approved Publication Scheme under the requirements of the Freedom of Information Act 2000.

What's New in the Proforma?

The IEG4 Mid Term proforma purposely does not contain any substantive changes from last year's IEG4 proforma. However, it does contain minor updates to reflect the publication of the revised Local Government Efficiency Technical Note in January 2005 and the publication of the Government Connect Prospectus in March 2005.

Please note that submissions will only be accepted online via the Electronic Service Delivery (ESD) toolkit supported by the Improvement & Development Agency (IDEA) (www.esd-toolkit.org)[3]. Councils must make individual submissions - partnership returns are not acceptable.

You should allow adequate time to register and acquaint yourself with this facility prior to the submission deadline. Registration is free, and is both sufficient for the purposes of IEG4 mid term submission and for obtaining a copy of the local Government Services List (LGSL) needed for BVPI 157 calculation.

Please do not hesitate to contact relevant members of the ODPM local e-government team should you require further information or clarification. Contact details can be found on the last page of this guidance.

PROFORMA CONTENT

You are asked to summarise the plans and progress of your local authority according to the information requested below, as follows:

Section 1 – Priority Outcomes (self-assessment)

Section 2 – Change Management (self-assessment)

Section 3 – BVPI 157

Section 4 – Access Channel Take-Up

Section 5 – Local e-Government Implementation Costs

Section 6 – Local e-Government Programme Efficiency Savings

Please refer to www.localegov.gov.uk for further background information, including details of the priority outcomes guidance paper. Information on National Projects is available at www.localegovnp.org. Further information about local e-government is also available from the IDEA's Knowledge website at www.idea-knowledge.gov.uk.

In relation to Section 1 below, it is recognised that local authorities in two-tier areas may not have a statutory responsibility for service delivery in some of the areas listed. It is not the intention to ask district councils to deliver service provision outcomes for schools, or for county councils to deliver outcomes for benefits. However, a minimum requirement in terms of meeting a priority outcome for an authority with no direct statutory service responsibility is to offer appropriate (deep) hyperlinks to the relevant web pages of the local district or county councils that do provide the service. In practice, authorities in two-tier areas will need to work in partnership to establish

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[3] IEG4 returns submitted by email will only be accepted for National Park Authorities, the Greater London Authority, the London Development Agency and Transport for London who are not catered for through esd-toolkit arrangements.

protocols covering the deep linking responsibilities within the ODPM's Priority Outcomes. This information should then be 'traffic-lighted' on the proforma accordingly.

Please add any explanatory or qualifying notes in the comment column, as appropriate.

Not all the elements in the proforma checklist in Section 2 below will necessarily be a part of your local e-government strategy, but you are expected to be aware of all of these elements and have taken a corporate position in relation to them. It is recognised that your IEG strategy will reflect local priorities and customer preferences, but you are asked specifically to provide accompanying commentary on any areas of the proforma checklist that remain "red" in 2005/06.

Name of Authority: _____South Kesteven District Council_____

IEG Contact Name: _____Ian Yates_____

Email: _____i.yates@southkesteven.gov.uk_____

Telephone No: _____01476 406201 _____

Local Context

You may enter free text here to summarise the current stage of development of your authority's local e-government programme and your delivery plans up to and beyond December 2005, including the benefits that citizens will see as a result of e-government investment. It is suggested that this section be utilised to set the local context for the information contained in this return avoiding the use of technical jargon.

South Kesteven District Council has established and is progressing with their Customer Services and Modernisation Programme which comes under the Access priority, one of the five highest priority categories for the Council. The programme encompasses e-government, improved customer services, change management and business efficiency.

A dedicated team of staff, headed by a corporate director programme manager, is working to deliver the programme. This team has become one of the catalysts for change management and greater business efficiency whilst improving customer service throughout this rural district by implementing increasing electronic services and their access methods, together with best use of customer service staff. Elements of the programme are assisted by input and funding from the Improvement and Development Agency (IDeA) .

Working with the IDeA, the Council confirmed that the blueprint for it's electronic service delivery, the technical architecture, provides the means to reach the December 2005 electronic government target and beyond. Hardware and software systems to achieve the remit have been, or are being, acquired through a combination of partnership working and individual council expenditure. National project toolkits are being used to assist in the implementation and performance monitoring of priority outcomes and electronic services where appropriate.

