



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 MID TERM (IEG4.5)

*"Realising the benefits from our
investment in e-government"*

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Submitted date: 15/07/2005

Local Context

Introduction

Babergh District Council has made the following progress towards achieving its e-Government targets.

What has been achieved so far

Over the last 2 years Babergh has established a Customer Access & Service Transformation (CAST) project. The CAST Project is intended to ensure the effective delivery of our Customer Access Strategy to provide a 'Customer First' ethos, enable electronic communication to increase customer choice of communication channel and ensure a more efficient and effective customer service. The project includes a detailed investigation of the following 4 approaches to delivering Customer Access Strategy:

In-house Approach - Babergh would manage the delivery, implementation and on-going operation of a customer access service. This approach would include a series of process re-engineering and service improvement projects in other parts of the business to generate efficiency gains to offset the delivery of Customer Access Strategy.

Outsource of Customer Access Service and other Services Approach - Babergh would outsource the delivery of Customer Access Service as well as a number of other Corporate and Operational services from which efficiencies could be gained.

Outsource Customer Access Service Only Approach - Babergh would outsource the delivery of Customer Access only. This approach would generate other efficiency gains through a series of process re-engineering projects and deliver service transformation in the corporate services and back office areas.

Business Process Re-engineering Approach - This approach seeks to optimise services and processes before committing major investment in developing customer access. It assumes that a rolling programme of re-engineering projects is undertaken

across all of the current services to generate additional efficiency gains and service improvements. It would also deliver improvements in customer access by ensuring the processes work effectively and are driven by the 'customer first' approach.

Each option looks at the transformation of corporate services to provide savings to fund the Customer Access proposals and to provide more efficient and effective services. It is the intention of the CAST board to establish the best way forward and an outcome as to the approach of the CAST project will be known by September 2005.

Babergh has sought external help via the 4Ps and the Improvement and Development Agency (IDeA) to investigate this option. The ODPM recently (October 2004) agreed to provide LGOL funding to enable Babergh to buy in expertise required for this complex project. The view of 4ps and the IDeA is that this has the potential to be an exemplar project.

A key issue arising from the work on the CAST project has been the interdependencies of projects on our e-Government programme. We have endeavoured to ensure that valuable resources (of time and money) are not wasted on projects that might need to be repeated, or where better value for money might be obtained as a result of the CAST project at a later time. An example of this is that we have not invested in a Customer Relationship Management system, as this would be covered by our requirements from the CAST project.

Efficiency Savings from the CAST Project are not expected until October 2006 at the earliest and thus Babergh is continuing with its current programme to deliver 100% of the Best Value Performance Indicator (BVPI) 157 in parallel with these investigations.

Projects delivered by Babergh so far are...

- Re-developed website receiving on average 40,000 visits per calendar month.
- Payments system receiving in the order of 1,200 payments per month.
- Babergh already collects 75% of its Council Tax and 69% of its NDR payments via Direct Debit.
- A new network and e-mail facility
- A project management approach based on Prince 2 methodology has been introduced for all IEG related projects and it is intended to deliver this throughout the rest of the council by July 2006.
- National Land Information Service (NLIS) Level 2

We have been an active partner, with all other Suffolk councils and the Police, to deliver a single portal for Suffolk and a Community web site.

Work in Progress

To reach 100% BVPI157 compliance by December 2005 there are a number of projects that must be completed. These are being developed in parallel with the CAST project:

- On-line forms, which will allow citizens to fill in applications on-line such as Benefit Claim forms, Building applications, etc... The e-forms project is well underway and we are starting to enable existing forms. Those required by BVPI157 are taking priority.
- Facility to pay for services on-line – this will be integrated with our existing on-line payments facility and e-Forms to pay for other services than those collected by revenues.
- Property Gazetteer, Integrated property referencing and mapping – allowing all property to be accurately referenced
- National Land Information Service (NLIS) Level 3
- Land Charges, a module in the planning system that allows the answering and monitoring of local land charge searches. It allows questions to be answered by Planning, Building Control, Highways, Environmental Health and Land Charges relating to statutes. It is up and running, data capture has commenced within the land charges office
- GIS online, we are developing GIS in partnership with other district councils in the county.
- Onesuffolk FAQ – allowing citizens to look up frequently asked questions

As well as the BVPI157 there are Priority Outcomes that need to be achieved. These are split into three levels; 'Required', 'Good' and 'Excellent'. There are some of these Outcomes that are intrinsically linked with the CAST project and will be delivered as a result of the project. As indicated above the CAST project will not deliver any savings until October 2006, therefore Babergh will deliver on these Outcomes as soon as possible, but later than the prescribed target dates. The following Priority Outcomes are affected: R4, R11, R13, R19 and R27 for the 'Required' outcomes; and G3, G4, G8, G11, G12, G16, G17, G19 and G24 for the 'Good' outcomes.

