



# IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG6)

*"Meeting the targets for e-government"*

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## **Local Context**

### **Introduction**

The Borough of Broxbourne Council, achieved a rating of Good in the CPA assessment and has since considered the key actions which were identified from the CPA findings and has integrated these into the Council's existing local plans and priorities. The Council is now striving towards becoming an excellent authority. Electronic Government is viewed as one of the key enablers in achieving this as well as supporting the council's corporate objectives, contained within its mission statement, of "economy, effectiveness and efficiency." The Council is very well positioned continue to address the requirements for e-government. A significant factor is the well developed use of ICT to support the services provided by the Council. This situation is reflected by the Council achieving 100% e-enablement of services for BVPI157 and also 45 green "priority outcomes". For over 2 years, the Council has been a member of the Hertslink partnership. A key product from the partnership has been the procurement of the Hyperwave software suite. The Council was the first district partner to go live locally, with the Hyperwave content management system. A key theme of the Council's programme is to ensure that work supports what is best for citizens within the borough. The following sections highlight areas where e-government targets are being integrated with local priority requirements.

### **Maintaining services whilst "downsizing"**

A key target is to maintain the breadth and quality of front line services to the public, whilst "downsizing" and securing reductions in the Council's costs by £1M. In parallel this will require robust measures of cost control to reduce central overheads. The Council currently provides quality services and the Council Tax charged by the borough, is the lowest (district) in the country (including parish contributions).

### **Balancing the budget through efficiency savings**

The Council, like all other Councils, is facing the need to make 2.5% efficiency gains, year-on-year, for the next three financial years. Electronic Government has been targeted to deliver a large proportion of these efficiency gains through improved exploitation of technologies. The Council believes that the measurement of efficiency gains from Electronic Government is a key measure of the value of the programme and to maintaining services whilst "downsizing"

### **Implementation of the new LAA regime from April 2006**

The introduction of the Local Area Agreement is a new opportunity to secure additional funding and improve services. Technology provision will be used to monitor and address performance improvements to deliver LAA targets wherever possible.

### **Improving Performance Management**

Improving the Council's performance management arrangements will be achieved by securing greater "back office" efficiencies as part of tackling areas of indifferent performance such as benefits and tax administration.

### **Corporate Mapping**

The continued implementation of additional functional of the new e5 financial suite will achieve improved electronic automation and also offer the opportunity to tidy-up the Council's procurement procedures as well as the opportunity of an effective electronic procurement partnership with others.

### **Finance and procurement**

Improving the exploitation of mapping by specifying, developing and implementing a Council-wide common, corporate mapping and database application.

### **Delivering Services in a customer focussed manner**

Research continues to show the majority of citizens prefer to contact the council by telephone with a significant percentage preferring personal contact. To support these preferred channels of communication the Council has a

dedicated help-line providing the first point of contact for a wide and expanding range of services. In addition three one-stop shops have been established at key locations within the borough. Each of these services is resourced by dedicated customer service staff. The one-stop shops are part of the Councils main network which links all sites, provision of customer services is supported by a range of ICT systems which includes a well established customer contact system and modern telephony system sharing remote data links. A Customer Relationship Management system is being introduced and the Council will continue to improve customer access to its services by improved telephone management, extension of E-payment facilities and increasing the interactive public use of its website.

#### **Mori and Best Value Surveys**

The Council is undertaking a biennial MORI survey in March and there is also the national Best value customer survey due in Autumn 2006. The Council will map levels of customer satisfaction to enable key customer issues to be identified and responded to, in an appropriate manner.

#### **Risk Management**

This was identified as a weakness in the CPA findings. Considerable progress Council-wide has been made. For all ICT projects, risk assessment, has been introduced as part of both appraisal and monitoring. For ongoing ICT provision, Business Continuity issues are being addressed. The Council also needs to address the risk of fragmentation of Council's services post LSVT in January 2006.

#### **Improving staff skills**

The Council is addressing development of staff through its skills programme which has been very proactive across the Council especially in the ICT skills arena. This is to be extended to recruitment, not only assessing and ensuring that staff are recruited with the most suitable skill matches but also to ensure that the recruitment procedures identify any need for basic skills training including technology usage. The Council will also be revising its core training programme to help address training needs.

#### **Provision of affordable housing**

The provision of affordable housing is an important issue mainly due to the Council's geographic position in that its southern boundary adjoins London. Technology is used to monitor housing provision and minimise its impact on the environment, such as maintaining the green belt.

#### **Crime & Disorder**

Crime & Disorder has been identified as the most important local issue. Citizens desire to see improve levels of community safety within the borough. There is an integrated crime & disorder database with information to support crime reduction initiatives. The Councils customer contact system is also used to record anti-social behaviour activities. Information from these systems is shared with partner organisations. A Hertfordshire wide Anti-social behaviour information sharing initiative is being developed which will result in a monthly transfer of data to a central hub.

## Section 1 - Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005. See <http://www.odpm.gov.uk/index.asp?id=1002882&PressNoticeID=1546> and <http://www.idea.gov.uk/knowledge>.