The Council has now achieved 73% of the BVPI 157 target, the national performance indicator for electronic service delivery. It's web-site, the electronic "face" of the authority, has been redesigned to assist customer access. An audit of service delivery systems has been completed and the authority is actively working with it's software system suppliers to facilitate linkage to a common front face where appropriate. The Council's upgraded data network and internet protocol telephony system has now brought the authority completely under one system and provides the structure to improve telephone customer access across the district and ensure the efficiency of the future Customer Service Centre. Building work will commence in financial year 2005/6.

South Kesteven District Council recognizes the benefits of working in partnership where possible to achieve priority outcomes and greater benefits through shared purchasing, skill transfer and management of projects. South Kesteven District Council is contributing a proportion of IEG funding to achieve this.

The Council is a member of the Welland Partnership (East Northants District Council, Harborough District Council, Melton Borough Council, Rutland County Council and South Kesteven District Council), a partnership which is not confined to the physical boundaries of counties. The partnership has secured funding for a number of projects covering hardware, software and improved customer access. Products of these projects to date include a network of community portals, a planning on-line portal,

an electronic framework for the delivery of electronic services, a Customer Relationship Management, Workflow and Content Management system, an Electronic Records Management System, together with Customer Service training and the sharing of skills. The council is in the vanguard for usage of Government Connect, the national customer authentication system, which will be used as part of the Welland Authentication and Council Tax on Line project, of which the Council is the pilot authority.

The Council is also a member of the Lincolnshire Public Sector Working Group (PSWG). The partnership includes all Lincolnshire's District Councils, the County Council, Police and Health Services. The PSWG has been very successful in securing funding and delivering partnership initiatives and is recognised by all its partners as an essential mechanism for co-ordinating and delivering e-government across Lincolnshire.   The PSWG has delivered an electronic gateway to information and local public services for the customers of Lincolnshire through the Internet by joining together the e-government infrastructures of the partners. The project reached the final of the IT Excellence Awards 2004. The PSWG have installed a voice link between each partner so that both council staff and residents can talk to another partner without incurring any charge.   The PSWG has delivered a proof of concept for customer relations management software integration encompassing multiple products, so that partner systems could inter-operate in a standardised manner at some future time. This will greatly aid the referral of a service request between partners. The PSWG is working together on initiatives to deliver outcomes in priority areas that demand an integrated or joined-up approach between tiered authorities.

The customer will benefit in both overt and hidden ways from the overall programme delivery. Access will improve across the District through the expansion of electronic services and the variety of assisted and self-serve ways to access these.   This will allow the customer to interact with local public services when, where and how they choose.   The re-engineering of service delivery will provide a more satisfactory experience for the customer as well as providing efficiency savings to invest in better services. Economically, employment opportunities are advertised by JobsOnline via the community portals, giving people access to Welland-wide vacancies. Job vacancies are also advertised through LincUp, the Lincolnshire portal currently being developed. These two sites will provide our customers with a job search facility covering the local region which extend beyond county boundaries and covers two sub-strategic partnership regions.

These benefits extend to the smaller business customer, who will be able to conduct business electronically with the Council, can utilize the community portals to reach out to a greater customer base and expand it's potential through services in the Lincolnshire portal (LincUp).   The community portals also provide a module to list commercial property for sale or rent. The Council has contributed to the overall e-government agenda, as well as small businesses, by leading a stream of work for the Working with Business National Project on behalf of the Welland Partnership.

South Kesteven District Council is now placed to deliver the e-government agenda through December 2005 and beyond, and is committed to providing better service and efficiency to our customers and our staff.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Current Status	Anticipated Status at 30/09/05	Anticipated Status at 31/12/05	Anticipated Status at 31/03/06	Comment
Local e-organisation: **Red = Preparation & planning – to include projects that are being planned or being piloted**					**e.g. "red" status should be applied to all elements on the proforma where work is at a primary or research stage, being piloted before wider rollout across the authority/partnership, or planned but not yet approved for funding.**
Amber = Implementation stage – roll out of approved projects					**e.g. "amber" status should be applied to all elements on the proforma where work has been approved for funding and is actively being implemented.**
Green = Fully implemented – projects completed & implemented					**e.g. "green" status should be applied to all elements on the proforma where projects have been actioned and implemented or particular standards achieved with plans for extended rollout on an enterprise-wide basis, i.e. across the authority/partnership. Please note that all "R" and "G" numbered priority outcomes listed in Section 1 are expected to be "green" by 31 December 2005 and 31 March 2006 respectively. This includes a requirement for deep-linking in relation to non-statutory functions.**
e.g. for progress against a particular element you might enter:	**Red**	**Amber**	**Green**	**Green**	