Babergh is also currently involved with the Suffolk Accessibility Group Partnership (SAGP), which is developing projects jointly. These include:

- onesuffolk Portal – further development of interactive services.
- onesuffolk FAQ - Enabling citizen to look up frequently Asked Questions.
- onesuffolk Members' websites – websites allowing Members to have their own online presence.

Approach

We taking the following approach:

- The CAST project is a major project for the council and we are expecting to move into the delivery phase in early 2006.
- High priority is being given to the BVPI157 and we intend to meet the deadline of 31 December 2005. The e-Forms and e-Payments projects currently in hand will make a significant contribution to this target.
- We also aim to achieve all but 5 of the 'Required' Outcomes and all but 7 of the 'Good' Outcomes during 2005/06. Those that are not being achieved by the given deadline are intrinsically linked to the CAST project. Once our approach on the CAST project has been identified we will ensure these are met through the chosen approach.

Other Papers

The following additional papers that support this statement are available on request:

- e-Programme Overview
- Efficiency Gains
- Priority Outcome/Project Matrix

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 and will inform the release of IEG capital funding in 2005/06

| Outcome And Transformation Area Description | Current Status | Anticipated status at 30/09/2005 | Anticipated status at 31/12/2005 | Anticipated status at 31/03/2006 |
|---|---------------------|----------------------------------|----------------------------------|----------------------------------|
| 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. | Amber 01/04/2005 | Amber 01/04/2005 | Green 01/12/2005 | Green 01/12/2005 |
| Comment: Not applicable to Babergh. Deep links from Babergh's website to information held on OneSuffolk website. | | | | |
| R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children. | Amber 01/04/2005 | Amber 01/04/2005 | Green 01/12/2005 | Green 01/12/2005 |
| Comment: Deep links, OneSuffolk | | | | |
| G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools | Amber 01/04/2005 | Amber 01/04/2005 | Green 01/12/2005 | Green 01/12/2005 |
| Comment: Deep links, OneSuffolk | | | | |
| If already 'green' on R1, R2 & G1 above please comment on E1 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. | Comment: | | | |
| 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 (see www.laws-project.org.uk). | Amber 01/04/2005 | Amber 01/04/2005 | Green 01/12/2005 | Green 01/12/2005 |
| Comment: Working in partnership with OneSuffolk who use LGCL. | | | | |
| 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. | Red 01/01/2004 | Red 01/01/2004 | Red 01/01/2004 | Amber 01/03/2006 |
| Comment: Suffolk wide Government Connects project | | | | |
| 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 01/06/2005 | Green 01/06/2005 | Green 01/06/2005 | Green 01/06/2005 |
| Comment: Deep links OneSuffolk | | | | |
| If already 'green' on R3, R4 & G2 above please comment on E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. Otherwise you may leave this row blank. | Comment: | | | |
| R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily. | Green 01/10/2004 | Green 01/10/2004 | Green 01/10/2004 | Green 01/10/2004 |
| Comment: All Council and Committee papers are available on Babergh's internet site. Meetings diary updated as necessary. | | | | |
| 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. | Amber 01/11/2004 | Green 01/09/2005 | Green 01/09/2005 | Green 01/09/2005 |
| Comment: Councillor websites via OneSuffolk | | | | |

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|---|---------------------|----------------------------------|----------------------------------|----------------------------------|
| 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 01/04/2005 | Amber 01/04/2005 | Amber 01/04/2005 | Amber 01/04/2005 |
| Comment: SNAP questionnaire is used for specific consultations. Facility to sign up for email alerts is not a priority within the IEG timeframe. | | | | |
| G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files). | Red 01/06/2004 | Red 01/06/2004 | Red 01/06/2004 | Red 01/06/2004 |
| Comment: Not a priority within the IEG timeframe. | | | | |
| If already 'green' on R5, R6, G3 & G4 above please comment on E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. Otherwise you may leave this row blank. | Comment: | | | |
| 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 01/10/2004 | Amber 01/10/2004 | Green 01/12/2005 | Green 01/12/2005 |
| Comment: Our eForms project gives communications unique reference numbers that can be tracked. | | | | |
| R8 Online receipt and processing of planning and building control applications. | Red 01/01/2004 | Red 01/01/2004 | Red 01/01/2004 | Amber 01/03/2006 |
| Comment: Forms part of our sequential planning modernisation program. | | | | |
| G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information. | Red 01/08/2005 | Red 01/08/2005 | Amber 01/12/2005 | Green 01/03/2006 |
| Comment: Joint working with other district councils. Feasibility study will complete by end of July. | | | | |
| G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes. | Red 01/01/2004 | Red 01/01/2004 | Amber 01/12/2005 | Green 01/03/2006 |
| Comment: Deep links OneSuffolk | | | | |
| 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. | Red 01/01/2004 | Amber 01/09/2005 | Green 01/11/2005 | Green 01/11/2005 |
| Comment: IEG4 indicated current status as Amber. The delayed start was due to issues regarding vendor access to our IT systems. | | | | |
| If already 'green' on R7, R8, G5, G6 & G7 above please comment on E4 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. | Comment: | | | |
| R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment. | Green 01/01/2005 | Green 01/01/2005 | Green 01/01/2005 | Green 01/01/2005 |
| Comment: We meet the minimum requirements for this Priority Outcome. | | | | |

