



Babergh District Council

*Implementing
Electronic
Government
Statement 2002*

*“Making the area a better place to
live and work for everyone.”*

Babergh District Council
Corks Lane
Hadleigh
Suffolk
IP7 6SJ
Tel: 01473 822801

www.babergh.gov.uk

Table of Contents

Introduction	1
Section 1 – Vision	2
Vision Statement	2
A Shared Vision	2
Local Strategic Partnerships (LSP)	2
The Vision of Babergh January 2006	3
The Suffolk Accessible Government Partnership post-2005	3
Section 2 – Priority Outcomes and Services	4
Suffolk Accessible Government Partnership	5
Local Plans: progress during 2001/02	5
Ongoing Partnership Priority Projects	5
Section 3 – Self-Assessment of the E-Organisation	6
Theme 1 - Access Channels	6
Theme 2 - Transactions	8
Theme 3 - Enablers	10
Theme 4 - e-Business	11
Theme 5 - Organisational Development	12
Section 4 – Resources	14
Section 5 – Risk Assessment	15
Glossary	17
Appendix 1 – Babergh’s Progress Towards e-Government Targets	18
Appendix 2 – Babergh’s Project Costs from capital summary	20

Table of Figures

Fig 1 – Access Channels	8
Fig 2 – BVPI 157 Transactions	9
Fig 3 – Management Structure for provision of e-Government	13
Fig 4 – Income towards implementation of e-Government	14
Fig 5 – Usage summary of e-Government funding	14
Fig 6 – Risk Assessment Tables	15

Introduction

Purpose of the Statement

This document forms an individual account of Babergh District Council's intention to Implement Electronic Government. As such it will set out what progress Babergh has made as well as what areas it is looking to further progress in. Alongside the work carried out by Babergh, joint working has been undertaken through the Suffolk Accessible Government Partnership. Sections detailing work in progress, or completed, by the Partnership has been written and agreed upon within the group. The group comprises the following partners:

Babergh District Council

Forest Heath District Council

Ipswich Borough Council

Mid-Suffolk District Council

St Edmundsbury Borough Council

Suffolk Coastal District Council

Suffolk County Council

Waveney District Council

Suffolk ACRE

Suffolk Association of Voluntary Organisations

Suffolk Constabulary

Suffolk Learning and Skills Council

Suffolk NHS services

The process of creating this document has involved collating information from a range of officers, and approval from managers, elected Members, e-groups, and e-champions (both officer and Member). Public consultation with Suffolk Speaks has been used to ensure the projects Babergh is engaged in are relevant to the citizen's needs. Guidelines from both Socitm and the ODPM have been followed closely in comprising the structure of this statement.

Approvals Process

Babergh District Council

e-Government Officers Group

e-Government Steering Group

Strategy Committee

8th October 2002

11th October 2002

31st October 2002

Partnership Elements

Agreement by Suffolk Accessible Government Partnership

27th September 2002

Local Authority Contact

Sean Fitzgibbon

Information Officer

email: sean.fitzgibbon@babergh.gov.uk

Tel: 01473 825843

Fax: 01473 823594

Section 1 - Vision

Vision Statement

“To provide community leadership which recognises that everybody matters and which encourages and supports strong and inclusive communities. Whilst respecting and protecting our heritage and environment, Babergh will willingly embrace change where that is of benefit to its residents and the district.”

A Shared Vision

The Council's own vision is consistent with that shared by all local authorities involved in the Suffolk Accessible Government Partnership. It encompasses how, together, they see the future for Suffolk.

- ❑ **To develop and maintain sustainable, healthy and striving local communities**
- ❑ **To do this by working with local people and in partnership with other organisations**
- ❑ **To put the citizen at the centre of seamless services that span community and organisational boundaries**
- ❑ **To provide an improved infrastructure to enable increased public access**
- ❑ **To strengthen local democracy by providing services that are:-**
 - ❑ **accessible**
 - ❑ **accountable**
 - ❑ **responsive**
 - ❑ **interesting**

Local Strategic Partnerships (LSP)

Babergh is currently involved with 3 Local Strategic Partnerships. Two based on area (East Babergh & Western Suffolk respectively) and the third consisting of all the authorities in Suffolk (Suffolk Strategic Partnership) including the health authority and Suffolk Constabulary.

The aims of these LSPs include:

- ❑ Giving citizens a sense of involvement within their communities.
- ❑ Raising the standards of education in the area, and thus reducing the level of unemployment.
- ❑ Making Suffolk a safer place, recognising that crime and fear of crime are priority issues for local people.
- ❑ Making Suffolk a healthier place, increasing care levels for all ages.
- ❑ Increasing environmental awareness and improving the quality of water and the air.
- ❑ Increasing the use of recycling and reduction of waste.
- ❑ Increasing the amount of tourism business that the county receives.
- ❑ Improving the level of public transport and road safety within the county.
- ❑ Keeping improving the level of service for local citizens.

A draft community strategy for the Western Suffolk and East Babergh LSPs will be produced by December 2002. The Suffolk Strategic Partnerships PSA¹ has been agreed by all of its members and central Government. It includes 13 stretched targets, thus further raising the quality of life in Suffolk.

¹ Public Service Agreement

The Vision of Babergh January 2006

By meeting the e-Government targets Babergh will be able to offer services that are:

- ❑ **Joined up** – By offering access to information, services or transactions regardless of which District or County Council it is provided by.
- ❑ **Accessible/ Available** – Whereby the customer can choose when to look at balances, ask for information or help. Delivered either electronically or via a 24x7 telephone service.
- ❑ **Delivered or supported Electronically** – Through customisation and consultation, services will be faster and better value and not limited to one Council's information.
- ❑ **Delivered Jointly** – Through partnership working information will be exchanged between District and County Councils, thus providing a better service to the public.
- ❑ **Delivered Seamlessly** – A linked back office system allowing data to be used more efficiently and not repeated in multiple departments of the Council.
- ❑ **Open and Accountable** – Providing more information to the public regarding the activities of the Council; including plans, spending, and performance. Making the elected Members more accessible via e-mail. Putting information such as the Local Plans on-line to enable the public greater access to issues that relate directly to them.
- ❑ **Used by e-citizens** – Through promotion of the access channels and education of staff and the public.

