

# IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2004 (IEG4)

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

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**Local Context**

**Background**

Almost 181,000 people live in the Borough of Swindon (over 75,000 households), of which about 87% are in the major urban area of Swindon - although Swindon Borough itself consists of both town and countryside. It comprises nearly 23,000 hectares and is situated in a key location on the M4 corridor, with direct transport links to London, the West of England, Wales, and beyond.

SBC provides a wide range of services throughout the community – some itself, and some through other organisations. Some services are used by everyone, such as street cleaning, waste collection, highway maintenance, street lights, and registrars. Some services are provided for specific groups of people such as education, social services and housing. The Council currently employs approximately 8,000 people organised into eight directorates to deliver this diverse range of services.

During 2004, SBC published a Community Strategy, Corporate Plan and Improvement Plan - and are nearing completion of the Improvement Plan. Good progress has also been made on the implementation of the plans contained in the other documents.

The aims from the Corporate Plan are:

1. To promote high quality learning, cultural and creative opportunities for all
2. Improvement of people's health and quality of life
3. Expansion of the local economy, creating better opportunities for the people to live and work here, and for businesses to thrive
4. Protect the environment and heritage for future generations and ensure environmental and ecological issues are at the heart of all decision making
5. Create a place where people feel safe
6. Ensure Swindon Borough Council is a high performing council and achieves the best value

These have recently been restated as:

1. The Borough: We aim to make Swindon a place where people want to live, work and visit
2. People: We aim to create strong balanced communities, which enhance the lives of local people
3. Service: We aim to deliver efficient and effective services which are fully accessible to everyone

All of the e-government projects for this year and next are focused on delivering these goals.

#### **SBC's progress**

The following sections highlight some of SBC's achievements from this year and last before looking forward to its ambitions for the coming year.

#### **Projects from 2002-03**

Last year saw investment to bring the council up to date and lay foundations for improving working efficiencies and citizen service. For example the Customer Access Strategy will be rolled out over the coming years bringing improved levels of customer service and better use of resources. This will help to achieve corporate aims around quality of life for the citizen and assisting in the expansion of the local economy, creating better opportunities for the people to live and work.

Customer Access Strategy The customer access strategy has culminated in a number of projects that are currently under way.

MS Office Rollout            Movement from Lotus Smartsuite to MS Office.

#### **Projects from 2003-04**

This years programmes have focused on delivering corporate goals through PSTOs. Major projects include e-payments, back office integration and GIS. Social inclusion is being addressed through accessibility standards on the web and by putting committee reports online; corporate aims are being addressed through e-learning modules being rolled out to citizens to promote high quality learning.

The Government Gateway is currently being adopted for e-payments.

Governme nt Gateway	
Leisure Payments	It is now possible to make leisure bookings and pay for them online.
LLPG/NLP G	The LLPG has been integrated with the NLPG. The LLPG is currently being integrated with other applications.
GIS	Currently investigating solutions for GIS as a whole, including road works, traffic lights and other applications that include a mapping layer.
DMS Pilot	A pilot project has been completed and final requirements are being developed.
E-learning	E-learning software products are now available to council staff and members, via the Intranet. The software is currently being installed on library computers to allow citizens to study the Microsoft Office applications and study for the ECDL qualification.
Accessibili ty	An RNIB audit has been carried out and the recommendations are being implemented. Additionally committee reports have been made available online.
HR	In the process of procuring a new HR system for implementation next year.
Social Services	SWIFT is being rolled out in Social Services
Wireless project	A wireless working strategy is being put in place to support home working and remote working from citizen's homes.
Projects from 2004-05	

Projects for next year address corporate objectives through the completion of PSTOs, BVPI 157, and IEG5 outcomes. Further improvements to payments along with e-forms and CRM systems help address the corporate aim of improving quality of life. A further initiative improving planning should increase the opportunities for people who live and work in Swindon simultaneously helping businesses to thrive.

Planning	Preparation for projects in the planning area is taking place. This addresses PSTOs required for next year.
e-forms	The continuing rollout of e-forms will take place.
e-Payments module	The Government Gateway e-Payments module will be developed to include all other e-Payment types.
CRM	The continuing rollout of CRM in customer facing areas will include integration with the main back-office applications.

#### Conclusion

SBC have made significant progress in laying the foundations for sustained performance gains but recognise the challenge of translating this into measurable customer service improvements. Central to this will be the continual need to challenge and refine ways of working as new technologies are delivered. During 2005 it is anticipated that many of the main services will be assessed, analysed and mapped to build on best practice and ensure full benefits are delivered.

**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 & Transformation Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
<b>R1</b> Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Amber	Amber	Green	Green	To be completed by September 2005. The council is involved in the National Pilot. Have sourced a supplier and have raised a Purchase Order to enable implementation to take place before the deadline.
<b>R2</b> Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Red	Amber	Green	Green	To be completed by April 2005.
<b>G1</b> Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Red	Red	Amber	Green	To be started in April 2005. Application is currently by post - to be financed by IEG money.
<b>E1</b> Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.					
<b>R3</b> One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Amber	Green	Green	Green	To be completed by January 2005 (implemented on the Council website in accordance with Local Government Category List A-Z).
<b>R4</b> Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Red	Amber	Green	Green	Project to be started in January 2005. To be completed by December 2005.
<b>G2</b> Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Green	Green	Green	Green	Completed in November 2004.
<b>E2</b> Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.					