Section 1 – Priority Outcomes (self-assessment)[4]

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005 and will inform the release of IEG capital funding in 2005/06

Outcome & Transformation Area Description	Current Status	Anticipated Status at 30/09/05	Anticipated Status at 31/12/05	Anticipated Status at 31/03/06	Comment *You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area*
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry[5]	Amber	Amber	Green	Green	Lincolnshire County council dependency for delivery to enable deep-linking
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children[6].	Amber	Amber	Green	Green	Lincolnshire County Council dependency for delivery to enable deep-linking
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Amber	Amber	Green	Green	Lincolnshire County Council dependency for delivery to enable deep-linking
E1 If already 'green' on R1, R2 & G1 above, please comment on agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children in comment column opposite. Otherwise, leave this row blank.					
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List[7] (see www.laws-project.org.uk).	Amber	Green	Green	Green	Part dependency on Lincolnshire County Council to complete deep-linking
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Amber	Amber	Green	Green	Use of secure messaging system implemented by Youth offending Scheme and Lincolnshire County Council when enabled.
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events	Green	Green	Green	Green	Available through our Community Portals

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[4] See http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2004_0112 and http://www.idea.gov.uk/knowledge
[5] Owing to the long lead-in time, school admissions systems will need to be in place by March 2006 at the latest.
[6] i.e. young people who cannot live with their families and are in the care of Social Services (referred to by the DfES as Children in Public Care).
[7] Authorities using alternative service taxonomies (e.g. seamlessUK) should plan for migration to the LGCL by December 2005.

E2 If already 'green' on R3, R4 & G2 above, please comment on agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives in the comment column opposite. Otherwise, leave this row blank.					
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green	Green	Green	Green	Modern.gov software
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Green	Green	Green	Green	Weblet pages also available through the Community Portals
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Amber	Green	Green	Green	
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Amber	Green	Green	Green	Business plan and cost effectiveness being developed
E3 If already 'green' on R5, R6, G3 & G4 above, please comment on agreed baseline and targets for e-participation activities, including targets for citizen satisfaction in the comment column opposite. Otherwise, leave this row blank.					
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Amber	Amber	Green	Green	
R8 Online receipt and processing of planning and building control applications.	Green	Green	Green	Green	
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber	Amber	Green	Green	
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Amber	Amber	Green	Green	Lincolnshire County Council dependency for completion, deeplink to Consumer Direct when implemented.
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Amber	Amber	Amber	Green	Testing of software upgrades and integration

E4 If already 'green' on R7, R8, G5, G6 & G7 above, please comment on agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank.					
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Red	Amber	Amber	Green	Software implementation
G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Amber	Amber	Amber	Green	
G9 Regional co-operation on e-procurement between local councils.	Red	Amber	Amber	Green	Co-operation through East Midlands Regional Partnership and Lincolnshire Partnership for completion
If already 'green' on R9, G8 & G9 above, please comment on progress towards providing: **E5** Access to virtual e-procurement 'marketplace'; **E6** Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community; **E7** Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8); in the comment column opposite. Otherwise, leave this row blank.					
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green	Green	Green	Green	
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Amber	Amber	Green	Green	dependency on authentication
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber	Amber	Green	Green	
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber	Amber	Amber	Green	dependency on authentication and integration

If already 'green' on R10, R11 G10 & G11 above, please comment on progress towards providing: **E8** Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone); **E9** Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards); **E10** Agreed baseline and targets for reductions in unit costs of payment transactions; in the comment column opposite. Otherwise, leave this row blank.					
R12 Online renewal and reservations of library books and catalogue search facilities.	Amber	Amber	Green	Green	Lincolnshire County Council dependency for delivery
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber	Amber	Green	Green	Sports and Leisure facilities contracted out
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Amber	Amber	Amber	Green	Dependency on partnership working to provide cost-efficiency, dependency on private companies as Sports and Leisure facilities contracted out.
E11 If already 'green' on R12, R13 & G12 above, please comment on agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank.					
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Amber	Green	Green	Green	Dependencies on private companies to complete requirement with current information, deep-linking to public transport information and Lincolnshire Journey Planner
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Amber	Amber	Green	Green	Lincolnshire County Council dependency for delivery
G13 E-forms for "parking contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Red	Amber	Amber	Green	Business case being developed for cost per volume
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Amber	Amber	Green	Green	East Midlands Regional Partnership EMPReSS project. Lincolnshire County Council dependency for delivery.