After the completion of its first IEG statement, Babergh created a strategic approach to e-Government, which was approved by Strategy Committee on 12th February 2002. This report outlines a proposed broad strategic approach to the continued development of electronic service delivery to meet the needs of the District. A link to this document is available on page 17 of this statement.

The Suffolk Accessible Government Partnership post-2005

Babergh District Council are also involved in the Suffolk Accessible Government Partnership. This partnership is currently involved in shared e-Government projects between the local authorities and the County Council.

By January 2006, the partnership will have enabled:

- ❑ **Seamless working: multi agency joined up initiatives** – the Suffolk Portal project is being undertaken by the partnership to provide a seamless way of accessing information that citizens want. The project will have strong links with individual authority content and web projects to ensure consistency across the piece.
- ❑ **Increased access** – the partnership has set out its vision and plans in its IEG statements of 2001. The partnership will build on the Suffolk Portal project to look at areas such as provision of transactional services on a countywide basis, extension of broadband to provide access to more rural parts of Suffolk and looking at training programmes for both staff and citizens.

Babergh also plans to have enabled:

- ❑ **Digital TV** - development and rollout of the iSuffolk Digital TV product across Suffolk to provide increased access to services. This project was a collaboration between Babergh District Council, Ipswich BC and Suffolk CC involving partnerships with the Office of the e-Envoy, BSkyB and Fujitsu. This project is to be linked to the Suffolk Portal to provide iDTV and web based content in a single repository.

Section 2 – Priority Outcomes and Services

Through the employment of the e-Government program Babergh will deliver on several of its corporate objectives, mainly in providing excellent services and in being accessible to local people.

Babergh's corporate objectives are to:

- ❑ **Maintain a safe, secure, healthy community.**
- ❑ **Promote a thriving, caring, inclusive community.**
- ❑ **Protect and improve the environment.**
- ❑ **Provide services, which meet local needs and offer Best Value.**
- ❑ **Be accessible, listen to local people and help them to help themselves.**

The objectives and services agreed upon within the confines of the SSP are based around the following issues:

- ❑ Education, both formal and social.
- ❑ Care for the elderly.
- ❑ The reduction of crime and disorder.
- ❑ Recycling and the environment.
- ❑ Road safety and public transport.
- ❑ Social inclusion.
- ❑ Education.
- ❑ Cost-effectiveness of services.

For each of these issues there are indicators and targets by which the effectiveness of intervention can be measured. The SSP has set itself 13 stretched targets for 2005, under the Suffolk Public Services Agreement (PSA), which go beyond those required nationally in order to improve the quality of life for residents of Suffolk. Through Babergh's own objectives and our commitment and participation in the LSPs and the PSA we will be contributing to the seven key priority services for local government as agreed between central and local government.

These seven key priority service areas are:-

- ❑ Raising the standards across our schools
- ❑ Improving the quality of life of children, young people and families at risk; and of older people
- ❑ Promoting healthier communities and narrowing health inequalities
- ❑ Creating safer and stronger communities
- ❑ Transforming our local environment
- ❑ Meeting local transport needs more effectively
- ❑ Promoting the economic vitality of localities

Examples of projects working towards the improvement of these local services include:

- ❑ CCTV is one of a number of tools used by the police and local authorities to prevent and detect crime. Significantly, it also encourages a feeling of safety in areas where cameras operate and helps to reduce the fear of crime in communities. Advances in technology include a digital monitoring system and cameras that automatically switch from colour to black and white at dusk. CCTV is employed by Babergh in both Hadleigh and Sudbury, these are the two major population areas within the district. Babergh District Council will be replacing the original cameras with these more modern systems in 2004.

- The increased targets for household waste recycling in the Babergh area. Through the introduction of new technology at the recycling sites and the education of local people with respect to what can be recycled the aim is to increase the level of recycling of waste to 35% by 2005 from 16% currently.
- Babergh is also putting PCs into its sheltered housing. These PCs will have dial-up connections and will initially allow the Scheme Managers access to email, the Internet and basic desktop products. In line with Babergh's social inclusion provision the rollout will be extended to the residents who will also be allowed access to the PCs.
- The increased monitoring of waste disposal by Cleanaway, a 3rd party refuse collection company. Best Value suggested a need for more thorough monitoring of Cleanaway's working processes, and it was agreed that Babergh create a remote working link to Cleanaway's systems, thus allowing a constant monitor of performance. This is being achieved through the rollout of a wireless LAN in a satellite office with a WAN link to Babergh's offices.

Suffolk Accessible Government Partnership (SAGP)

Babergh is involved with the Suffolk Accessible Government Partnership which itself submitted an Implementing Electronic Government Statement last year, and is working on several e-Government projects that will be shared throughout the county, this includes work on the Suffolk Portal which will be a means to gain access to information from all of the relevant authorities in the area.

The following projects are addressing priority outcomes in terms of the partnership within Suffolk.

- **Suffolk Portal** – LGOL funding has been made available for 2002/03 and 2003/04 to develop a portal for Suffolk. This will enable information and services to be joined up in a way that is convenient for Suffolk citizens. This will deliver a product that can be used to combat social exclusion, improve customer service equitably across the county whilst maintaining individual accountability.
- **iSuffolk Digital TV** - developed as a pathfinder project by Babergh, Ipswich Borough and Suffolk County, the project has produced digital TV content delivered via the Sky Digital platform. The product will encourage e-Citizenship as well as providing increased social inclusion (digital TV was chosen initially as rural areas of the county did not have access to cable TV). In addition kiosks are providing delivery of services in various points across Suffolk.
- **Suffolkonline** – a community based Internet service, funded by DfES and project managed by Suffolk ACRE, a partnership member. This project provides an example of joined-up working within a community in a rural area. It is also running e-Democracy forums and e-Surgeries with elected Councillors.

Local Plans: progress during 2001/02

The plans for the Suffolk Accessible Government Partnership are set out in its 2001/02 IEG submission and a draft vision document. These plans are based around a shared vision for Suffolk (set out in Section 1). The projects to achieve this vision are also set out in Section 1.

Ongoing Partnership Priority Projects

The Suffolk Portal project is the partnership's first and has a due date of 2004. This will create a pivotal entry-point for Members of the public to find information and services online easily. Each District (as well as community groups, voluntary organisations and local clubs) will be able to provide and change their content.