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>R1</b> 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.	Green 15/07/2005	Green 15/07/2005
	<b>Comment:</b> The Council are not responsible for Schools. A direct link has been established from page(s) on the Broxbourne website to the relevant page(s) on the website of the county council.	
<b>R2</b> Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 15/07/2005	Green 15/07/2005
	<b>Comment:</b> The Council are not responsible for Schools. A direct link has been established from page(s) on the Broxbourne website to the relevant page(s) on the website of the county council.	
<b>G1</b> 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	Green 15/07/2005	Green 15/07/2005
	<b>Comment:</b> The Council are not responsible for Schools. A direct link has been established from page(s) on the Broxbourne website to the relevant page(s) on the website of the county council.	
If already 'green' on R1, R2 & G1 above please comment on	<b>Comment:</b> The Council are not responsible for schools, this outcome does not apply to Broxbourne.	
<b>E1</b> Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.  Otherwise you may leave this row blank.		
<b>R3</b> 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 (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Green 15/08/2005	Green 15/08/2005
	<b>Comment:</b> Implementation of the Hyperwave content management system includes classification of council services against the LGCL. The A-Z and search words have been compiled using terms from the LGCL.	
<b>R4</b> 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.	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> The council has implemented an integrated Crime & Disorder database and currently shares information with some partners. The council is also involved in a county wide anti-social behaviour information sharing proposal which will result in a regular transfer of information to a central hub called MIDAS. This system is due to go live during 2006.	
<b>G2</b> 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 31/03/2005	Green 31/03/2005
	<b>Comment:</b> The council website includes a searchable database containing information on over 600 local organisations. Mediated changes can be made to the content. Each organisation has the option to include links to their own web site.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>If already 'green' on R3, R4 &amp; G2 above please comment on</p> <p><b>E2</b> Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.</p> <p>Otherwise you may leave this row blank.</p>	<b>Comment:</b> This is yet to be considered.	
<b>R5</b> Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b> This is available.		
<b>R6</b> 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 31/10/2005	Green 31/10/2005
<b>Comment:</b> Every councillor currently has their own page on the web site which is managed by the Council's member services group. Councillors have been offered the opportunity to provide additional content about themselves and any community involvement.		
<b>G3</b> 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.	Green 01/11/2005	Green 01/11/2005
<b>Comment:</b> The website includes a facility for consultative feedback to be provided on current planning applications. Consultee's are emailed with details of the decision when the application has been determined.		
<b>G4</b> Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Amber 01/03/2005	Green 31/03/2006
<b>Comment:</b> Multi media content is available on the website.		
<p>If already 'green' on R5, R6, G3 &amp; G4 above please comment on</p> <p><b>E3</b> Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.</p> <p>Otherwise you may leave this row blank.</p>	<b>Comment:</b> This is yet to be considered.	
<b>R7</b> 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).	Green 31/10/2005	Green 31/10/2005
<b>Comment:</b> E-forms are available that allow public reporting of environmental services. Reports are routed to customer services and recorded in the Council's customer contact system. A replacement customer contact system is currently being implemented which will enable improved automation of the process.		
<b>R8</b> Online receipt and processing of planning and building control applications.	Green 15/07/2005	Green 15/07/2005
<b>Comment:</b> The council accepts online planning applications via the National Planning Portal web site.		
<b>G5</b> Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Red 01/06/2005	Green 31/03/2006
<b>Comment:</b> The council has implemented Mapinfo Discovery in order to make GIS based content available to the website.		