E12 If already 'green' on R14, R15, G13 & G14 above, please comment on agreed baseline and targets for customer satisfaction and efficiency savings in the column opposite. Otherwise, leave this row blank.					
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Amber	Amber	Green	Green	
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Green	Green	Green	Green	
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes.	Amber	Amber	Green	Green	
If already 'green' on R16, R17 & G15 above, please comment on progress towards providing: **E13** Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals. **E14** Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. in the comment column opposite. Otherwise, leave this row blank.					
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Amber	Green	Green	Green	Lincolnshire County Council dependency for delivery
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Amber	Green	Green	Green	Lincolnshire County Council dependency for delivery
G16 Systems to support joined-up working on children at risk across multiple agencies.	Red	Amber	Amber	Green	Lincolnshire County Council dependency for delivery
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red	Amber	Amber	Green	Lincolnshire County Council dependency for delivery
E15 If already 'green' on R18, R19, G16 & G17 above, please comment on agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57) in the column opposite. Otherwise, leave					

this row blank.					
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green	Green	Green	Green	
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber	Green	Green	Green	Policy processing through Council procedures for adoption
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Green	Green	Green	Green	
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Amber	Amber	Amber	Green	
E16 If already 'green' on R20, R21, R22 & G18 above, please comment on agreed targets for baseline and efficiency savings arising from the introduction of new ways of working in the column opposite. Otherwise, leave this row blank.					
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Amber	Amber	Green	Green	
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green	Green	Green	Green	
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Amber	Green	Green	Green	
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Amber	Green	Green	Green	
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Amber	Green	Green	Green	
E17 If already 'green' on R23, R24, G19, G20 & G21 above, please comment on agreed baseline and targets for efficiency savings based around improved accessibility of services and information in the column opposite. Otherwise, leave this row blank.					

R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Green	Green	Green	Green	
R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Green	Green	Green	Green	
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber	Amber	Green	Green	
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Amber	Amber	Green	Green	
E18 If already 'green' on R25, R26, G22 & G23 above, please comment on agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings in the column opposite. Otherwise, leave this row blank.					
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customer's records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Amber	Amber	Green	Green	
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber	Amber	Green	Green	
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies	Amber	Green	Green	Green	
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Amber	Green	Green	Green	
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Amber	Green	Green	Green	

E19 If already 'green' on R27, R28, R29, G24 & G25 above, please comment on agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology in the column opposite. Otherwise, leave this row blank.					

Section 2 – Change Management (self-assessment)

Authorities are asked to provide information on advisory good practice outcomes relating to the internal organisation and management practices of the council that are required to help deliver the people, systems and service management changes necessary for e-government. Information supplied here will be used to inform national policy, but does not fall within the remit of the December 2005 target.

• Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio/206757:					
i) Member & officer e-champions	Green	Green	Green	Green	
ii) e-government programme manager	Green	Green	Green	Green	
iii) customer services management	Green	Green	Green	Green	
• Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning	Green	Green	Green	Green	
• Establishment of an e-delivery board[8]	Green	Green	Green	Green	
• Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme	Green	Green	Green	Green	
• Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures	Green	Green	Green	Green	
• Use of customer consultation/research to inform development of corporate e-government strategy	Green	Green	Green	Green	
• Establishment of policy for addressing social inclusion within corporate e-government strategy	Green	Green	Green	Green	
• Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of	Green	Green	Green	Green	

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[8] i.e. the board that has overall responsibility for all the e-programmes in an authority as well as other governance issues such as overseeing the general management processes and the ICT architecture to deliver e-government.

[9] Areas where benefits may be identified include policy or legal requirement (required), quality of service, internal management, process improvement (productivity or efficiency), Personnel or HR management, risk reduction, flexibility, economy, revenue enhancement or acceleration, strategic fit.