The portal will not just be used as an Internet tool but also as a front-office system for customer service agents. There are plans to allow more access channels to interact with the portal, such as WAP-enabled phones, and text messaging services.

Section 3 – Self Assessment of the E-Organisation

Theme 1 - Access Channels

Babergh is keen to promote social inclusion and provide the best possible service to all its citizens regardless of the manner in which they choose to make use of them. It fully recognises that new technology is the way to achieve this, and a start has already been made with the digital television service, the public information kiosk in Sudbury and a public access point in Hadleigh at our Headquarters.

Current Progress

Telephones

The numbers in the table below show that telephone is still the most popular medium for contacting the Council. In line with this usage a planned upgrade to the phone system will take place in November this year, adding 48 more voice lines and reserving an additional 16 for data connections into the building. This will allow more concurrent calls, reduce unanswered calls and also allow the increased usage of home and mobile working.

A second area that Babergh is investigating involves the seamless transferring of telephone calls between local Councils. Thus enabling customers to make just the one call to deal with enquiries covering multiple agencies.

The provision of an “out of hours” telephone service is also a current aim, allowing the use of Council services and provision of information at times more suited to customers.

With the rise in the use of SMS (text messaging) Babergh are considering the use of systems that can employ this technology as well as WAP phones as an access channel to council services. SMS and WAP are technologies heavily used by the younger section of Babergh’s public and to engage them in local issues this may be a relevant way forward as a channel.

Face To Face

Reception staff currently have access to certain systems and information, members of the public are generally directed towards officers who can more easily help them with specific issues. The planned integration of front and back office systems will lead to these questions and issues being dealt with more efficiently by front office staff. These staff will have access to relevant information without needing to pass the public onto other officers.

The Council’s Best Value Review on interactions with the public and stakeholders provides for a feasibility study for one-stop-shop facilities being provided. It also asks for consideration to be given to how some issues can be dealt with in individual communities rather than based from the headquarters only.

Local Service Websites

Babergh currently maintains its own web site, and plans are in hand to bring the server in-house in December this year, which will give greater control over the site and its availability. Whilst Babergh will be utilising the Suffolk Portal, which will provide web-based access to joined-up services, the continued usage of Babergh’s own web site will be beneficial as a building block for projects such as basic authentication and online payments. The Portal will provide multi-channel access and will handle some of the larger issues for the Districts such as full authentication (digital signatures).

Specialist Portals

It is also essential that Babergh’s website links seamlessly with the Suffolk Portal, UKOnline and the Government gateway, if security systems are to be put in place to allow transactions across the web. There will also be the requirement for data to pass between back office systems and therefore data exchange via XML is in the process of being enabled.

It is expected that the Suffolk Portal will develop as a shared gateway to the Councils in Suffolk, with online forms and payment systems being developed in a team effort thus allowing for joined up working and reduced costs.

With the development of the Portal, and any other large e-Government project, public consultation is essential if Babergh is to provide services that the public actually want and need. This consultation currently takes the form of a citizen's panel called "Suffolk Speaks" which is a representative body of the population of the County. By consulting this and other focus groups and by external consultation organisations, such as MORI, it is hoped that the projects will develop in keeping with the needs of the public. An example of this is the use of MORI to get qualitative feedback from a selection of the public in a series of focus groups in October 2002 relating to the Digital TV project.

Digital TV

An additional channel, the iSuffolk Digital TV pathfinder, provides access to services through a link to UKOnline. The portal project aims to provide a shared repository, which can be maintained by all those involved, whilst allowing a user to provide personal details just the once. This development will now form part of the national project.

Smart Cards

Babergh has no specific plans for services on smart cards at this stage. Following news from central government on standards it is anticipated that Babergh will consider how this access channel can best be provided in conjunction with our partners on the Suffolk Accessible Government Partnership. Through group working Babergh can ensure the usage of this access channel is maximised through use by all appropriate agencies to eliminate duplication and ensure maximum cost benefits.

Contact Centres

The Council currently has an Advice Centre in Sudbury, which is our main urban area. This initiative is a joint venture in partnership with Suffolk County Council and Sudbury Town Council. At present this is a fairly basic service using telephone and email links between the organisations.

During 2003/4 consideration will be given to providing full access to computer systems, and the potential for upgrading the service to provide a "one-stop shop" and/or remote working. Linking the two will increase the sustainability of these one-stop shops.

This will follow a broadband link rollout that Babergh is already implementing with a remote office monitoring waste collection and recycling.

Babergh together with the Suffolk Technological Partnership and the SAGP expect to consider the implementation of joined-up, seamless services through the use of Public Access Points in both main urban areas, Hadleigh and Sudbury in 2004/5.

Home Visits / Contact

With a large geographical district, home visits and contacts are routine for many services, e.g. planning, environmental services, benefits, etc. As an access channel this is being supported by piloting handheld (PDA) computers for building control staff doing site visits in order to improve efficiency. If successful these handhelds will be rolled out to other divisions.

Personalisation

Babergh has no immediate plans to deal with personalisation. However it is anticipated that the project on developing a single portal for Suffolk will deal with this matter.

Telemetry

Babergh has no immediate plans to consider telemetry. This is not considered to be a high-priority issue. During 2004/5 detailed consideration will be given to how this technology might assist our plans.

Additional Channels

Another channel currently being developed is the use of on-street kiosks, which have been rolled out in Bury St Edmunds, Ipswich, Lowestoft and Sudbury. These kiosks have been averaging more than 5,000 uses per month and currently provide information on a variety of services.

A public Internet access point has been placed in the foyer of Babergh's offices, and allows any member of the public visiting to look at the Babergh website and suggested other sites. The consultation will also be used regularly to monitor take up and interest in new systems, which are to be put in place. Whilst some of these figures are available electronically, such as statistics for web site and Digital TV usage, others must be more closely monitored such as whether the information is easily found and/or adequate. This will allow a picture to be built up of which channels and services are useful, and in regular use, and which require more work.

In order to provide information more readily to the public, Heads of Service have been asked to collate information from their divisions as to the types of information most often requested by the public. This will be held centrally in the form of FAQs² as the basis for a front office information system and will be in place by the 31st March 2003. This will provide the necessary information for citizens more easily and with less time being put on hold or with chasing the relevant officers.