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>G6</b> Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Green 15/07/2005	Green 15/07/2005
	<b>Comment:</b> The Council are not responsible for Trading Standards. A direct link has been established from page(s) on the Broxbourne website to the relevant page(s) on the website of the county council.	
<b>G7</b> 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.	Red 01/09/2004	Red 01/09/2004
	<b>Comment:</b> The council has a licensing system which manages a variety of licensing processes. The Council took over responsibility for liquor licensing in Feb 2005 and has introduced processes to incorporate feedback from required authorities such as planning, environmental health and the police. The software to provide an online planning system was not made available by the supplier during the period of increase applications, as such it has been decided that implementation is no longer beneficial.	
If already 'green' on R7, R8, G5, G6 & G7 above please comment on <b>E4</b> Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	<b>Comment:</b>	
<b>R9</b> Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber 01/06/2005	Amber 01/06/2005
	<b>Comment:</b> The finance management system has recently been upgraded, the new version includes facilities such as e-ordering and e-invoicing. Other priorities have prevented these features being exploited, this will be addressed during 2006	
<b>G8</b> 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).	Red 01/06/2005	Amber 01/03/2006
	<b>Comment:</b> The Comino CRM system is currently being implemented. Once this system is live, business accounts will be created for recording contacts with businesses.	
<b>G9</b> Regional co-operation on e-procurement between local councils.	Green 31/10/2005	Green 31/10/2005
	<b>Comment:</b> The Council is a member of the Hertfordshire procurement forum which is looking to establish a procurement marketplace.	
If already 'green' on R9, G8 & G9 above please comment on <b>E5</b> Access to virtual e-procurement 'marketplace';	<b>Comment:</b>	
<b>E6</b> 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;	<b>Comment:</b>	
<b>E7</b> Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	<b>Comment:</b>	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>R10</b> 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 15/07/2005	Green 15/07/2005
	<b>Comment:</b> The council has introduced touch-tone telephone payments and mediated online payments. Self service e-payments can be accepted for leisure events and planning applications. Further self service payments have recently been added to the website.	
<b>R11</b> 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.	Red 01/02/2005	Amber 01/03/2006
	<b>Comment:</b> A solution to citizen authentication is currently being investigated in partnership with other Hertfordshire councils.	
<b>G10</b> Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green 30/10/2005	Green 30/10/2005
	<b>Comment:</b> New methods of e-payment have either been introduced or are planned. The council has statistics covering different payment methods, these can be used to demonstrate usage.	
<b>G11</b> Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Red 01/06/2005	Green 31/03/2006
	<b>Comment:</b> The Council's council tax system provides a facility for e-billing, this option will be made available to customers at various points in the future.	
If already 'green' on R10, R11, G10 & G11 above please comment on	<b>Comment:</b>	
<b>E8</b> Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	<b>Comment:</b>	
<b>E9</b> Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	<b>Comment:</b>	
<b>E10</b> Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	<b>Comment:</b>	
<b>R12</b> Online renewal and reservations of library books and catalogue search facilities.	Green 15/07/2005	Green 15/07/2005
	<b>Comment:</b> County council is responsible for libraries. A direct link has been established from page(s) on the Broxbourne website to the relevant page(s) on the website of the county council.	
<b>R13</b> Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Green 15/07/2005	Green 15/07/2005
	<b>Comment:</b> Online bookings can be made for events at Broxbourne civic hall. The council will not extend this facility to other areas until the success of this service has been proven.	
<b>G12</b> 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.	Red 01/06/2005	Amber 01/03/2006
	<b>Comment:</b> A county wide project is currently investigating this.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>If already 'green' on R12, R13 &amp; G12 above please comment on</p> <p><b>E11</b> Agreed baseline and targets for take-up of library, sports &amp; leisure services online, including targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	<b>Comment:</b>	
<b>R14</b> 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.	Green 01/06/2003	Green 01/06/2003
	<b>Comment:</b> County council is responsible for transport. The Broxbourne website provides links to an external website which provides local travel information and a journey planner.	
<b>R15</b> 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.	Green 15/07/2005	Green 15/07/2005
	<b>Comment:</b> County council is responsible for traffic management. A direct link has been established from page(s) on the Broxbourne website to the relevant page(s) on the website of the county council.	
<b>G13</b> 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 01/03/2005	Amber 01/03/2006
	<b>Comment:</b> The council is currently replacing it's contact management system. The introduction of an e-form for parking appeals is currently being developed.	
<b>G14</b> GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 15/07/2005	Green 15/07/2005
	<b>Comment:</b> County council is responsible for traffic management. A direct link has been established from page(s) on the Broxbourne website to the relevant page(s) on the website of the county council.	
<p>If already 'green' on R14, R15, G13 &amp; G14 above please comment on</p> <p><b>E12</b> Agreed baseline and targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	<b>Comment:</b>	
<b>R16</b> 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.	Green 31/01/2005	Green 31/01/2005
	<b>Comment:</b> The Councils Help-line is now responsible for dealing with Housing and Council tax enquiries. Calls which cannot be dealt with at first point of contact are recorded into a system and passed to the back-office.	
<b>R17</b> 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 15/07/2005	Green 15/07/2005
	<b>Comment:</b> The councils website provides an online benefits calculator.	
<b>G15</b> Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 01/03/2005	Amber 01/03/2005
	<b>Comment:</b> A tender for DWP funding was rejected resulting in a delay in implementation. A budget is now available but other priorities have prevented further progress.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
If already 'green' on R16, R17 & G15 above please comment on  <b>E13</b> Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	<b>Comment:</b>	
<b>E14</b> 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.  Otherwise you may leave these rows blank.	<b>Comment:</b>	
<b>R18</b> Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 15/07/2005	Green 15/07/2005
	<b>Comment:</b> County council is responsible for care services. A direct link has been established from page(s) on the Broxbourne website to the relevant page(s) on the website of the county council.	
