



Office of the
Deputy Prime Minister

Creating sustainable communities



local e-gov

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 (IEG5)

“Meeting the targets for e-government”

Proforma for esd-toolkit entry

This is the proforma for IEG5 returns. A copy of this proforma will be published for online data entry via www.esd-toolkit.org from November 2005. Please note that the deadline for IEG5 submissions via the esd-toolkit is midday on Monday 19 December 2005.

IMPLEMENTING ELECTRONIC GOVERNMENT RETURNS 2005 (IEG5)

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.

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 efficiency¹, 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 providing a summary of efficiency gains arising from the implementation of local e-government.

The format of the IEG return is subject to consultation. Last year, this helped to achieve a 100% return rate of IEG4 submissions from local authorities. As previously, the format of the IEG5 return is intended to simplify the return process for local authorities through a self-assessment approach. Successful completion of the IEG5 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-government². Further details on all of these areas can be found at the ODPM's local e-government portal website www.localgov.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 as part of a wider strategy for improvement planning.

The proforma format for IEG5 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. Since last year's IEG4 return, all authorities have been 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 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 an April 2006 deadline for the IEG6 end of programme return.**

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

“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 2005. 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 IEG5 proforma is available to National Park Authorities reflecting their different priority outcome responsibilities. Please note that Fire & Rescue authorities are not required to submit an IEG5 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. Authorities making a commitment to the Government Connect initiative (www.govconnect.gov.uk) are asked to comment accordingly in Section 1 of the IEG5 proforma, in order that this status can be noted in any assessment of progress.

Funding & Completeness

You should complete the IEG5 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 IEG5 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 IEG5 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 IEG5 proforma purposely does not contain any substantive changes from last July’s IEG4.5 proforma. However, it does contain minor updates to reflect the up-to-date position on programme developments.

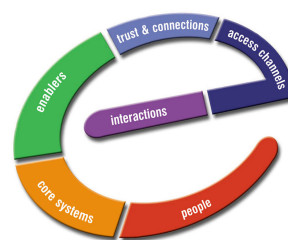
Submission

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 IEG5 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.localgov.gov.uk for further background information, including details of the priority outcomes guidance paper. Information on National Projects is available at www.localgovnp.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

³ IEG5 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: _____ **West Berkshire Council** _____

IEG Contact Name: _____ **David Lowe** _____

Email: _____ **dlowe@westberks.gov.uk** _____

Telephone No: _____ **01635 519817** _____

Local Context

*You may enter free text here to summarise the **impact and achievements** of your local e-government programme **to date** and your **service transformation** plans beyond December 2005, including the benefits that citizens will see as a result of e-government investment. **In particular, you should cover the contribution of e-government to corporate efficiency gains, plans for increasing the take-up of e-services and promoting digital inclusion.** It is suggested that you avoid the use of technical jargon in this section.*

West Berkshire Council, with business partners, has invested heavily in initiatives designed to improve the service it provides to local people. These have included the implementation of a customer contact centre and new technologies, supported by working practises, that provide better value for money to council tax payers.

The next stage for the council is to address underlying efficiencies by the use of technologies. This will include the use of electronic document and records management technologies to enable space saving, flexible working and more rapid compliance with access to information legislation. The council will also promote the use of self-service communications channels, again to release staff time for more direct service delivery. Self-service channels will increasingly become integrated with normal line of business processes to ensure that maximum return on investments made can be realised. It is expected that national take up campaigns will play a significant part in the delivery of council's plans.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Current Status	Anticipated Status at 31/12/05	Anticipated Status at 31/03/06	Comment
<p>Local e-organisation:</p> <p>Red = Preparation & planning – to include projects that are being planned or being piloted</p> <p>Amber = Implementation stage – roll out of approved projects</p> <p>Green = Fully implemented – projects completed & implemented</p> <p>e.g. for progress against a particular element you might enter:</p>				<p>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.</p> <p>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.</p> <p>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.</p>
	Red	Amber	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 **text removed**

Outcome & Transformation Area Description	Current Status	Anticipated Status at 31/12/05	Anticipated Status at 31/03/06	Comment <i>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</i>
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	Green	Green	Green	A pilot has been running for the 2005/06 school year. This will be fully rolled out in April 2006.
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children ⁶ .	Amber	Green	Green	
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	Green	Green	Green	A pilot has been running for the 2005/06 school year. This will be fully rolled out in April 2006.
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.	NA	NA	NA	
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	Amber	Green	Introduction of a new Content Management System will allow deep linking. All pages will be tagged with IPSV values.
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	Green	Green	
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	Although currently in place, this facility will be enhance by the introduction of the new Content

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.