Figure 1 – Access Channels

	Actual	Forecast			
	('000s)	('000s)			
Public Interactions & Main E-Access Channel Take-Up	01/2	02/3	03/4	04/5	05/6
Local Service Websites Volume of interactions (assuming a 20% increase per year)	36	43	52	62	75
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> Volume of interactions (assuming a 10% increase per year)	339	373	410	451	496
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 – based on questionnaires answered):</i> Volume of interactions (assuming a 10% increase per year)	34	37	41	45	50
Digital TV (Figures start with current, large 02/3 year jump due to publicity for Nov '02 launch) Volume of interactions (assuming a 10% increase per year)	3	7	8	8	9
Smart Cards Volume of interactions <i>(Babergh is awaiting news from central government on standards before any plans to implement smart cards can be defined)</i>	N/A	N/A	N/A	N/A	N/A
Other Electronic Methods <i>(Including kiosks, telemetry, text messaging):</i> Volume of interactions (assuming a 10% increase per year)	N/A	4	4	5	5

Theme 2 - Transactions

With the 100% electronic service delivery targets set, Babergh made positive steps towards the collection and upkeep of its BVPI157 results in establishing an e-Babes working group. This group consists of officers from all the divisions within the Council, each responsible for the collection and monitoring of their division's Best Value data.

Babergh's initial timetable relied on linear progression for e-enabling these transactions, this has since been revised, with the knowledge that on achieving completion of certain project milestones, such as online payments and authentication, there will be a large increase in the transactions made possible electronically.

² Frequently Asked Questions

The figures presented below in Figure 2, represent what is achievable given current legislation, there are some transactions that are impossible to make fully electronic such as benefit applications, whereby current law requires a physical signature.

The table below has been modified from the original given in the ODPM guidance notes so as to more easily display the results currently held by Babergh.

Figure 2 - BVPI 157 Transactions

Interaction Type	Forecast				
	2001/2	2002/3	2003/4	2004/5	1/1/06
Corporate:					
Total types of interaction identified	4	4	4	4	4
% e-enabled	(0%)	(50%)	(100%)	(100%)	(100%)
Planning Policy:					
Total types of interaction identified	36	36	36	36	36
% e-enabled	(33%)	(42%)	(78%)	(94%)	(100%)
Planning Control:					
Total types of interaction identified	16	16	16	16	16
% e-enabled	(0%)	(0%)	(75%)	(100%)	(100%)
Customer & Offices Services					
Total types of interaction identified	13	13	13	13	13
% e-enabled	(16%)	(31%)	(85%)	(100%)	(100%)
Housing:					
Total types of interaction identified	14	14	14	14	14
% e-enabled	(14%)	(29%)	(71%)	(86%)	(100%)
Leisure & Community Services					
Total types of interaction identified	47	47	47	47	47
% e-enabled	(30%)	(36%)	(64%)	(81%)	(100%)
Benefits & Revenues					
Total types of interaction identified	101	101	101	101	101
% e-enabled	(40%)	(43%)	(79%)	(92%)	(100%)
Finance & Performance Review:					
Total types of interaction identified	29	29	29	29	29
% e-enabled	(38%)	(41%)	(79%)	(100%)	(100%)
Technical Services:					
Total types of interaction identified	13	13	13	13	13
% e-enabled	(8%)	(38%)	(92%)	(100%)	(100%)
Policy & Personnel:					
Total types of interaction identified	24	24	24	24	24
% e-enabled	(46%)	(54%)	(83%)	(92%)	(100%)
Local Taxation:					
Total types of interaction identified	113	113	113	113	113
% e-enabled	(48%)	(49%)	(73%)	(86%)	(100%)
Environmental Services:					
Total types of interaction identified	157	157	157	157	157
% e-enabled	(0%)	(1%)	(69%)	(83%)	(100%)
Legal & Administration:					
Total types of interaction identified	66	66	66	66	66
% e-enabled	(17%)	(24%)	(59%)	(86%)	(100%)
TOTAL:					
Total types of interaction identified	633	633	633	633	633
% e-enabled	(29.5%)	(39.5%)	(73%)	(88%)	(100%)

Current Progress

Regular and ongoing surveys identified the percentage of services that were being delivered electronically. This process involved Heads of Service collecting data, which related to transactions within their divisions. These transactions were listed as either purely informational, e-enabled, those capable of becoming e-enabled, and those that were not. These were then translated into a percentage of the total number of transactions. This was a

quite simplistic methodology as such, based on the Tameside model, but did give an indication of how Babergh was performing. Babergh concluded that it currently engages 633 processes; this is regularly reviewed in order to keep a current picture of the progress towards 100% electronic service delivery.

Babergh has undergone a robust, in-house exercise to identify interactions and transactions that the council engages in. The method of collecting this data and maintaining it is constantly under review and will include a thorough investigation of the toolkit provided by IDeA.. The toolkit has been developed by Camden, Lambeth and Lewisham local authorities, and lists over 600 standard local authority processes.

Theme 3 - Enablers

Current Progress

Local Land and Property Gazetteer (LLPG)

Babergh is currently working on centralising its land and property data in accordance with its overall e-Government objectives. It is also in the process of upgrading the systems for planning and land charges, and so is using the opportunity of linking the planning division's workflow on this to create an LLPG. A working group has been formed consisting of users of the relevant data from all the divisions, and a Custodian of the project has been chosen. Data has been extracted from planning, revenues and the electoral register, as well as from County's street gazetteer, and submitted to Intelligent Addressing for data cleansing and matching. The importance of this project as a building block for further projects (such as NLIS and LASER) has been explained to the Heads of Service and management team, as has the usefulness of centralised data.

A piece of gazetteer software is currently under investigation to see whether it meets the requirements for Babergh, and plans are in place for its implementation if accepted.

The full implementation of the gazetteer involves investigation into integrating the back office systems with the new LLPG software, and controlling data changes between systems. These changes will come from various divisions including revenues, planning, environmental services, land charges and committees and so must be affected in a systematic way.

The implementation plan for the LLPG is as follows:

Task	Date
Submission of Data to NLPG Hub	Dec 2002
Implementation of Gazetteer Software	Apr 2003
Implementation of Change Control Process	Jun 2003
Integration with Existing Data Systems	Aug 2003

The submission of data to a third party for matching and cleansing requires our data to initially be matched to the National Street Gazetteer for Babergh's area. Whilst Babergh is the street naming authority, Suffolk County Council maintains the local listings for streets and supplies this local data to the NSG. The NSG is currently slightly out of date, however, through the countywide NLPG working group the update of this data is now occurring and regular updates have been agreed between the Districts, County and the NSG.