<b>R19</b> 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.	Green 01/07/2005	Green 01/07/2005
	<b>Comment:</b> County council is responsible for care services, this outcome is therefore not applicable to Broxbourne.	
<b>G16</b> Systems to support joined-up working on children at risk across multiple agencies.	Green 30/06/2005	Green 30/06/2005
	<b>Comment:</b> This service is the responsibility for the county council, they have confirmed it has been completed.	
<b>G17</b> Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Green 31/10/2005	Green 31/10/2005
	<b>Comment:</b> This is a responsibility for the county council, they currently have a mobile pilot underway.	
If already 'green' on R18, R19, G16 & G17 above please comment on  <b>E15</b> Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).  Otherwise you may leave this row blank.	<b>Comment:</b> The services in this section are the responsibility of the county council.	
<b>R20</b> Email and Internet access provided for all Members and staff that establish a need for it.	Green 01/06/2003	Green 01/06/2003
	<b>Comment:</b> This has been achieved.	
<b>R21</b> ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green 01/06/2003	Green 01/06/2003
	<b>Comment:</b> The council has a clearly defined policy which supports home/remote working.	
<b>R22</b> 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 01/06/2003	Green 01/06/2003
	<b>Comment:</b> There are VPN connections in place that are used by both Members and Officers.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>G18</b> 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 01/06/2003	Green 31/03/2006
	<b>Comment:</b> The Council has identified staff ICT skills and awareness as an area for further development. The Council is adopting a proactive approach, identifying training needs and providing a range of training options including E-learning, focused workshops and coaching. This will involve ensuring that staff ICT skills meet our minimum requirements. A number of staff have now commenced the ECDL.	
If already 'green' on R20, R21, R22 & G18 above please comment on  <b>E16</b> Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.  Otherwise you may leave this row blank.	<b>Comment:</b> This is yet to be considered.	
<b>R23</b> 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).	Green 31/03/2005	Green 31/03/2005
	<b>Comment:</b> Extended hours service is available via the council's help-line and one-stop shops. There is also a 6 day service available via Broxbourne services. Residents can also access a wide range of information and log service requests 24x7 via the web site.	
<b>R24</b> Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 01/06/2003	Green 01/06/2003
	<b>Comment:</b> This has been available for some time, the system has recently been replaced with a new CMS.	
<b>G19</b> 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 <a href="http://www.pro.gov.uk/about/foi/map-local.rtf">www.pro.gov.uk/about/foi/map-local.rtf</a> ).	Amber 01/12/2004	Green 31/03/2006
	<b>Comment:</b> The council has adopted the principles of ISO 15489. A review of requirements has taken place and a strategy to improve records management has been implemented.	
<b>G20</b> Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see <a href="http://www.w3.org/WAI">www.w3.org/WAI</a> ).	Green 15/08/2005	Green 15/08/2005
	<b>Comment:</b> Implementation of the Hyperwave content management system has resulted in the website meeting level AA of W3C Web Accessibility Initiative.	
<b>G21</b> Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see <a href="http://www.egifcompliance.org">www.egifcompliance.org</a> & <a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a> ).	Amber 01/06/2004	Green 31/03/2006
	<b>Comment:</b> The council has adopted e-GIF compliance within its information systems strategy.	
If already 'green' on R23, R24, G19, G20 & G21 above please comment on  <b>E17</b> Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.  Otherwise you may leave this row blank.	<b>Comment:</b> This is yet to be considered.	
<b>R25</b> Online publication of Internet service standards, including past performance and commitments on service availability.	Green 31/08/2005	Green 31/08/2005
	<b>Comment:</b> The website includes publication of Internet service standards together with access to service availability statistics.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>R26</b> 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 01/06/2003	Green 01/06/2003
	<b>Comment:</b> We are currently undertaking both of these.	
<b>G22</b> Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 01/07/2005	Green 31/03/2006
	<b>Comment:</b> Measurement of customer take-up of e-enabled access channels is available. This will be improved by the introduction of a replacement customer contact system that will provide improved management reporting.	
<b>G23</b> Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 15/08/2005	Green 15/08/2005
	<b>Comment:</b> This has been achieved with the implementation of the Hyperwave content management system.	
If already 'green' on R25, R26, G22 & G23 above please comment on  <b>E18</b> 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.  Otherwise you may leave this row blank.	<b>Comment:</b> This is yet to be considered.	
<b>R27</b> 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 customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Green 31/03/2005	Green 31/03/2005
	<b>Comment:</b> The council has established a dedicated customer service function which operates a help-line and one-stop shops. This service achieves a high level of "first time" fixes and ensure consistent levels of customer services. All staff have access to a customer contact system which is used to record contacts requiring action by back office functions. The system routes requests to the appropriate party and allows the progress of the call to be monitored. The council intends to commence replacing the system during the second half of 2005 to provide a wider range of functionality.	
<b>R28</b> All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber 01/03/2005	Amber 01/03/2005
	<b>Comment:</b> The councils customer contact system is currently being replaced. The new system will include this facility but it will not be fully introduced until mid 2006	
<b>R29</b> 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 01/06/2005	Amber 01/06/2005
	<b>Comment:</b> The councils customer contact system is currently being replaced. The new system will include this facility but it will not be fully introduced until mid 2006	
<b>G24</b> 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 01/03/2005	Green 31/03/2006
	<b>Comment:</b> The council is replacing it's current contact system, the new system provides workflow functionality to manage back office processes. Some back office processes have been reviewed as part of the implementation, a full review programme will be implemented once the system is live.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p><b>G25</b> 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.</p>	<p>Green 01/06/2003</p>	<p>Green 01/06/2003</p>
<p>If already 'green' on R27, R28, R29, G24 &amp; G25 above please comment on</p> <p><b>E19</b> 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.</p> <p>Otherwise you may leave this row blank.</p>	<p><b>Comment:</b> We currently have a notification process to support this. The introduction of the new customer contact system will provide the ability to improve this.</p> <p><b>Comment:</b></p>	