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|--|---|----------------------------------|----------------------------------|----------------------------------|
| 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). | Red 01/01/2004 | Red 01/01/2004 | Red 01/01/2004 | Amber 01/03/2006 |
| | Comment: Dependant on Babergh's Customer Access and Service Transformation (CAST) Project, current status, developing business case. | | | |
| G9 Regional co-operation on e-procurement between local councils. | Green 01/01/2005 | Green 01/01/2005 | Green 01/01/2005 | Green 01/01/2005 |
| | Comment: Emarket place. All councils | | | |
| If already 'green' on R9, G8 & G9 above please comment on | Comment: | | | |
| E5 Access to virtual e-procurement 'marketplace'; | Comment: | | | |
| 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; | Comment: | | | |
| E7 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. | Comment: | | | |
| 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). | Red 01/01/2005 | Amber 01/08/2005 | Green 01/10/2005 | Green 01/10/2005 |
| | Comment: Are doing this with some payment types at the moment. Others will be developed within the ePayments project | | | |
| 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. | Red 01/06/2004 | Red 01/06/2004 | Red 01/06/2004 | Amber 01/03/2006 |
| | Comment: Requires authentication technology. Government Connects see Section 2. | | | |
| G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments. | Green 01/04/2005 | Green 01/04/2005 | Green 01/04/2005 | Green 01/04/2005 |
| | Comment: We have information regarding payment collection methods and volumes. | | | |
| G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers. | Red 01/01/2004 | Red 01/01/2004 | Red 01/01/2004 | Amber 01/03/2006 |
| | Comment: The volumes involved lead to this being a low priority for Babergh at the moment. | | | |
| If already 'green' on R10, R11, G10 & G11 above please comment on | Comment: | | | |
| E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone). | Comment: | | | |
| E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards). | Comment: | | | |
| E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank. | Comment: | | | |

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| R12 Online renewal and reservations of library books and catalogue search facilities. | Amber 01/07/2005 | Amber 01/07/2005 | Green 01/10/2005 | Green 01/10/2005 |
| Comment: Deep links OneSuffolk | | | | |
| R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations. | Red 01/04/2004 | Red 01/04/2004 | Amber 01/12/2005 | Amber 01/12/2005 |
| Comment: One facility involves a non-profit trust. The Trust is currently being created. | | | | |
| 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 01/01/2005 | Red 01/01/2005 | Red 01/01/2005 | Amber 01/03/2006 |
| Comment: Working with OneSuffolk, Suffolk Key project. One card across Suffolk. | | | | |
| If already 'green' on R12, R13 & G12 above please comment on E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank. | Comment: | | | |
| R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning. | Amber 01/06/2005 | Amber 01/06/2005 | Green 01/10/2005 | Green 01/10/2005 |
| Comment: Deep links OneSuffolk | | | | |
| 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 01/06/2005 | Amber 01/06/2005 | Green 01/10/2005 | Green 01/10/2005 |
| Comment: Deep links OneSuffolk | | | | |
| 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. | Amber 01/06/2005 | Amber 01/06/2005 | Green 01/10/2005 | Green 01/10/2005 |
| Comment: e-forms project | | | | |
| G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily. | Amber 01/06/2005 | Amber 01/06/2005 | Green 01/10/2005 | Green 01/10/2005 |
| Comment: Deep links OneSuffolk | | | | |
| If already 'green' on R14, R15, G13 & G14 above please comment on E12 Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank. | Comment: | | | |
| 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 01/04/2005 | Amber 01/04/2005 | Green 01/12/2005 | Green 01/12/2005 |
| Comment: 80% of all Housing and Council tax enquiries via telephone to the Benefits and Revenues team are resolved at first point of contact. Other aspects form part of our sequential modernisation program. | | | | |
| 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 01/09/2003 | Green 01/09/2003 | Green 01/09/2003 | Green 01/09/2003 |
| Comment: Online Benefits calculator and .pdf claim forms to download and print. | | | | |