Information Act)				
• Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer	Amber	Green	Green	Green	
• Establishment of partnerships for the joint (aggregated) procurement of broadband services	Green	Green	Green	Green	Broadband procured through Welland Partnership, working with Lincolnshire Patnership for future expansion
• Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal/)	Red	Amber	Amber	Green	
• Compliance with BS 7799 on information security management	Amber	Green	Green	Green	
▪ Implementation of Benefits Realisation Plan[9] for delivery of local e-government programme strategic objectives	Amber	Green	Green	Green	
▪ Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgsl/lgsl.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc)	Amber	Green	Green	Green	
▪ Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal/ & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc)	Amber	Green	Green	Green	
▪ Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/)	Amber	Amber	Green	Green	
▪ Use of Government Connect (see					

http://www.govconnect.gov.uk/ccm/portal/) to support:					
i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account	Green	Green	Green	Green	
ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect	Amber	Green	Green	Green	
iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp	Red	Amber	Green	Green	
iv) citizen & business authentication for services for services categorised at security levels 0-3	Amber	Green	Green	Green	
v) registration & authentication of employees for internal and cross-agency services	Amber	Amber	Green	Green	
vi) corporate approach to collection of e-payments	Amber	Amber	Green	Green	Dependency on Government Connect developments
vii) cross agency secure transactions (Government to Government)	Amber	Green	Green	Green	Dependency on Government Connect developments
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Amber	Amber	Green	Green	
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Amber	Amber	Green	Green	
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber	Green	Green	Green	
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Green	Green	Green	Green	
• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back-office connection in place (Department Interface Server)	Green	Green	Green	Green	
• connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green	Green	Green	Green	
• Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm)	Green	Green	Green	Green	
• Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)	Green	Green	Green	Green	
• Connection to National Land Information Service (NLIS) at Level	Green	Green	Green	Green	

3 (see http://www.nlis.org.uk) • Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa)	Red	Amber	Amber	Green	 Dependency on Lincolnshire County Council for completion of task

Section 3 – BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01[10] of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	Actual				Forecast
		2001/2	2002/3	2003/4	2004/5	2005/6[11]
Providing information: • Total types of interaction e-enabled • % e-enabled	94%	Not available	32 9%	281 90%	326 100%	326 100%
Collecting revenue: • total types of interaction e-enabled • % e-enabled	87%	Not available	0	5 42%	5 56%	9 100%
Providing benefits & grants: • total types of interaction e-enabled • % e-enabled	78%	Not available	0	0	0	14 100%
Consultation: • total types of interaction e-enabled • % e-enabled	86%	Not available	1 5%	1 5%	1 5%	26 100%
Regulation (such as issuing licences): • total types of interaction e-enabled • % e-enabled	76%	Not available	0	1 2%	1 3%	40 100%
Applications for services: • total types of interaction e-enabled • % e-enabled	83%	Not available	1 1%	43 32%	180 84%	214 100%
Booking venues, resources & courses: • total types of interaction e-enabled • % e-enabled	78%	Not available	0	0	0	8 100%
Paying for goods & services: • total types of interaction e-enabled • % e-enabled	80%	Not available	0	2 3%	2 3%	68 100%
Providing access to community, professional or business networks: • total types of interaction e-enabled • % e-enabled	82%	Not available	1 4%	74 100%	54 58%	93 100%
Procurement: • total types of interaction e-enabled • % e-enabled	73%	Not available	0	0	0	3 100%
• TOTAL:**TYPES OF INTERACTION E-ENABLED** • **% E-ENABLED**	**86%**	Pre ESD calculation29 7%	35 5%	407 63%	569 71%	801 100%

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[10] This updates Version 2.0 to include National Park Authority services and represents the 'core' list which will remain unchanged until April 2006 and will provide a common baseline for calculating BVPI 157 and reporting figures in IEG returns.

[11] It is anticipated that authorities will base their annual BVPI 157 actuals/estimates on the position at the 31st March in each financial year (i.e. year end), with the exception of 2005/6 when the position at 1st January 2006 is required.

Section 4 – Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Industry definitions of page impressions[12] and unique users[13] are given in the footnotes below.