National Land Information Service (NLIS)

The NLPG working group is also working towards the implementation of NLIS at Level 3 alongside the installation of a new Land Charges system. A link to NLIS at this level will enable land searches to be submitted electronically to the land charges system, increasing efficiency and turnover rate. A newly appointed Project Officer will oversee the data capture and implementation for the Land Charges system and the initial link to NLIS. The timetable for completion is currently April 2003.

Customer Relationship Management (CRM)

This particular project is being looked at in partnership with those involved in the Suffolk Portal. The requirements are currently being specified, and Babergh are looking to implement such a system in the last quarter of next year.

Disaster Recovery / Business Continuity

This has been announced as a target for Babergh for 2002/3 and is being investigated by the IT division. In case of total and/or catastrophic failure a plan must be in place to relocate and re-activate Council services in as short a time as possible.

Emergency Planning

District and County Councils already work closely in the area of emergency planning. The group is now examining the feasibility of implementing the Emergency Planning Pathfinder developed by Surrey County Council.

DIP³ and Workflow

Babergh is actively investigating the addition of DIP and Workflow modules onto the IBS (revenues) system. This will greatly increase electronic flow of information and aid in document retention and usage.

GIS

Babergh currently makes use of two Geographical Information Systems (GIS). SIA's dataMAP system is in use by the two planning divisions, horticulture, land charges and housing. In addition Environmental Services use Arcview, because of its compatibility with the software used for the risk assessment of contaminated land. With the implementation of the new land charges system Babergh is going to have to address its continued use of the two systems and decide whether to:

- Maintain both systems in parallel.
- Retain one only of the two existing systems and transfer the data from the other.
- Fundamentally assess its position regarding GIS and evaluate all options for the future, including the possibility of abandoning both systems and taking on a third.

Secure Financial and Transactional Services

Either through the use of in-house authentication or the Government Gateway, Babergh expects to provide secure online transactions. This will greatly enhance the use of various aspects of online Government, and provide access to services for more remote users.

Theme 4 - e-Business

Current Progress

Intranet

Babergh uses its Intranet site in the distribution of information to all staff and elected Members, and currently accepts content back from all of them for publishing. With the purchase and implementation of a content management system divisions will take more responsibility for the content they provide, and update it on a regular basis.

Procurement

Plans for the introduction of an e-procurement system have been addressed and the manufacturers of our financial system have been working with Babergh in order to suggest a package, which meets the requirements. This has led to a two-year plan (2003/4 and 2004/5 respectively) being drawn up which includes the implementation of this system.

Home Working and Mobile Technology

With the implementation of Babergh's RAS⁴ server, Members now have the ability to be contactable at home via e-mail, and to work on a mobile basis. The introduction of a new SharePoint Portal Server system, holding Council minutes and related documents, also means that relevant information is readily accessible for the Members as and when needed. Alongside the rollout of laptops to the Members, Babergh now feels that it is encouraging the use of mobile working and availability for the Members of the Council.

The RAS server also gives rise to the possibility of home working for certain officers at the moment, and following the upgrade of Babergh's phone system in November this year, it will

³ Document Imaging and Processing

⁴ Remote Access Services

allow us to further rollout home working. The phone upgrade will also increase the capacity by 48 lines, allowing for more access by citizens.

Currently the use of mobile technology (PDA's⁵ and mobile phones) is being tested in the building control service. Through training and correct usage this will improve accuracy and heighten efficiency within these areas, and allow the relevant officers to spend more of their time on-site inspections and less re-typing information.

Theme 5 - Organisational Development

Babergh recognises the huge commitment that must be made in order to meet the e-government targets and as such has restructured the organisation to provide for a Head of Organisational Development to lead the way, the holder of this post is also the Officer e-Champion.

With the outset of working towards e-Government targets there has been a shift in the nature of the organisation. Member and officer e-champions have been assigned. Group working between divisions is being encouraged (the e-Babe group is a good example of breaking down divisional information silos), as is increased co-operation and information exchange between District Councils and the County. Several groups have been set up (both internally and jointly) to deal with the aspects of e-Government being faced, for example NLPG and NLIS working groups. These groups allow a more focused and rounded approach to projects being jointly delivered.

The use of PEG⁶ within Babergh has been used in order to display areas where more effort is required. PEG is seen as a development tool, which will measure progress towards service delivery and project goals. PEG has already been used by the Heads of Service to illustrate the way they see their own, and each other's divisions in accordance to meeting e-Government targets and service delivery. It is planned that these divisions will further promote the use of PEG to their officers thus giving a better overall picture of where the division stand currently and where change is needed.

Project Management

The Council's overall e-government plans will be implemented using the formal project management methodology of PRINCE2. To ensure practical project management, one of the officers in the e-officer working group has undergone training, and has subsequently qualified in PRINCE2 project methodology. This training is going to be extended to other members of the e-government team within Babergh.

Business Process Re-engineering

The IT division has also undergone change recently and has split into two distinct sections; a support and implementation section and an e-Government section; this has resulted in appointing new members of staff.

In a move to more closely understand the processes that occur which contribute towards e-Government, a Business Analyst has been appointed within the e-Government section of the IT division in order to instigate business process engineering and design. This role will also be instrumental in preparing for the full implementation of e-Government by Babergh District Council.

Suffolk County Council are actively pursuing a Strategic Technological Partnership with a private sector partner to assist in delivering the e-government agenda. All District Councils have been invited to participate. Having considered this option in some detail Babergh has elected not to participate at this stage. But the STP will be examined again during 2003 to determine whether Babergh should get involved in any way. All other partnership options will also be considered.