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|--|---------------------|----------------------------------|----------------------------------|----------------------------------|
| G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes. | Red 01/01/2005 | Red 01/01/2005 | Amber 01/12/2005 | Green 01/03/2006 |
| Comment: Second Phase of Mobile Working project. | | | | |
| If already 'green' on R16, R17 & G15 above please comment on | Comment: | | | |
| E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals. | Comment: | | | |
| 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. Otherwise you may leave these rows blank. | Comment: | | | |
| R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres. | Amber 01/06/2005 | Amber 01/06/2005 | Green 01/10/2005 | Green 01/10/2005 |
| Comment: Deep links OneSuffolk | | | | |
| 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. | Red 01/01/2007 | Red 01/01/2007 | Red 01/01/2007 | Red 01/01/2007 |
| Comment: n/a to Babergh District Council | | | | |
| G16 Systems to support joined-up working on children at risk across multiple agencies. | Red 01/01/2005 | Red 01/01/2005 | Amber 01/12/2005 | Green 01/03/2006 |
| Comment: County Council will lead on this project. We share information and are working to fulfil this requirement. | | | | |
| G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field. | Red 01/01/2005 | Red 01/01/2005 | Amber 01/12/2005 | Green 01/03/2006 |
| Comment: Social Services will lead on this project. We work with the County council to perform joint assessments and are working together fulfil this requirement. | | | | |
| If already 'green' on R18, R19, G16 & G17 above please comment on | Comment: | | | |
| E15 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. | Comment: | | | |
| R20 Email and Internet access provided for all Members and staff that establish a need for it. | Green 01/06/2003 | Green 01/06/2003 | Green 01/06/2003 | Green 01/06/2003 |
| Comment: All Members and staff have email and internet access. We publish our email and internet policies on our intranet. | | | | |
| R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff. | Red 01/04/2004 | Amber 01/09/2005 | Green 01/12/2005 | Green 01/12/2005 |
| Comment: A Home working policy is being developed by our HR and IT departments | | | | |
| 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. | Red 01/04/2004 | Amber 01/09/2005 | Green 01/12/2005 | Green 01/12/2005 |
| Comment: Second Phase of Mobile Working project. | | | | |

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|---|---------------------|----------------------------------|----------------------------------|----------------------------------|
| 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"). | Red 01/01/2003 | Red 01/01/2003 | Amber 01/10/2005 | Green 01/03/2006 |
| Comment: IEG4 showed current status as 'Amber'. Slow start to this project, we are currently piloting ECDL. | | | | |
| If already 'green' on R20, R21, R22 & G18 above please comment on E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working. Otherwise you may leave this row blank. | Comment: | | | |
| 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 01/06/2005 | Amber 01/06/2005 | Green 01/12/2005 | Green 01/12/2005 |
| Comment: Telephone are manned in some Depts. 8am to 6pm. There is an emergency number to phone out of hours. Other aspects dependant on eForms project. | | | | |
| R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management. | Green 01/10/2004 | Green 01/10/2004 | Green 01/10/2004 | Green 01/10/2004 |
| Comment: Microsoft CRM. | | | | |
| 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). | Red 01/01/2005 | Red 01/01/2005 | Red 01/01/2005 | Amber 01/03/2006 |
| Comment: Employ best practice within ICT Strategy document. We have a nominated FOI person in each dept. | | | | |
| G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI). | Red 01/06/2005 | Amber 01/08/2005 | Amber 01/08/2005 | Green 01/03/2006 |
| Comment: We will train all our web editors on accessibility issues and produce an accessibility standards document. We will ensure that non-content related accessibility issues are addressed. | | | | |
| G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk). | Green 01/05/2005 | Green 01/05/2005 | Green 01/05/2005 | Green 01/05/2005 |
| Comment: Any new systems we deploy will be eGif compliant. We have no legacy systems that currently interface or connect to external customers or systems. | | | | |
| If already 'green' on R23, R24, G19, G20 & G21 above please comment on E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. Otherwise you may leave this row blank. | Comment: | | | |
| R25 Online publication of Internet service standards, including past performance and commitments on service availability. | Red 01/10/2004 | Amber 01/09/2005 | Green 01/12/2005 | Green 01/12/2005 |
| Comment: Forms part of our communications strategy. | | | | |
| 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. | Red 01/01/2004 | Amber 01/09/2005 | Green 01/12/2005 | Green 01/12/2005 |
| Comment: We use Web Trends to monitor the usage of Babergh's internet site. Publishing this information forms part of our Forms part of our communications strategy. | | | | |