				Management System.
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.	NA	NA	NA	
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green	Green	Green	
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	
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	
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Amber	Amber	Green	The new Content Management System will support the use of multi-media.
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.	NA	NA	NA	
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	Amber	Achievement of this target is dependent on CRM. It is unlikely that the system will have fully penetrated the organisation within the required timescales.
R8 Online receipt and processing of planning and building control applications.	Amber	Green	Green	Building Control already available. Resources not yet identified for Planning.
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Green	Green	Green	
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Amber	Amber	Green	The authority is in the process of signing up to e-TSN.

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.	Green	Green	Green	
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.	NA	NA	NA	
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green	Green	Green	
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).	Green	Green	Green	
G9 Regional co-operation on e-procurement between local councils.	Amber	Amber	Green	Agresso implementation provides part of this solution, the remainder is dependent upon the SECE portal.
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.	NA	NA	NA	
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).	Amber	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	Amber	Expected to be in place by June 2006.

G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber	Amber	Amber	It is assessed that compliance with this target is unlikely to make non-payers pay.
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber	Amber	Green	Deliverable as part of the Revenues and Benefits system replacement project.
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.	NA	NA	NA	
R12 Online renewal and reservations of library books and catalogue search facilities.	Green	Green	Green	
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Red	Red	Red	Compliance with this target is linked to the renewal of the leisure services contract which will not occur until 2007.
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.	Red	Red	Red	Compliance with this target is linked to the renewal of the leisure services contract which will not occur until 2007.
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.	NA	NA	NA	
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.	Green	Green	Green	

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	Green	Green	
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.	Green	Green	Green	
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green	Green	Green	
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.	NA	NA	NA	
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	Dependent on the introduction of corporate CRM technology, scheduled for Q4 2005/06.
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	
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens’ homes.	Amber	Amber	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.	NA	NA	NA	
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green	Green	Green	

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	Amber	Amber	Some access in place. Comprehensive access dependent upon successful implementation of the new client system due to go live April 06
G16 Systems to support joined-up working on children at risk across multiple agencies.	Amber	Amber	Green	
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber	Amber	Amber	Some access in place. Comprehensive access dependent upon successful implementation of the new client system due to go live April 06
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.	NA	NA	NA	
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green	Green	Green	
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green	Green	Green	
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	
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	Training for both members and staff is tailored to suit local needs and is not based on recognised qualifications.
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.	NA	NA	NA	
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	The implementation of the new Content Management System will ensure that all services can be made available on a self service basis. There are currently no plans to extend the opening hours of the contact centre

R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Amber	Amber	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	Amber	Amber	The authority has adopted the principles and methodology of ISO 15489. The procurement of an Electronic Document Management System, capable of incorporating records management, will complete in 2005/06. The full roll out to all parts of the council will take until 2006/07.
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Amber	Amber	Amber	Although the new content management system conforms to level AA, the very nature of other information presented on the website, for example digital mapping data, will mean that the entire West Berkshire website is unlikely to be 100% compliant with this target.
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Amber	Amber	Amber	The council has an e-GIF strategy that complies with the guidance issued but this is dependent on suppliers. Wherever possible all new systems and internal interfaces will comply.
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.	NA	NA	NA	
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	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	
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber	Amber	Green	This target is aligned to the Gershon efficiency agenda and is the responsibility of the Customer Focus Programme Board.
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Amber	Amber	Green	The implementation of the new Content Management System has allowed a fundamental review of all

				aspects of the website's design
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.	NA	NA	NA	
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	Amber	Whilst the authority intends to implement CRM technology, it is unlikely that the system will have fully penetrated the organisation within the required timescales.
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber	Amber	Amber	Achievement of this target is dependent on CRM. It is unlikely that the system will have fully penetrated the organisation within the required timescales.
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	Amber	Amber	Achievement of this target is dependent on CRM. It is unlikely that the system will have fully penetrated the organisation within the required timescales.
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	Amber	Amber	Whilst the authority intends to implement CRM technology, it is unlikely that the system will have fully penetrated the organisation within the required timescales.
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	Amber	Amber	Achievement of this target is dependent on CRM. It is unlikely that the system will have fully penetrated the organisation within the required timescales.
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.	NA	NA	NA	

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.