	Actual('000s)		Forecast ('000s)			Comment
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08	
Local Service Websites • Page impressions (annual) • Unique users, i.e. separate individuals visiting website (annual) • Number of e-enabled payment transactions accepted via website • Number of change of address notifications accepted via website	1,916 495 0 0	2531 689 3 0	2658 723 4 1	2790 760 4.5 2	2930 797 5 2.5	Includes 4 community portals and www.southkesteven.gov.uk Forecast at 5% increase per annum
Telephone *(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres):* • Number of e-enabled payment transactions accepted by telephone • Number of change of address notifications accepted via telephone	6.4 0	6 0	5 5.5	4 6	3 6	
Face To Face *(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits):* • Number of e-enabled payment transactions accepted via personal contact • Number of change of address notifications accepted via personal contact	9.2 0	19 0	20 .5	21 .2	22 .2	
Other Electronic Media *(e.g. BACS, text messaging):* • **Number of e-enabled payment transactions accepted via BACS** • **Number of e-enabled payment transactions accepted via text message or other electronic form** • Number of change of address notifications accepted via other electronic media	372 n/a 0	316 6	324 8.5 0	333 10 0	342 13 .5	
Non Electronic (e.g. cash office, post) • Number of payments accepted by cheque or other non-electronic form • Number of change of address notifications accepted via non-electronic form	272.6 0	265	260 4	250 3	240 2	

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[12] **Unique User** (industry audit definition): According to IFABC Global Web Standards (www.ifabc.org) a Unique User is an "IP address plus a further identifier. Sites may use User Agent, Cookie and/or Registration ID." Note that where users are allocated IP addresses dynamically (for example by dial-up Internet Service Providers), this definition may overstate or understate the real number of individual Users concerned. A Unique User is at a minimum an IP address + the Browser ID with a unique address entering a website by any page and is counted once for the given period (the minimum audit period is one calendar month). The number of Unique Users is an indicator of a website's audience or reach.

[13] **Page Impression** (industry audit definition): According to IFABC Global Web Standards (www.ifabc.org) a Page Impression is a "file or a combination of files sent to a user as a result of that user's request being received by the server." In effect, one request by a valid User should result in one Page Impression being counted. In most cases, a single request from a User causes the server to send several files to satisfy the request. For example, the server may send a .html file followed by several associated graphic images and audio files. A single request from a user may also cause the server to send additional .html files to build a frameset. The site must ensure that all additional, non-requested files are filtered out and excluded when counting the claimed number of Page Impressions.

Section 5 – Local e-Government Implementation Expenditure

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements in the table below and brief commentary on the use of IEG money. For 2005/6 onwards, please include best estimates of revenue and capital expenditure even though the council may not yet have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

Programme Resources	Backward Look (£)		Forward Look (£)			Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
• IEG capital grant	400,000	350,000	150,000	0	0	
• **your council's nominal pro rata share of** ODPM Local e-Government Partnership Programme capital grant allocated in your area	669,000	0	0	0	0	Reflects nominal pro rata share of both Welland and Lincolnshire partnership projects
• financial contribution from public-private partnerships	0	0	0	0	0	
• resources being applied from internal revenue and capital budgets[14] to implement e-government	238,000	300,000	781,000	405,000	65,000	
• other resources (e.g. training) (please specify)	5,000	5,000	0	0	0	Member training
• ODPM e-Innovations Fund capital grant	0	0	0	0	0	
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	143,000	151,000	60,000	0	0	Includes nominal pro rata share of Welland Invest to Save project
TOTAL	1,455,000	816,000	991,000	405,000	65,000	

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[14] Please show the actual capital expended in each year, not the annual cost of servicing the loan.

Section 6 – Local e-Government Programme Efficiency Gains[15]

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government[16]. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)		Forward Look (£)						Notes
	04/05		**05/06**		**06/07**		**07/08**		
Efficiency gains	Annual gain	… of which cashable	Expected annual gain	… of which cashable	Expected annual gain	… of which cashable	Expected annual gain	… of which cashable	
Corporate services, of which:									Corporate Services includes, but is not limited to, Finance, HR (in respect of training; only the function, not the spend), ICT, Procurement (the function, not the spend), Legal Services, Facilities Management, Travel Services, Security Services and Marketing & Communications).
• e-recruitment			7,000	7,000	7,000	7,000	7,000	7,000	Includes administrative savings on staff time (where staff are reallocated), printing, postage and on advertising expenditure.
• e-payments	6,000	6,000	7,000	7,000	10,000	10,000	15,000	15,000	See http://www.epayments.org.uk/preparation/business_case/#doc3026.
• corporate services efficiencies not covered above			100,000	0	100,000	0	100,000		
e-Procurement, of which:									Procured goods and services include commodity goods and services as well as professional services, temporary labour and construction. It also includes sector specific markets for areas such as roads, social housing, social care, environmental services and police. See www.nepp.org.uk/ & www.idea-knowledge.gov.uk/idk/aio/70780.
• Service Specific			35,000	35,000	35,000	35,000	35,000	35,000	i.e. including Adult Social Services, Children's services, Culture and sport, Environmental services, Local transport, LA social housing, Non-school education services, supporting people.