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|--|---------------------|----------------------------------|----------------------------------|----------------------------------|
| G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels. | Red 01/09/2004 | Red 01/09/2004 | Amber 01/10/2005 | Green 01/03/2006 |
| Comment: Forms part of our communications strategy. | | | | |
| G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk). | Green 01/12/2003 | Green 01/12/2003 | Green 01/12/2003 | Green 01/12/2003 |
| Comment: We have adopted the LAWS guidelines. | | | | |
| If already 'green' on R25, R26, G22 & G23 above please comment on E18 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. | Comment: | | | |
| 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 customers records, to deliver services across different channels, and enabling joined-up and automated service delivery. | Red 01/04/2005 | Red 01/04/2005 | Red 01/04/2005 | Amber 01/03/2006 |
| Comment: Dependant on CAST | | | | |
| R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response. | Red 01/04/2005 | Amber 01/08/2005 | Green 01/10/2005 | Green 01/10/2005 |
| Comment: eForms project incorporates unique reference number. | | | | |
| 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. | Red 01/04/2005 | Amber 01/08/2005 | Green 01/10/2005 | Green 01/10/2005 |
| Comment: eForms has response mechanism, but no form of tracking. Will re-write performance standards and install interim solution until outcome of CAST | | | | |
| 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. | Red 01/04/2005 | Red 01/04/2005 | Red 01/04/2005 | Amber 01/03/2006 |
| Comment: Dependant on CAST | | | | |
| 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 01/06/2005 | Green 01/09/2005 | Green 01/09/2005 | Green 01/09/2005 |
| Comment: We have enrolled with 'IamMoving.com' a website that allows customers to notify all relevant organisations of their change of address. We will develop a form for council use to disseminate change of address information. | | | | |
| If already 'green' on R27, R28, R29, G24 & G25 above please comment on E19 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. Otherwise you may leave this row blank. | Comment: | | | |

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 | Current Status | Anticipated status at 30/09/2005 | Anticipated status at 31/12/2005 | Anticipated status at 31/03/2006 |
|--|---|----------------------------------|----------------------------------|----------------------------------|
| <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): | | | | |
| i) Member & officer e-champions | Green 01/01/2003 | Green 01/01/2003 | Green 01/01/2003 | Green 01/01/2003 |
| | Comment: roles covered by eGovernment Steering Group and eBoards. | | | |
| ii) e-government programme manager | Green 01/04/2004 | Green 01/04/2004 | Green 01/04/2004 | Green 01/04/2004 |
| | Comment: eGovernment programme manager in place | | | |
| iii) customer services management | Green 01/01/2004 | Green 01/01/2004 | Green 01/01/2004 | Green 01/01/2004 |
| | Comment: Role covered by Customer and Office Serices Dept and CAST board. | | | |
| <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 | Green 01/06/2004 | Green 01/06/2004 | Green 01/06/2004 | Green 01/06/2004 |
| | Comment: Competency based development based on Performance Development Reviews is now embedded in the corporate HR process as part of workforce development. | | | |
| <ul style="list-style-type: none"> Establishment of an e-delivery programme board | Green 01/01/2003 | Green 01/01/2003 | Green 01/01/2003 | Green 01/01/2003 |
| | Comment: We have an eGovernment Steering Group that consists of Members and Officers. | | | |
| <ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme | Green 01/08/2004 | Green 01/08/2004 | Green 01/08/2004 | Green 01/08/2004 |
| | Comment: All eGovernment projects are managed using 'TimeWise' which is based upon PRINCE2 methodology. | | | |
| <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 01/08/2004 | Green 01/08/2004 | Green 01/08/2004 | Green 01/08/2004 |
| | Comment: Risks are documented within TimeWise and regularly reviewed. | | | |
| <ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy | Green 01/06/2003 | Green 01/06/2003 | Green 01/06/2003 | Green 01/06/2003 |
| | Comment: Customer Access Strategy incorporated surveys in 'Suffolk Speaks' programme in 2003 and 2004. | | | |
| <ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy | Green 01/06/2004 | Green 01/06/2004 | Green 01/06/2004 | Green 01/06/2004 |
| | Comment: Set out in Policy June 2004. (strategic e-vision) | | | |