⁵ Personal Digital Assistant (also known as "handhelds")

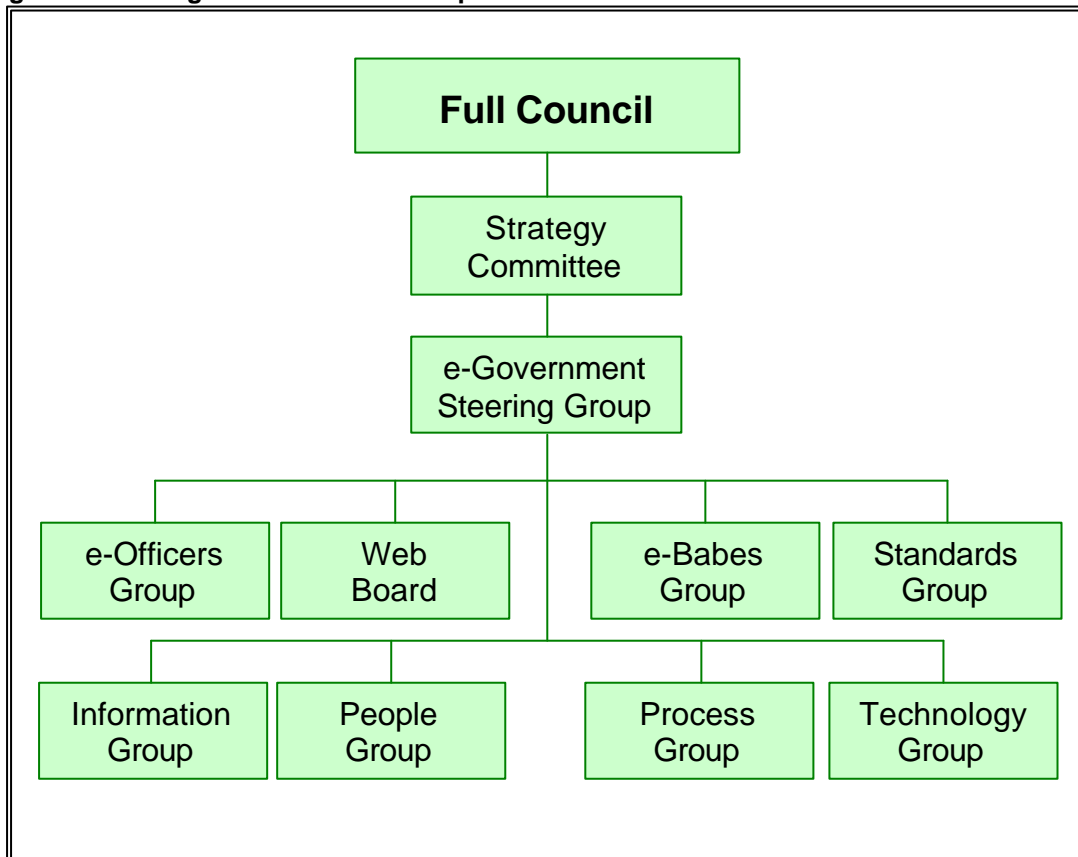
⁶ Promoting Electronic Government

Management Structure for e-Government

The officer e-Government working group comprises Heads of Service, members of the IT division and the Officer e-champion (and Head of Organisational Development). The role of the officer e-Government working group is to monitor and enable progress of projects on a monthly basis; ensuring projects are completed on time and within budget.

The officer e-Government working group reports progress to the e-Government steering group on a regular basis. This steering group is made up of 4 Members (including the Member e-champion) representing each of the political groups, the officer e-champion, Heads of Service and. The steering group operates with full, delegated authority to manage the Council's e-Government plans in line with agreed policies and allocated budgets.

Figure 3 – Management Structure for provision of e-Government



Summary of progress since IEG 1

Since the last submission of Babergh's IEG statement significant progress has been made toward the goals of e-Government, both internally at Babergh and though working in partnership both with the Suffolk Accessible Government Partnership.

- All office staff have access to email facilities and the Internet.
- Elected Members are supported with home working and e-mail facilities.
- Staff piloting mobile and home working.
- Some information and forms (job and planning application forms) have become available to download from the website.
- Roll out of kiosks in various locations for the use of local authority services.
- Implementation of iDTV content for Babergh on the Sky Digital platform.
- Babergh is developing a transactional web site, and currently allows customers to pay their council tax, business rates, rent, and car park charges online through Girobank BillPay. Discounts for council tax can also be applied for online.

e-Skills

The Council has installed PCs for all office staff with Intranet & Internet access. Training has been made available for all office staff on Microsoft Office products (such as Word, Excel,

Access and Outlook) at basic, intermediate and advanced levels. Training has also been provided in Microsoft PowerPoint for those required to work with presentations.

Following the removal of Babergh's mainframe in 2001, Technical Support Staff within the IT division have been re-skilled to support a Microsoft network.

Staff's training needs are assessed through Babergh's appraisal process. This training is delivered in separate ways depending on the nature of the skills needed. Training methods include in-house, external courses, and professional training. There are plans to investigate e-learning within the organisation. Where the implementation of new systems is planned, training requirements of staff are evaluated and delivered as part of the initial rollout process.

Section 4. Resources

Figure 4 – Income towards implementation of e-Government

Expenditure by Funding source	Actual (£'000s)	Forecast (£'000s)			
		02/03	03/04	04/05	05/06
Resources					
£200k IEG money in 02/03 and 03/04	200	200			
Financial contributions from EU funding					
Financial contributions from other sources of Government funding, such as Invest to save (ISB)					
Financial contribution from public-private partnership					
Financial contribution to or from partnership projects undertaken with other organisations, including ongoing project work with Government departments or agencies that have an element of service e-enabling (Suffolk Portal)	350	300			
Resources being applied from internal revenue and capital budgets to improve quality of services through e-enablement.	152.4	345	221.25	122	
Reinvestment of savings produced from early e-Government investment					
Other resources (please specify)					
Total	702.4	845	221.25	122	

Figure 5 – Usage summary of e-Government funding

Spend Summary of e-Government Funding	Forecast (£'000s)			
	02/03	03/04	04/05	05/06
Project				
	£'000s	£'000s	£'000s	£'000s
Telephone system expansion	14			
Remote Access Server	10			
Electronic Payments	18.5			
Procurement & Payments system		20		
Land Charges System/ NLPG & NLIS System	60.5	64.5		
Web Site Replacement	40			
Back/Front Office Integration	25	25		
Planning System Upgrade	12			
NLPG/NLIS Project Officer	20	30		
Unspecified at this Stage		60.5		
Total	200	200		

Financial and other benefits associated with e-Government

With the initial outlay on IT infrastructure and systems financial benefits will not be immediate, but will become apparent over time. In the long term, however savings will be possible in areas such as:

- ❑ Consumables, printing, stationery and postage, where information will be passed more readily via electronic means
- ❑ Travelling costs, site visits will become far more practical and efficient by using technology such as handheld computers, digital cameras, etc.
- ❑ Office accommodation, the use of hot-desking and home working will mean more room in the office environment.