## 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.

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> <li>Appointment of people to the following key local e-government functions in your Council (see <a href="http://www.idea-knowledge.gov.uk/idk/aio//206757">http://www.idea-knowledge.gov.uk/idk/aio//206757</a>):</li> </ul>		
i) Member & officer e-champions	Green 30/06/2004	Green 30/06/2004
	<b>Comment:</b> The head of Computer services is the officer e-champion. A member has been formally appointed as an e-champion.	
ii) e-government programme manager	Green 31/07/2004	Green 31/07/2004
	<b>Comment:</b> Recruited new position in July 2004.	
iii) customer services management	Green 31/12/2002	Green 31/12/2002
	<b>Comment:</b> The council has a head of Customer Services.	
<ul style="list-style-type: none"> <li>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 (for more information about the e-capacity Building Programme see <a href="http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&amp;XSL=standardcontent&amp;Key=1">http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&amp;XSL=standardcontent&amp;Key=1</a>)</li> </ul>	Green 31/07/2004	Green 31/07/2004
	<b>Comment:</b> All staff involved in the programme have personal development plans that include e-Government objectives and identified training needs.	
<ul style="list-style-type: none"> <li>Establishment of an e-delivery programme board</li> </ul>	Green 31/07/2004	Green 31/07/2004
	<b>Comment:</b> Delivery of the programme is steered by an established group of senior personnel who form the Broxbourne Management Team.	
<ul style="list-style-type: none"> <li>Use of formalised programme &amp; project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme</li> </ul>	Amber 01/04/2005	Amber 01/04/2005
	<b>Comment:</b> The council has developed project management procedures for the delivery of IT projects based upon the PRINCE2 methodology. These procedures have been adopted for some projects.	
<ul style="list-style-type: none"> <li>Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures</li> </ul>	Green 31/07/2004	Green 31/07/2004
	<b>Comment:</b> Programme risks are being reported by the E-Government programme manager to the delivery board. Risks for each project are identified as part of the project proposal process and managed throughout the life-cycle of the project.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> <li>Use of customer consultation/research to inform development of corporate e-government strategy</li> </ul>	Green 31/07/2004	Green 31/07/2004
	<b>Comment:</b> The council has conducted MORI polls which have been used to inform strategies for improvements to customer services. Research has shown the preferred method on contact with the Council is the telephone and that a reasonable proportion prefer face to face contact. The Council has established a help-line and 3 one-stop shops that are run by dedicated customer service personnel.	
<ul style="list-style-type: none"> <li>Establishment of policy for addressing social inclusion within corporate e-government strategy</li> </ul>	Green 31/03/2005	Green 31/03/2005
	<b>Comment:</b> The Council is naturally careful to ensure social inclusion is addressed when implementing ICT projects. A strategy was formally documented in the current ICT/E-Government strategy.	
<ul style="list-style-type: none"> <li>Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see <a href="http://www.socialexclusion.gov.uk/page.asp?id=583">http://www.socialexclusion.gov.uk/page.asp?id=583</a>)</li> </ul>	Red 31/03/2006	Red 31/03/2006
	<b>Comment:</b> This has not yet been investigated.	
<ul style="list-style-type: none"> <li>Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures</li> </ul>	Green 31/07/2004	Green 31/07/2004
	<b>Comment:</b> The heads of Communications and Computer services have responsibilities for information assets and legislation.	
<ul style="list-style-type: none"> <li>Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see <a href="http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf">http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf</a> &amp; <a href="http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf">http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf</a>) and designation of an Information Sharing Officer</li> </ul>	Red 01/01/2006	Red 01/01/2006
	<b>Comment:</b> The council does not currently have a Public Services Trust Charter.	
<ul style="list-style-type: none"> <li>Establishment of partnerships for the joint (aggregated) procurement of broadband services</li> </ul>	Amber 01/03/2005	Amber 01/03/2005
	<b>Comment:</b> The council will be involved with the Eastern region broadband partnership, if this goes ahead.	
<ul style="list-style-type: none"> <li>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 <a href="http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf">http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf</a> &amp; <a href="http://www.govconnect.gov.uk/ccm/portal">http://www.govconnect.gov.uk/ccm/portal</a>)</li> </ul>	Green 31/12/2002	Green 31/12/2002
	<b>Comment:</b> Regular meeting continue to take place between computer services representatives and the Citizen Advice Bureaux to address a wide range of ICT subjects including e-government.	
<ul style="list-style-type: none"> <li>Compliance with BS 7799 on information security management</li> </ul>	Green 31/03/2005	Green 31/03/2005
	<b>Comment:</b> The new ICT security and usage policy has been implemented.	
<ul style="list-style-type: none"> <li>Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives</li> </ul>	Green 31/12/2004	Green 31/12/2004
	<b>Comment:</b> Projects of significant scale will be subject to a post project review at an appropriate time to review the benefits realised by the project.	






Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> <li>Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see <a href="http://www.esd.org.uk/standards/lgs/lgs.doc">http://www.esd.org.uk/standards/lgs/lgs.doc</a> &amp; <a href="http://www.authentication.org.uk/levels.asp">http://www.authentication.org.uk/levels.asp</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc</a>)</li> </ul>	Amber 01/07/2005	Amber 01/07/2005
	<b>Comment:</b> Levels of electronic authentication are identified as part of the implementation of transactional functionality. Current functionality does not require a level of personal authentication.	
<ul style="list-style-type: none"> <li>Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>)</li> </ul>	Red 01/02/2005	Amber 01/03/2006
	<b>Comment:</b> The council has strong internal and authentication processes. This area will be reviewed when citizen authentication is introduced.	
<ul style="list-style-type: none"> <li>Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see <a href="http://www.tscheme.org">www.tscheme.org</a>) and which will work with Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>)</li> </ul>	Red 01/02/2005	Amber 01/03/2006
	<b>Comment:</b> This will be reviewed in 2006.	
<ul style="list-style-type: none"> <li>Use of Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>) to support: <ul style="list-style-type: none"> <li>i) personalisation &amp; registration for services categorised at security levels '0' and '1' through the citizen account</li> <li>ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect</li> <li>iii) the bereavement journey &amp; closing of accounts (see <a href="http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp">http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp</a>)</li> <li>iv) citizen &amp; business authentication for services for services categorised at security levels 0-3</li> <li>v) registration &amp; authentication of employees for internal and cross-agency services</li> <li>vi) corporate approach to collection of e-payments</li> <li>vii) cross agency secure transactions (Government to Government)</li> <li>viii) account structures for citizens, businesses, property, voluntary &amp; community bodies, schools and parishes</li> </ul> </li> </ul>		
	Amber 01/10/2005	Amber 01/10/2005
	<b>Comment:</b> Broxbourne are currently reviewing use of Government Connect in partnership with other Hertfordshire councils.	
	Amber 01/10/2005	Amber 01/10/2005
	<b>Comment:</b> Broxbourne are currently reviewing use of Government Connect in partnership with other Hertfordshire councils.	
	Amber 01/10/2005	Amber 01/10/2005
	<b>Comment:</b> Broxbourne are currently reviewing use of Government Connect in partnership with other Hertfordshire councils.	
	Amber 01/10/2005	Amber 01/10/2005
	<b>Comment:</b> Broxbourne are currently reviewing use of Government Connect in partnership with other Hertfordshire councils.	
	Red 01/03/2006	Red 01/03/2006
	<b>Comment:</b> The council at present has no plans to use Government Connect for this.	
	Red 01/03/2006	Red 01/03/2006
	<b>Comment:</b> The council at present has no plans to use Government Connect for this.	
	Red 01/03/2006	Red 01/03/2006
	<b>Comment:</b> The council at present has no plans to use Government Connect for this.	
	Red 01/03/2006	Red 01/03/2006
	<b>Comment:</b> The council at present has no plans to use Government Connect for this.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/03/2006	Red 01/03/2006
	<b>Comment:</b> The council at present has not had the opportunity to review this.	
x) GC Register (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a> )	Red 01/03/2006	Red 01/03/2006
	<b>Comment:</b> The council at present has not had the opportunity to review this.	
xi) GC Exchange (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a> )	Red 01/03/2006	Red 01/03/2006
	<b>Comment:</b> The council at present has not had the opportunity to review this.	
• Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a> ) back office connection in place (Department Interface Server)	Red 01/04/2005	Amber 01/03/2006
	<b>Comment:</b> Broxbourne are currently reviewing use of Government Connect in partnership with other Hertfordshire councils.	
• Enable Directgov (see <a href="http://www.direct.gov.uk">www.direct.gov.uk</a> ) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see <a href="http://www.localegov.gov.uk/localdirectgov/ieg5">http://www.localegov.gov.uk/localdirectgov/ieg5</a> )	Red 01/03/2006	Red 01/03/2006
	<b>Comment:</b> The council is yet to review this.	
• Reciprocal connection to Directgov (see <a href="http://www.direct.gov.uk">http://www.direct.gov.uk</a> ) from corporate website and partnership portal(s)	Amber 01/08/2005	Amber 01/08/2005
	<b>Comment:</b> Links have been established from Directgov but a reciprocal connection is yet to be established from the council website.	
• Introduction of Digital Interactive TV services (see <a href="http://www.digitv.org.uk">http://www.digitv.org.uk</a> )	Red 01/06/2006	Red 01/06/2006
	<b>Comment:</b> The council is yet to review this.	
• Establishment of dedicated telephone contact centre(s) services	Green 01/01/2005	Green 01/01/2005
	<b>Comment:</b> The council has established a helpline to deal with a wide range of customer contacts. The current customer contact system is being replaced, this system will provide the opportunity for the range of services offered to be extended.	
• Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see <a href="http://www.lcd.gov.uk/foi/foidpunit.htm">http://www.lcd.gov.uk/foi/foidpunit.htm</a> & <a href="http://www.pro.gov.uk/recordsmanagement/access/default.htm">http://www.pro.gov.uk/recordsmanagement/access/default.htm</a> )	Green 31/07/2004	Green 31/07/2004
	<b>Comment:</b> The council has published it's policy in accordance with the Act. Published documents are available on the web and on CD. Officers have worked with colleagues in Hertfordshire to establish a common classification scheme. Training has been given across the authority and an FOI officer appointed.	
• Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see <a href="http://www.nlpg.org.uk">http://www.nlpg.org.uk</a> )	Green 01/07/2004	Green 01/07/2004
	<b>Comment:</b> The council sends regular updates from it's LLPG to the NLPG.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> <li>Local Land &amp; Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems</li> </ul>	Green 01/01/2005	Green 01/01/2005
	<b>Comment:</b> The current customer contact system is linked to the LLPG, the replacement system will continue to be linked.	
<ul style="list-style-type: none"> <li>Connection to National Land Information Service (NLIS) at Level 3 (see <a href="http://www.nlis.org.uk">http://www.nlis.org.uk</a>)</li> </ul>	Amber 01/12/2004	Amber 01/12/2004
	<b>Comment:</b> The Council is currently at Level 2.	
<ul style="list-style-type: none"> <li>Introduction and maintenance of an online service directory for Children's services for professionals working with children &amp; young people, and allowing public access where possible (for further information see <a href="http://www.dfes.gov.uk/isa">http://www.dfes.gov.uk/isa</a>)</li> </ul>	Red 01/06/2006	Red 01/06/2006
	<b>Comment:</b> The council is yet to review this.	