| Change Management Area | Current Status | Anticipated status at 30/09/2005 | Anticipated status at 31/12/2005 | Anticipated status at 31/03/2006 |
|---|---------------------|----------------------------------|----------------------------------|----------------------------------|
| <ul style="list-style-type: none"> Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act) | Green 01/10/2004 | Green 01/10/2004 | Green 01/10/2004 | Green 01/10/2004 |
| Comment: We have FOI leads in each department. | | | | |
| <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 | Red 01/03/2004 | Amber 01/08/2005 | Green 01/12/2005 | Green 01/12/2005 |
| Comment: Will be delivered as part of our sequential modernisation program | | | | |
| <ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services | Red 01/01/2007 | Red 01/01/2007 | Red 01/01/2007 | Red 01/01/2007 |
| Comment: No longer appropriate as broadband is available via BT. | | | | |
| <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 01/09/2004 | Green 01/08/2005 | Green 01/08/2005 | Green 01/08/2005 |
| Comment: We are working with CAB. | | | | |
| <ul style="list-style-type: none"> Compliance with BS 7799 on information security management | Amber 01/09/2004 | Amber 01/09/2004 | Amber 01/09/2004 | Amber 01/09/2004 |
| Comment: Our security policy includes the recommended 10 key principles. | | | | |
| <ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives | Amber 01/09/2004 | Green 01/08/2005 | Green 01/08/2005 | Green 01/08/2005 |
| Comment: Each project will incorporate Benefits Realisation Plan. Documented in TimeWise | | | | |
| <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/lgs.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) | Red 01/06/2004 | Red 01/06/2004 | Amber 01/12/2005 | Green 01/03/2006 |
| Comment: OneSuffolk/GovConnects Registered with GovConnect. Working with SSTAB for countywide solution. | | | | |
| <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) | Red 01/09/2004 | Red 01/09/2004 | Red 01/09/2004 | Amber 01/01/2006 |
| Comment: Government Connects | | | | |
| <ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) | Red 01/01/2007 | Red 01/01/2007 | Red 01/01/2007 | Red 01/01/2007 |
| Comment: This is not a priority within the IEG timeframe. | | | | |
| <ul style="list-style-type: none"> Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account | Red 01/09/2004 | Red 01/09/2004 | Red 01/09/2004 | Amber 01/01/2006 |
| Comment: Government Connects | | | | |
| <ul style="list-style-type: none"> ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect | Red 01/09/2004 | Red 01/09/2004 | Red 01/09/2004 | Amber 01/01/2006 |
| Comment: Government Connects | | | | |

| Change Management Area | Current Status | Anticipated status at 30/09/2005 | Anticipated status at 31/12/2005 | Anticipated status at 31/03/2006 |
|---|---------------------|----------------------------------|----------------------------------|----------------------------------|
| iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp) | Red 01/09/2004 | Red 01/09/2004 | Red 01/09/2004 | Amber 01/01/2006 |
| Comment: Government Connects | | | | |
| iv) citizen & business authentication for services for services categorised at security levels 0-3 | Red 01/09/2004 | Red 01/09/2004 | Red 01/09/2004 | Amber 01/01/2006 |
| Comment: Government Connects | | | | |
| v) registration & authentication of employees for internal and cross-agency services | Red 01/09/2004 | Red 01/09/2004 | Red 01/09/2004 | Amber 01/01/2006 |
| Comment: Government Connects | | | | |
| vi) corporate approach to collection of e-payments | Red 01/09/2004 | Red 01/09/2004 | Red 01/09/2004 | Amber 01/01/2006 |
| Comment: Government Connects | | | | |
| vii) cross agency secure transactions (Government to Government) | Red 01/09/2004 | Red 01/09/2004 | Red 01/09/2004 | Amber 01/01/2006 |
| Comment: Government Connects | | | | |
| viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes | Red 01/09/2004 | Red 01/09/2004 | Red 01/09/2004 | Amber 01/01/2006 |
| Comment: Government Connects | | | | |
| ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place) | Red 01/09/2004 | Red 01/09/2004 | Red 01/09/2004 | Amber 01/01/2006 |
| Comment: Government Connects | | | | |
| x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en) | Red 01/09/2004 | Red 01/09/2004 | Red 01/09/2004 | Amber 01/01/2006 |
| Comment: Government Connects | | | | |
| xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en) | Red 01/09/2004 | Red 01/09/2004 | Red 01/09/2004 | Amber 01/01/2006 |
| Comment: Government Connects | | | | |
| • Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server) | Red 01/09/2004 | Red 01/09/2004 | Red 01/09/2004 | Amber 01/01/2006 |
| Comment: Government Connects | | | | |
| • Connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s) | Green 01/06/2004 | Green 01/06/2004 | Green 01/06/2004 | Green 01/06/2004 |
| Comment: Both Babergh's internet site and the OneSuffolk portal have links to DirectGov. | | | | |
| • 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 01/01/2005 | Green 01/01/2005 | Green 01/01/2005 | Green 01/01/2005 |
| Comment: Each department has a FOI representative that deals with requests. They have the support of the Legal Dept if they need advice. | | | | |
| • Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) | Amber 01/09/2003 | Green 01/08/2005 | Green 01/08/2005 | Green 01/08/2005 |
| Comment: Expected August/September 2005 | | | | |