<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio/206757): <ul style="list-style-type: none"> i) Member & officer e-champions ii) e-government programme manager iii) customer services management 	Green	Green	Green	
<ul style="list-style-type: none"> 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 http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1) 	Red	Red	Red	
<ul style="list-style-type: none"> Establishment of an e-delivery board⁸ 	Green	Green	Green	
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Green	Green	Green	
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green	Green	Green	
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green	Green	Green	
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Green	Green	Green	
<ul style="list-style-type: none"> Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialexclusion.gov.uk/page.asp?id=583) 	Green	Green	Green	
<ul style="list-style-type: none"> Appointment of officer(s) to lead on corporate governance of 				

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.

information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures	Green	Green	Green	
<ul style="list-style-type: none"> 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	Amber	Amber	
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Red	Red	Red	
<ul style="list-style-type: none"> 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/) 	Amber	Green	Green	
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management <ul style="list-style-type: none"> Implementation of Benefits Realisation Plan⁹ for delivery of local e-government programme strategic objectives 	Amber	Amber	Amber	
<ul style="list-style-type: none"> Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgsi.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Amber	Amber	Amber	
<ul style="list-style-type: none"> 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	Amber	Amber	
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies 	Amber	Amber	Amber	

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.

<p>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/)</p> <ul style="list-style-type: none">▪ Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support:<ol style="list-style-type: none">i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen accountii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connectiii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp)iv) citizen & business authentication for services for services categorised at security levels 0-3v) registration & authentication of employees for internal and cross-agency servicesvi) corporate approach to collection of e-paymentsvii) cross agency secure transactions (Government to Government)viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishesix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back-office connection in place (Department Interface Server)• Enable Directgov (see www.direct.gov.uk) 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 http://www.localegov.gov.uk/localdirectgov/ieg5)• Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)				
	Amber	Amber	Amber	
	Amber	Amber	Amber	
	Amber	Amber	Amber	
	Amber	Amber	Amber	
	Amber	Amber	Amber	
	Amber	Amber	Amber	
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	Amber	Amber	Amber	
	Amber	Amber	Amber	
	Amber	Amber	Amber	
	Amber	Amber	Amber	
	Amber	Amber	Amber	
	Amber	Amber	Green	
	Green	Green	Green	

<ul style="list-style-type: none"> • Introduction of Digital Interactive TV services (see http://www.digitv.org.uk) 	Red	Red	Red	
<ul style="list-style-type: none"> • Establishment of dedicated telephone contact centre(s) services 	Amber	Amber	Amber	
<ul style="list-style-type: none"> • 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	
<ul style="list-style-type: none"> • Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) 	Green	Green	Green	
<ul style="list-style-type: none"> • Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems 	Amber	Amber	Amber	
<ul style="list-style-type: none"> • Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Amber	Amber	Amber	
<ul style="list-style-type: none"> • 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) 	Amber	Amber	Amber	

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 2.01¹⁰ 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 IEG4.5 % e-enabled position at 31 December 2005	Actual				Forecast
		2001/2	2002/3	2003/4	2004/5	2005/6 ¹¹
Providing information: <ul style="list-style-type: none"> • Total types of interaction e-enabled • % e-enabled 	99%	These values will be automatically calculated by the esd toolkit.				
Collecting revenue: <ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	97%	These values will be automatically calculated by the esd toolkit.				
Providing benefits & grants: <ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	96%	These values will be automatically calculated by the esd toolkit.				
Consultation: <ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	97%	These values will be automatically calculated by the esd toolkit.				
Regulation (such as issuing licences): <ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	94%	These values will be automatically calculated by the esd toolkit.				
Applications for services: <ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	97%	These values will be automatically calculated by the esd toolkit.				
Booking venues, resources & courses: <ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	93%	These values will be automatically calculated by the esd toolkit.				
Paying for goods & services: <ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	95%	These values will be automatically calculated by the esd toolkit.				
Providing access to community, professional or business networks: <ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	97%	These values will be automatically calculated by the esd toolkit.				
Procurement: <ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	95%	These values will be automatically calculated by the esd toolkit.				
<ul style="list-style-type: none"> • TOTAL: TYPES OF INTERACTION E-ENABLED • % E-ENABLED 	98%	These values will be automatically calculated by the esd toolkit.				