### 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 of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit ([www.esd-toolkit.org](http://www.esd-toolkit.org)). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG5 % e-enabled position at 31 December 2005	Actual				
		01/02 	02/03 	03/04 	04/05 	05/06 
<b>Providing information:</b> ● Total types of interaction e-enabled ● % e-enabled	99 %	● 208 ● 92.86 %	● 208 ● 92.86 %	● 208 ● 92.86 %	● 208 ● 92.86 %	● 224 ● 100.00 %
<b>Collecting revenue:</b> ● Total types of interaction e-enabled ● % e-enabled	96 %	● 7 ● 50.00 %	● 9 ● 64.29 %	● 14 ● 100.00 %	● 14 ● 100.00 %	● 14 ● 100.00 %
<b>Providing benefits &amp; grants:</b> ● Total types of interaction e-enabled ● % e-enabled	92 %	● 3 ● 75.00 %	● 3 ● 75.00 %	● 4 ● 100.00 %	● 4 ● 100.00 %	● 4 ● 100.00 %
<b>Consultation:</b> ● Total types of interaction e-enabled ● % e-enabled	98 %	● 55 ● 79.71 %	● 55 ● 79.71 %	● 69 ● 100.00 %	● 69 ● 100.00 %	● 69 ● 100.00 %
<b>Regulation (such as issuing licenses):</b> ● Total types of interaction e-enabled ● % e-enabled	90 %	● 2 ● 5.88 %	● 8 ● 23.53 %	● 34 ● 100.00 %	● 34 ● 100.00 %	● 34 ● 100.00 %
<b>Applications for services:</b> ● Total types of interaction e-enabled ● % e-enabled	96 %	● 0 ● 0.00 %	● 114 ● 90.48 %	● 124 ● 98.41 %	● 124 ● 98.41 %	● 126 ● 100.00 %
<b>Booking venues, resources &amp; courses:</b> ● Total types of interaction e-enabled ● % e-enabled	88 %	● 10 ● 66.67 %	● 10 ● 66.67 %	● 10 ● 66.67 %	● 10 ● 66.67 %	● 15 ● 100.00 %
<b>Paying for goods &amp; services:</b> ● Total types of interaction e-enabled ● % e-enabled	91 %	● 4 ● 12.50 %	● 4 ● 12.50 %	● 9 ● 28.13 %	● 32 ● 100.00 %	● 32 ● 100.00 %
<b>Providing access to community, professional or business networks:</b> ● Total types of interaction e-enabled ● % e-enabled	98 %	● 0 ● 0.00 %	● 7 ● 31.82 %	● 22 ● 100.00 %	● 22 ● 100.00 %	● 22 ● 100.00 %
<b>Procurement:</b> ● Total types of interaction e-enabled ● % e-enabled	86 %	● 7 ● 50.00 %	● 7 ● 50.00 %	● 11 ● 78.57 %	● 11 ● 78.57 %	● 14 ● 100.00 %
<b>Total:</b> ● Total types of interaction e-enabled ● % e-enabled	97 %	● 296 ● 53.43 %	● 425 ● 76.71 %	● 505 ● 91.16 %	● 528 ● 95.31 %	● 554 ● 100.00 %

## 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. Planning authorities should also complete the Local Service Website line for planning applications. 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. Click on the light bulb icons for industry definitions of page impressions and unique users.