| Change Management Area | Current Status | Anticipated status at 30/09/2005 | Anticipated status at 31/12/2005 | Anticipated status at 31/03/2006 |
|---|---|----------------------------------|----------------------------------|----------------------------------|
| <ul style="list-style-type: none"> • Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) | Red 01/01/2003 | Red 01/01/2003 | Red 01/01/2003 | Amber 01/01/2006 |
| | Comment: We are currently at level 2. Level 3 forms part of our sequential modernisation program | | | |
| <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 15/07/2005 | Green 01/09/2005 | Green 01/09/2005 | Green 01/09/2005 |
| | Comment: Deep Links Suffolk County Council, Children's services InfoLink page | | | |

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). All totals and percentages shown should be cumulative.

| BVPI 157 Interaction Type | Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005) | Actual | | | | Forecast |
|---|---|--|--|--|--|--|
| | | 01/02  | 02/03  | 03/04  | 04/05  | 05/06  |
| Providing information: ● Total types of interaction e-enabled ● % e-enabled | 94 % | ● 7 ● 3.00 % | ● 12 ● 5.15 % | ● 129 ● 55.36 % | ● 189 ● 81.12 % | ● 233 ● 100.00 % |
| Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled | 87 % | ● 2 ● 33.33 % | ● 3 ● 50.00 % | ● 5 ● 83.33 % | ● 5 ● 83.33 % | ● 6 ● 100.00 % |
| Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled | 78 % | ● 0 ● 0.00 % | ● 0 ● 0.00 % | ● 2 ● 33.33 % | ● 4 ● 66.67 % | ● 6 ● 100.00 % |
| Consultation: ● Total types of interaction e-enabled ● % e-enabled | 86 % | ● 0 ● 0.00 % | ● 2 ● 10.53 % | ● 6 ● 31.58 % | ● 9 ● 47.37 % | ● 19 ● 100.00 % |
| Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled | 76 % | ● 0 ● 0.00 % | ● 0 ● 0.00 % | ● 6 ● 18.18 % | ● 6 ● 18.18 % | ● 33 ● 100.00 % |
| Applications for services: ● Total types of interaction e-enabled ● % e-enabled | 83 % | ● 0 ● 0.00 % | ● 3 ● 2.26 % | ● 40 ● 30.08 % | ● 54 ● 40.60 % | ● 133 ● 100.00 % |
| Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled | 78 % | ● 0 ● 0.00 % | ● 0 ● 0.00 % | ● 1 ● 33.33 % | ● 1 ● 33.33 % | ● 3 ● 100.00 % |
| Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled | 80 % | ● 0 ● 0.00 % | ● 0 ● 0.00 % | ● 0 ● 0.00 % | ● 0 ● 0.00 % | ● 55 ● 100.00 % |
| Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled | 82 % | ● 1 ● 3.85 % | ● 3 ● 11.54 % | ● 9 ● 34.62 % | ● 17 ● 65.38 % | ● 26 ● 100.00 % |
| Procurement: ● Total types of interaction e-enabled ● % e-enabled | 73 % | ● 0 ● 0.00 % | ● 0 ● 0.00 % | ● 1 ● 50.00 % | ● 1 ● 50.00 % | ● 2 ● 100.00 % |
| Total: ● Total types of interaction e-enabled ● % e-enabled | 86 % | ● 10 ● 1.94 % | ● 23 ● 4.46 % | ● 199 ● 38.57 % | ● 286 ● 55.43 % | ● 516 ● 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. 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 |
| Local Service Websites | | | | | |
| • Page impressions (annual) | 272,000 | 1,500,000 | 1,575,000 | 1,600,000 | 1,750,000 |
| • Unique users, i.e. separate individuals visiting website (annual) | 72,000 | 72,000 | 75,000 | 80,000 | 80,000 |
| • Number of e-enabled payment transactions accepted via website | 1,000 | 1,000 | 1,000 | 1,000 | 2,000 |
| • Number of change of address notifications accepted via website | 0 | 0 | 0 | 0 | 0 |
| | Comment: We have recently implemented a Microsoft CMS-based website and are using WebTrends to analyse the traffic. As yet we have only 3 months worth of data so have correlated figures from this. We have discounted earlier methods of analysis. Address changes via website amount to less than 1000/year. | | | | |
| 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> | | | | | |
| • Number of e-enabled payment transactions accepted by telephone | 6,000 | 15,000 | 18,000 | 21,000 | 24,000 |
| • Number of change of address notifications accepted via telephone | 3,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| | Comment: Activated automatic telephone payments in early '04. | | | | |
| 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> | | | | | |
| • Number of e-enabled payment transactions accepted via personal contact | 2,000 | 2,000 | 2,000 | 2,000 | 1,000 |
| • Number of change of address notifications accepted via personal contact | 0 | 0 | 0 | 0 | 0 |
| | Comment: Address changes amount to less than 1000/year. | | | | |
| Other Electronic Media <i>(e.g. BACS, text messaging)</i> | | | | | |
| • Number of e-enabled payment transactions accepted via BACS | 312,000 | 271,000 | 278,000 | 285,000 | 292,000 |