Financial benefits will also be found by using joint procurement with other Districts and the County.

Benefits of other kinds that will be introduced include better handling and management of information, requiring less effort by citizens. Also the increased efficiency of services, and faster turnaround times will greatly aid members of the public, an example being the use of NLIS land charges for more expedient and cheaper conveyancing.

Whilst these benefits cannot immediately be measured in financial terms, they are just as important in Babergh's vision, which will be enabled through the use of the projects, technologies and ideas mentioned in this statement.

Section 5. Risk Assessment

The following risk assessment includes all the risks pertinent to Babergh both individually and in conjunction with partnerships.

Figure 6 – Risk Assessment Tables

Lack of clear vision, objectives and strategy

Risks	Int/Ext	Impact	Probability
Lack of Political will / engagement	Int	H	L
Lack of engagement with Chief Officers	Int	H	L
Change in Political administration of Council(s)	Int	L	L
Extent of communications of Vision and Strategy at all levels	Int	M	L
Strategy becomes static	Int	H	L

Technology fails to deliver improvement expected by citizens

Risks	Int/Ext	Impact	Probability
Universal Broadband capability not available to support the developments	Ext	L	H
Technology may not be "future proof"	Int/Ext	H	H
Legacy systems may not be suitable for delivering service electronically. (e.g. inability to integrate to overall systems architecture)	Int	VH	L

Lack of Funding

Risks	Int/ Ext	Impact	Probability
Not enough resources to deliver electronic service delivery	Int/Ext	H	H
Over dependence on competitive funding	Int/Ext	H	M
Failure to deliver "Best Value"	Int	H	L

Lack of capacity to deliver (People/Skills)

Risks	Int/ Ext	Impact	Probability
Potential lack of skills/expertise to support/implement new technologies	Int	H	L
Large Change programme required to transform the Council not implemented	Int	H	M
Lack of skills/capacity to support Strategy implementation <ul style="list-style-type: none"> <input type="checkbox"/> Programme/Project Management Skills <input type="checkbox"/> Change Management Skills <input type="checkbox"/> Knowledge Management Skills 	Int Int Int	H H H	L L M
Current working practices not flexible enough to support new ways of working	Int	H	L
Staff may not have sufficient skills in using technology	Int	H	L

Administrative processes do not support e-ways of working

Risks	Int/ Ext	Impact	Probability
Current policies and procedures do not currently support / recognise the development of e-Government.	Int	H	L
e-Government not fully recognised within other Council Plans (e.g. BVPP, Dept Service Plans)	Int	H	L
Unwillingness to change policies and procedures	Int	H	L

Operational/Service Processes do not support e-ways of working

Risks	Int/Ext	Impact	Probability
Lack of resources within services to devote to the implementation of e-Government	Int	H	L
Failure to meet the expectations of Customers	Int/Ext	H	L
Some services are delivered in partnership	Int/Ext	H	L
Inability to support extended access hours (24x7)	Int/Ext	VH	M
Technology failure	Int/Ext	VH	M
Disaster/catastrophic failure	Int/Ext	VH	L

Customers Dissatisfaction

Risks	Int/ Ext	Impact	Probability
Do not currently know what customers require: <ul style="list-style-type: none"> <input type="checkbox"/> Availability <input type="checkbox"/> Access Channels 	Int/Ext Int/Ext	H H	L L
Customer Requirements may Change	Int	M	M
Electronic Service Delivery may expose 'latent' demand.	Int	H	M
May not be able to deliver joined up services to customers needs	Int	H	M
Need to avoid service inequality arising out of inequality of access	Int	M	M

The risks identified in the above tables will be monitored and evaluated on an ongoing basis, where appropriate, action plans will be developed to reduce/minimise risks, or to work around these risks. The PRINCE2 project management methodology will assist with this process. Through partnerships, Babergh will also be able to use its partner's knowledge of risks in shared projects, thus further minimising them (shared risk register).

Glossary

ACRE	Action for Communities in Rural England
iDTV	Interactive Digital Television
IDeA	Improvement and Development Agency
IEG	Implementing Electronic Government
LASER	Local Authority Secure Electoral Register
LGOL	Local Government Online
LSP	Local Strategic Partnership
NLIS	National Land Information Service
NLPG	National Land and Property Gazetteer
NSG	National Street Gazetteer
ODPM	Office of the Deputy Prime Minister
PSA	Public Service Agreement
SAGP	Suffolk Accessible Government Partnership
SOCITM	Society of Information Technology Management
SSP	Suffolk Strategic Partnership

Document References

E-Government – A Proposed Strategic Approach
Report A215 to Strategy Committee 12th February 2002
<http://www.babergh-south-suffolk.gov.uk/legaladm/ccpapers/strategy/a215.pdf>

Appendix 1 – Babergh’s Progress Towards e-Government Targets

This table illustrates Babergh’s progress since the last IEG Statement, and is an adjusted version of the table produced for that original statement with an updated view of where the projects stand.