E-enablement & Main E-Access Channel Take-Up	Actual			Forecast	
	03/04	04/05	05/06	06/07	07/08
<b>Local Service Websites</b>					
• Page impressions (annual)	146,000	197,000	217,000	239,000	263,000
• Unique users, i.e. separate individuals visiting website (annual)	39,000	52,000	57,000	63,000	69,000
• Number of e-enabled payment transactions accepted via website	0	275	550	660	800
• Number of change of address notifications accepted via website	0	12	15	30	50
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	30	50	100
	<b>Comment:</b> General use of the website is continuing to increase, this trend is expected to continue as additional functionality is added. MORI polls show a low percentage of citizens prefer to use the internet for interacting with the council, the anticipated use is therefore low. The council only receives 6000 address changes each year so the take-up on the web site will be insignificant.				
<b>Telephone</b> <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>					
• Number of e-enabled payment transactions accepted by telephone	12,000	15,000	21,000	33,000	38,000
• Number of change of address notifications accepted via telephone	1,000	1,000	1,000	1,000	1,000
	<b>Comment:</b> The numbers of people paying via debit/credit card is increasing. The council receives a large number of cheques each year which can potentially be moved to this form of payment. The council has recently implemented a successful touch-tone telephone payments system. The number of address changes received each year is low so significant changes are unlikely.				
<b>Face To Face</b> <i>(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 &amp; home visits)</i>					

	Actual			Forecast	
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
• Number of e-enabled payment transactions accepted via personal contact	32,000	34,000	36,000	38,000	39,000
• Number of change of address notifications accepted via personal contact	0	0	0	0	0
	<b>Comment:</b> There are good reasons why people pay "face to face" so the number is unlikely to decrease. As debit cards become more widely used the council anticipates a modest increase each year. The numbers of address changes notified are negligible.				
<b>Other Electronic Media</b> (e.g. BACS, text messaging)					
• Number of e-enabled payment transactions accepted via BACS	273,000	284,000	292,000	297,000	300,000
• Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	0	0	0
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0
	<b>Comment:</b> The council receives a high percentage of payments via BACS and will continue to encourage this form of payment.				
<b>Non Electronic</b> (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	64,000	58,500	52,000	42,000	32,000
• Number of change of address notifications accepted via non-electronic form	5,000	5,000	5,000	5,000	5,000
	<b>Comment:</b> There are a large number of payments via cheque which could potentially be moved to e-payments via the telephone.				

## 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 Resource	Backward Look (£)			Forward Look (£)	
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	<b>Comment:</b> Being used for replacement CMS, CRM and additional systems functionality to deliver BVIP157 / Priority Outcomes / Gershon savings.				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	<b>Comment:</b>				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	200,000	0	0	0	0
	<b>Comment:</b> Share of the LGOL grant received by the Hertslink partnership.				
• financial contribution from public-private partnerships	0	0	0	0	0
	<b>Comment:</b>				
• resources being applied from internal revenue and capital budgets to implement e-government	508,000	148,000	363,000	100,000	0
	<b>Comment:</b> Being used to deliver BVIP157 / Priority Outcomes / Gershon savings.				
• other resources (e.g. training) (please specify)	0	0	0	0	0
	<b>Comment:</b>				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	<b>Comment:</b>				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	30,000	108,000	86,000	25,000	0
	<b>Comment:</b> Includes DWP standard bills and decrim parking.				
<b>TOTAL</b>	<b>1,138,000</b>	<b>606,000</b>	<b>599,000</b>	<b>125,000</b>	<b>0</b>

## Section 6 - Local e-Government Programme Efficiency Gains

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. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	4,000	4,000	6,500	6,500	6,500	6,500	6,500	6,500
	<b>Comment:</b> Savings are based upon providing online applications.							
• e-payments	7,520	7,520	21,200	21,200	40,200	40,200	48,750	48,750
	<b>Comment:</b> Savings are based upon the introduction of mediated online telephone payment processing, payments made via touch tone phones and conversions to direct debit payments. There are a significant number of cheque payments which can be converted to using these more efficient methods.							
• corporate services efficiencies not covered above	3,000	0	3,000	0	3,000	0	3,000	0
	<b>Comment:</b> Electronic subscriptions to legal publications							
e-Procurement, of which:								
• Service specific	0	0	0	0	0	0	0	0
	<b>Comment:</b> At this stage it is impossible to quantify savings against any specific services.							
• Cross-cutting e-procurement efficiencies not covered above	0	0	0	0	25,000	25,000	50,000	50,000
	<b>Comment:</b> Figures for 06/07 onwards are based upon the e-procurement national project estimates that for a district council, low usage of e-procurement should achieve a saving of £200,000 via reduced cost of goods and process efficiency savings. The Council is currently sceptical of the benefits available by implementing e-procurement so have estimated eventual efficiency gains of 50,000pa for this.							
Productive time, of which:								

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
• Service specific	0	0	0	0	0	0	0	0
	<b>Comment:</b> At this stage savings against any specific services are unavailable.							
• Cross-cutting productive time efficiencies not covered above	0	0	5,000	5,000	16,000	16,000	16,000	16,000
	<b>Comment:</b>							
Transactions	8,500	8,500	77,500	74,525	87,500	84,525	102,500	99,525
	<b>Comment:</b>							
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
	<b>Comment:</b>							
<b>TOTAL EFFICIENCY GAINS - GROSS</b>	<b>23,020</b>	<b>20,020</b>	<b>113,200</b>	<b>107,225</b>	<b>178,200</b>	<b>172,225</b>	<b>226,750</b>	<b>220,775</b>
LESS e-government implementation expenditure	606,000		599,000		125,000		0	
	<b>Comment:</b>							
<b>TOTAL EFFICIENCY GAINS - NET</b>	<b>-,582,980</b>		<b>-,485,800</b>		<b>53,200</b>		<b>226,750</b>	