| E-enablement & Main E-Access Channel Take-Up | Actual | | Forecast | | |
|---|--|--------|----------|--------|--------|
| | 03/04 | 04/05 | 05/06 | 06/07 | 07/08 |
| • 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 | 1 |
| | Comment: Address changes amount to less than 1000/year. | | | | |
| Non Electronic (e.g. cash office, post) | | | | | |
| • Number of payments accepted by cheque or other non-electronic form | 73,000 | 73,000 | 71,000 | 69,000 | 67,000 |
| • Number of change of address notifications accepted via non-electronic form | 0 | 0 | 0 | 0 | 0 |
| | Comment: Address changes amount to less than 1000/year. | | | | |

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 | | |
| | Comment: | | | | |
| • ODPM Local e-Government Support & Capacity Programme capital grant | 0 | 0 | 0 | 0 | 0 |
| | Comment: | | | | |
| • your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area | 156,000 | 0 | 0 | 0 | 0 |
| | Comment: | | | | |
| • financial contribution from public-private partnerships | 0 | 0 | 0 | 0 | 0 |
| | Comment: | | | | |
| • resources being applied from internal revenue and capital budgets to implement e-government | 356,000 | 25,000 | 122,000 | 160,000 | 160,000 |
| | Comment: | | | | |
| • other resources (e.g. training) (please specify) | 0 | 0 | 0 | 0 | 0 |
| | Comment: | | | | |
| • ODPM e-Innovations Fund capital grant | 0 | 0 | 0 | 0 | 0 |
| | Comment: | | | | |
| • financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding | 0 | 51,000 | 429,000 | 0 | 0 |
| | Comment: | | | | |
| TOTAL | 912,000 | 426,000 | 701,000 | 160,000 | 160,000 |

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 | Expected annual gain | ...of which cashable | Expected annual gain | ...of which cashable | Expected annual gain | ...of which cashable |
| Corporate services, of which: | | | | | | | | |
| • e-recruitment | 0 | 0 | 713 | 0 | 1,455 | 0 | 2,227 | 0 |
| | Comment: | | | | | | | |
| • e-payments | 12,314 | 0 | 13,299 | 0 | 13,831 | 0 | 14,385 | 0 |
| | Comment: | | | | | | | |
| • corporate services efficiencies not covered above | 0 | 0 | 104 | 0 | 524 | 0 | 1,065 | 0 |
| | Comment: | | | | | | | |
| e-Procurement, of which: | | | | | | | | |
| • Service specific | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Comment: | | | | | | | |
| • Cross-cutting e-procurement efficiencies not covered above | 0 | 0 | 3,115 | 0 | 18,294 | 0 | 20,288 | 0 |
| | Comment: | | | | | | | |
| Productive time, of which: | | | | | | | | |
| • Service specific | 0 | 0 | 71,274 | 0 | 74,157 | 0 | 77,177 | 0 |
| | Comment: | | | | | | | |

| | Backward Look (£) | | Forward Look (£) | | | | | |
|--|-------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | 04/05 | | 05/06 | | 06/07 | | 07/08 | |
| | Annual gain | ...of which cashable | Expected annual gain | ...of which cashable | Expected annual gain | ...of which cashable | Expected annual gain | ...of which cashable |
| Efficiency Gains | | | | | | | | |
| • Cross-cutting productive time efficiencies not covered above | 77,536 | 0 | 246,817 | 0 | 488,153 | 0 | 643,394 | 0 |
| | Comment: | | | | | | | |
| Transactions | 0 | 0 | 0 | 0 | 25,883 | 0 | 35,546 | 0 |
| | Comment: | | | | | | | |
| Miscellaneous efficiencies not covered above | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Comment: | | | | | | | |
| TOTAL EFFICIENCY GAINS - GROSS | 89,850 | 0 | 335,322 | 0 | 622,297 | 0 | 794,082 | 0 |
| LESS e-government implementation expenditure | 426,000 | | 701,000 | | 160,000 | | 160,000 | |
| | Comment: | | | | | | | |
| TOTAL EFFICIENCY GAINS - NET | -,336,150 | | -,365,678 | | 462,297 | | 634,082 | |