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[15] i.e. Increases in output quality and quantity for the same cost, or sustained outputs for reduced cost, arising from the application of local e-government to automate business processes and improve managerial effectiveness. Only efficiency gains arising from investment to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target should be included. Savings arising from cyclical spend related to the maintenance of the existing ICT infrastructure should not be included.

[16] See http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_032805.pdf.

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• Cross-cutting e-procurement efficiencies not covered above	5,000	5,000	90,000	65,000	90,000	65,000	90,000	65,000	
Productive time, of which:									The focus for this work stream is on increasing the productivity of front line staff and those who support them. Councils are expected to drive through the benefits of e-Government investment in terms of changing working and management practices to maximise the amount of time that existing members of staff are engaged in productive work (with costs reallocated accordingly), e.g. by reducing the time spent by professionals in accessing and handling information, reducing time lost through high staff turnover by introduction of remote working / home working.
• Service Specific									i.e. including Adult Social Services, Children's services, Culture and sport, Environmental services, Local transport, LA social housing, Non-school education services, supporting people.
• Cross-cutting productive time efficiencies not covered above			150,000	50,000	150,000	50,000	150,000	50,000	
Transactions	10,000	10,000	77,500	50,000	77,500	50,000	77,500	50,000	The transactions work stream applies to those efficiencies that can be gained through such means as combining activities to produce more efficient ways of dealing with customers or streamlining processes, or making a major shift from manual to electronic processing. Transactions includes areas such as council tax collection, housing benefit administration and collection of non-domestic rates, i.e. delivering efficiencies through the migration of appropriate customer groups towards more cost effective channels such as web-based interfaces and telephone contact centres, with staff reallocated accordingly.
Miscellaneous efficiencies not covered above			38,500	38,500	35,500	35,500	30,500	30,500	
TOTAL EFFICIENCY GAINS - GROSS	21,000	21,000	505,000	252,500	505,000	252,500	505,000	252,500	
LESS e-government implementation expenditure	816,000		991,000		405,000		65,000		i.e. as identified above in Section 5 - Local e-Government Implementation Expenditure
TOTAL EFFICIENCY GAINS - NET	-795,000		-486,000		100,000		440,000		

SUBMISSION

Please make sure that all IEG4 mid term entries are completed on the esd-toolkit (www.esd-toolkit.org) **by midday on Monday 18 July 2005**.

All general comments and enquiries regarding the IEG4 mid term process should be addressed to:

Local e-Government
Office of the Deputy Prime Minister
Zone 3/C5
Bressenden Place
London SW1E 5DU

E-mail: localegov@odpm.gsi.gov.uk
Tel: 020 7944 4258

FURTHER INFORMATION

Details of the National Strategy for local e-government and Priority Outcomes can be found at www.localegov.gov.uk

Details of National Projects can be found at http://www.localegovnp.org

Details of Government Connect can be found at http://www.govconnect.gov.uk

The Directgov website can be found at www.direct.gov.uk

Details of national infrastructure projects can be found at http://e-government.cabinetoffice.gov.uk/Home/Homepage/fs/en & http://www.idea.gov.uk/lgih/

Your regional IEG4 mid term contacts at the ODPM are:

East – Julian Bowrey – julian.bowrey@odpm.gsi.gov.uk

West Midlands, East Midlands – Colin Whitehouse – colin.whitehouse@odpm.gsi.gov.uk

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London, South East, North East, National Parks - Janice Morphet – janice.morphet@odpm.gsi.gov.uk

North West, West Midlands, Yorkshire & Humberside - Chris Haynes – chris.haynes@odpm.gsi.gov.uk

PUBLICATION OF IEG RETURNS

The ODPM may wish to publish information in connection with IEG4 mid term returns in due course or deposit them in its own library or that of the Houses of Parliament. Information may also be published as part of a national database to allow other local authorities to use IEG4 mid term data for benchmarking purposes. Should you wish any element of your proforma to be treated in confidence please clearly indicate this in your response. Nevertheless, all responses will be included in statistical summaries.