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. **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. Industry definitions of page impressions¹² and unique users¹³ are given in the footnotes below.

E-enablement & Main E-Access Channel Take-Up	Actual		Forecast			Comment
	03/04	04/05	05/06	06/07	07/08	
Local Service Websites <ul style="list-style-type: none"> 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 Number of planning applications accepted via website (including through the Planning Portal) 	3078K 628K 0 0 0	3409K 257K 0 0 0	4797K 1023K 0 0 50	5622K 1196K 1000K 0 200	6469K 1386K 2000K 0 500	There is currently no method for collecting change of address notifications. The introduction of CRM should allow this but only for those services delivered by the contact centre
Telephone <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> <ul style="list-style-type: none"> Number of e-enabled payment transactions accepted by telephone Number of change of address notifications accepted via telephone 	16,000 0	17,000 0	16,000 0	16,000 0	16,000 0	See above for change of address
Face To Face <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 & home visits):</i> <ul style="list-style-type: none"> Number of e-enabled payment transactions accepted via personal contact Number of change of address notifications accepted via personal contact 	110,000 0	84,000 0	90,000 0	90,000 0	90,000 0	See above for change of address
Other Electronic Media <i>(e.g. BACS, text messaging):</i> <ul style="list-style-type: none"> 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 	57,000 0 0	44,000 0 0	242,000 0 0	242,000 0 0	242,000 0 0	There are currently no plans to accept payment via text messaging services See above for change of address
Non Electronic <i>(e.g. cash office, post)</i> <ul style="list-style-type: none"> Number of payments accepted by cheque or other non-electronic form Number of change of address notifications accepted via non-electronic form 	68,000 0	49,000 0	50,000 0	50,000 0	50,000 0	See above for change of address

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):

	Backward Look (£)		Forward Look (£)			Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
Programme Resources						
• IEG capital grant	400K	350K	150K	0	0	
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0	
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	0	0	0	0	0	
• financial contribution from public-private partnerships	4,375K	2,803K	1,462K	1,361K	0	Contribution from Amey West Berkshire Partnership
• resources being applied from internal revenue and capital budgets ¹⁴ to implement e-government	0	100K	1,765K	994K	0	WAN Improvements GIS improvements new email system and new Children's Adults Services systems
• other resources (e.g. training) (please specify)	0	0	0	0	0	
• 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	0	0	0	0	0	
TOTAL	4,775K	3,153K	3,377K	2,355K	0	

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 Gains¹⁵

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 Government¹⁶. 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:	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	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	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	Includes administrative savings on staff time (where staff are reallocated), printing, postage and on advertising expenditure.
• e-payments	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	See http://epay.brandid.net/bus_case/intro.php .
• corporate services efficiencies not covered above	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	
e-Procurement , of which:	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	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	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	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 e-procurement efficiencies not covered above	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	

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_lccgov_032805.pdf.

Productive time , of which:	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	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	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	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	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	
Transactions	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	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										
TOTAL EFFICIENCY GAINS - GROSS	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	
LESS e-government implementation expenditure	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	i.e. as identified above in Section 5 - Local e-Government Implementation Expenditure
TOTAL EFFICIENCY GAINS - NET	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	In AES	

SUBMISSION

Please make sure that all IEG5 entries are completed on the esd-toolkit (www.esd-toolkit.org) **by midday on Monday 19 December 2005.**

All general comments and enquiries regarding the IEG5 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. **Explanatory notes for practitioners on Priority Outcomes are available at <http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelId=1704073>.**

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/lqih/>

Your regional IEG5 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

South West – Peter Blair – peter.blair@odpm.gsi.gov.uk

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 IEG5 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 IEG5 data for benchmarking purposes. Should you wish any element of your proforma to be treated in confidence please clearly indicate this in your response, **stating the reason why you believe that this information should be confidential.** Nevertheless, all responses will be included in statistical summaries.