2001/2	STATUS
<ul style="list-style-type: none"> <input type="checkbox"/> Suffolk e-Government partnership formed. <input type="checkbox"/> Provide lap-tops or PC’s to Members <input type="checkbox"/> Audit progress towards BVPI 157 <input type="checkbox"/> Determine e-Government champion arrangements. <input type="checkbox"/> Review ICT Strategy. <input type="checkbox"/> Review disaster recovery plan. <input type="checkbox"/> Survey Divisional e-representatives. <input type="checkbox"/> Survey of needs for remote access for electronic communication (off site working) <input type="checkbox"/> Set up ‘thin client’ technology to provide remote access to our intranet and other computer applications. This will be used for a range of purposes such as teleworking, Members, tourism, Depot, Sudbury Advice Centre and some key suppliers. <input type="checkbox"/> Roll out 1st phase of access through, ‘thin client’ technology. <input type="checkbox"/> Achieve 25% electronic service capability. <input type="checkbox"/> Determine new political structures and arrangements for preparing and monitoring a community strategy. <input type="checkbox"/> Commence Pathfinder Project with Suffolk County Council, Ipswich Borough Council and private sector partners. <input type="checkbox"/> Prepare IEG to reflect the position at July 2001. <input type="checkbox"/> Initial consideration of priorities for a detailed action plan following funding announcements from DLTR. This applies to both the partnership’s joint IEG and Babergh’s individual IEG. <input type="checkbox"/> Set up formal partnership arrangements to determine and deliver an action plan for joint IEG. <input type="checkbox"/> IT training program for staff and Members. <input type="checkbox"/> E-Government awareness training for staff and Members. 	<p>Completed</p> <p>Completed</p> <p>Ongoing</p> <p>Completed</p> <p>Completed</p> <p>Deferred to 2003</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>29.5% achieved</p> <p>Model for political structures agreed.</p> <p>Year1 complete success, project terminated in favour of national project.</p> <p>Completed</p> <p>Completed</p> <p>SAGP formed</p> <p>Completed</p> <p>Completed</p>
2002/3	STATUS
<ul style="list-style-type: none"> <input type="checkbox"/> Introduce new political structures and arrangements including area Committees/Forums. Obtain some further directions from them on e-Government issues. <input type="checkbox"/> Development of a process to determine a community strategy including e-Government requirements. <input type="checkbox"/> Achieve 40% electronic service delivery capability <input type="checkbox"/> Begin Year 2 of Pathfinder Project. 	<p>LSPs established Internal structures established</p> <p>Detailed within LSP section</p> <p>39.5%</p> <p>Discontinued in favour of national project</p>

<ul style="list-style-type: none"> <input type="checkbox"/> Undertake consultation / research to inform detailed action plans. <input type="checkbox"/> Launch Planning Portal <input type="checkbox"/> Finalise detailed action plan, with priorities and funding arrangements for implementing the IEG and the revised ICT strategy. <input type="checkbox"/> Together with other partners determine and begin an action plan for our individual and joint IEGs. This will include priorities, funding decisions, and a decision on which authorities will take the lead on specific issues. <input type="checkbox"/> Determine future funding arrangements from capital and revenue budgets. <input type="checkbox"/> Identify suitable electronic service delivery locations throughout the District – e.g. libraries, shops, schools, village halls etc. <input type="checkbox"/> Audit progress towards BVPI 157, a performance on Best Value. <input type="checkbox"/> Ongoing IT training and development arrangements and support will be determined, including using the European Computer Driving Licence as the standard level of competence. <input type="checkbox"/> Roll out 2nd phase of access through ‘thin client’ technology <input type="checkbox"/> Review and revise IEG 	<p>Babergh has used MORI and Suffolk Speaks</p> <p>Work in Progress</p> <p>Completed</p> <p>Established and ongoing</p> <p>Completed (service & financial planning processes updated)</p> <p>In hand</p> <p>Continuing progress</p> <p>In hand</p> <p>Completed</p> <p>In hand</p>
2003/4	
<ul style="list-style-type: none"> <input type="checkbox"/> Achieve 70% electronic service delivery capability. <input type="checkbox"/> Begin Year 3 of Pathfinder Project. <input type="checkbox"/> Roll out program of suitable electronic service delivery locations throughout the District. <input type="checkbox"/> Monitor Progress and continue implementation of detailed action plans, together with partners where appropriate. <input type="checkbox"/> Audit progress towards BVPI 157. <input type="checkbox"/> Review and revise IEG. 	
2004/5	
<ul style="list-style-type: none"> <input type="checkbox"/> Achieve 90% electronic service delivery capability. <input type="checkbox"/> Complete Pathfinder project. <input type="checkbox"/> Monitor progress and continue implementation of detailed action plans, together with partners where appropriate. <input type="checkbox"/> Audit progress towards BVPI 157. <input type="checkbox"/> Review and revise IEG. 	
2005/6	
<ul style="list-style-type: none"> <input type="checkbox"/> Achieve 100% electronic service delivery capability <input type="checkbox"/> Review and revise IEG. 	

Appendix 2 – Babergh’s Project Costs from capital summary

The table below displays the current and estimated costs associated with Babergh’s e-Government projects. A brief explanation of projects not covered in the main document follows.

Project Cost Summary (Capital Programme)	2002/3	2003/4	2004/5	2005/6
Project	£'000s	£'000s	£'000s	£'000s
1. IT Infrastructure	40	45.5	40	40
2. Committee Minutes	7.4			
3. IBS Consultancy	19			
4. PC's for Sheltered Housing	20			
5. Financials Upgrade	6			
6. Planning Upgrade (Part)	44			
7. Public Access Points	10			
8. Telephone System	6			
9. Network Security & Penetration Testing		5		
10. Network Improvements		35		
11. E-Mail Upgrade		15		
12. Document Imaging Processing & Workflow		42.5	42.5	
13. Planning Upgrade		45		
14. e-Procurement		20	30	
15. Handheld Computers (PDAs)			5	
16. Help Desk System		20		
17. Noise Mapping (Environmental)		35		
18. Defects Liability Software			6	
19. Remote Job Logging			4.5	
20. Executive Information System (Revenues)			11.25	
21. IBS (Revenues System) Development		14	14	14
22. IDTV Development		38	38	38
23. Disaster Recovery		30	30	30
Total	152.4	345	221.25	122

3. IBS Consultancy

This project covers software implementation of additional modules and training for users. This, together with “**21. IBS Development**”, covers the ongoing usage and improvements of the revenues system.

5. Financials Upgrade

This upgrade was required to enable direct debit payments to be made on the system’s debtors module.

9. Network Security & Penetration Testing

With the planned increased usage of the internet it is important to have security in place to ensure the integrity of Babergh’s systems and data..

17. Noise Mapping (Environmental)

This project aims to map noise levels in the Babergh area directly onto the corporate GIS system in order to comply with European directives for next year.

18. Defects Liability Software

This piece of software is an additional module of the IBS system used as a risk management tool. This module assigns levels of importance, risks, and costs to liabilities reported as problems by members of the public.

19. Remote Job Logging

In order to improve efficiency by officers engaging in site visits Babergh intend to implement remote logging of work and results. Thus enabling officers to carry out their work without having to return to the office and again type results and findings. This system will work in conjunction with the use of handheld computers and mobile technology.

20. Executive Information System

This system incorporates a reporting module that summarises information, thereby using meta-data to provide a management overview of the revenues section.