<b>R5</b> Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Amber	Amber	Green	Green	Current agendas, reports and minutes were completed in November 2004. A new project will be started in January 2005 to include past agendas, reports and minutes.
<b>R6</b> Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Green	Green	Green	Green	
<b>G3</b> Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Amber	Amber	Green	Green	Web consultation is in place but no SMS feature. Part of National Micro democracy Pilot - anticipated that we will use this system to deliver this outcome. Project to be completed by July 2005.
<b>G4</b> Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Red	Red	Amber	Green	Project to be completed by March 2006.
<b>E3</b> Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.					
<b>R7</b> Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Amber	Amber	Green	Green	A form has been designed as an interim solution. Further options for this outcome will be investigated in 2005.
<b>R8</b> Online receipt and processing of planning and building control applications.	Amber	Amber	Green	Green	To be completed by April 2005. Currently examining delivery options.
<b>G5</b> Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Red	Amber	Green	Green	To be completed by December 2005.
<b>G6</b> Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Red	Red	Amber	Green	Project to be started in September 2005. To be completed by March 2006.
<b>G7</b> Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Amber	Amber	Green	Green	Project under way. To be completed by April 2005.

<b>E4</b> Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.					
<b>R9</b> Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Red	Red	Green	Green	Oracle i-Procurement licences have been purchased. Currently investigating Purchasing Cards. An implementation project will be started in April 2005.
<b>G8</b> Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Red	Red	Amber	Green	Project will be started in April 2005. To be completed by March 2006. A new Procurement Manager was appointed in November 2004 and a Procurement Board is now over-seeing the purchasing function.
<b>G9</b> Regional co-operation on e-procurement between local councils.	Green	Green	Green	Green	
<b>E5</b> Access to virtual e-procurement 'marketplace';					
<b>E6</b> Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;					
<b>E7</b> Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).					
<b>R10</b> Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Amber	Amber	Green	Green	Car park fines and housing rents have already been implemented. Council tax and NNDR will be implemented using the Government Gateway. All other e-payments to be completed by December 2005.
<b>R11</b> Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Red	Amber	Green	Green	Project currently being planned with expected completion by July 2005.
<b>G10</b> Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Red	Amber	Green	Green	Project to be started in January 2005. To be completed by April 2005.

<b>G11</b> Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Red	Amber	Green	Green	To be completed by July 2005.
<b>E8</b> Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).					
<b>E9</b> Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).					
<b>E10</b> Agreed baseline and targets for reductions in unit costs of payment transactions.					
<b>R12</b> Online renewal and reservations of library books and catalogue search facilities.	Green	Green	Green	Green	
<b>R13</b> Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Green	Green	Green	Green	
<b>G12</b> Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Red	Red	Amber	Green	Project to be started in April 2005. To be completed by March 2006.
<b>E11</b> Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings.					
<b>R14</b> Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green	Green	Green	Green	
<b>R15</b> Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Amber	Amber	Green	Green	Part of National Micro Democracy Pilot - it is anticipated that we will use this system to deliver this outcome. This outcome is partially delivered using specific eforms. Project started in September 2004. To be completed by July 2005.
<b>G13</b> E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Amber	Amber	Green	Green	Project started in September 2004. To be completed by July 2005.

<b>G14</b> GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Amber	Amber	Green	Green	Project started in September 2004. To be completed by April 2005.
<b>E12</b> Agreed baseline and targets for customer satisfaction and efficiency savings.					
<b>R16</b> E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Amber	Amber	Green	Green	Project started in September 2004. To be completed by July 2005.
<b>R17</b> Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Amber	Amber	Green	Green	Project started in October 2004. To be completed by April 2005.
<b>G15</b> Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Red	Red	Amber	Green	The council is currently developing a mobile/wireless strategy. A project is planned to start in April 2005. To be completed by March 2006.
<b>E13</b> Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.					
<b>E14</b> Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms.					
<b>R18</b> Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green	Green	Green	Green	
<b>R19</b> Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Amber	Amber	Green	Green	Project started in November 2004. To be completed by May 2005. Parallel investigation into mobile/wireless strategy is under way.
<b>G16</b> Systems to support joined-up working on children at risk across multiple agencies.	Red	Amber	Amber	Green	Project to be started in January 2005. To be completed by March 2006.

<b>G17</b> Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red	Red	Amber	Green	Investigation into mobile/wireless strategy under way. A project will be started in April 2005.
<b>E15</b> Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).					
<b>R20</b> Email and Internet access provided for all Members and staff that establish a need for it.	Green	Green	Green	Green	
<b>R21</b> ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber	Amber	Green	Green	Policy written and now going through formal approval process. Project started in September 2004. To be completed by April 2005.
<b>R22</b> Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Green	Green	Green	Green	
<b>G18</b> Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Amber	Amber	Green	Green	Project started in September 2004. To be completed by April 2005. The e-learning software is available to all members and staff via the Intranet. Formal procedures for its use are still to be developed.
<b>E16</b> Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.					
<b>R23</b> Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Amber	Amber	Green	Green	Project started in September 2004. To be completed by December 2005. Will be delivered when BVPI157 reaches 100%. Plans will be put in place to extend support and opening hours of customer service centres.
<b>R24</b> Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green	Green	Green	Green	
<b>G19</b> Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI)	Red	Red	Green	Green	Project will be started in April 2005. To be completed by December 2005. A pilot of a document management system has been already been completed. The implementation roll out taking place next year will incorporate lessons learned from this pilot.

and Data Protection legislation (see <a href="http://www.pro.gov.uk/about/foi/map-local.rtf">www.pro.gov.uk/about/foi/map-local.rtf</a> ).					
<b>G20</b> Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see <a href="http://www.w3.org/WAI">www.w3.org/WAI</a> ).	Green	Green	Green	Green	
<b>G21</b> Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see <a href="http://www.egifcompliance.org">www.egifcompliance.org</a> & <a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a> ).	Green	Green	Green	Green	
<b>E17</b> Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.					
<b>R25</b> Online publication of Internet service standards, including past performance and commitments on service availability.	Amber	Green	Green	Green	Project started in September 2004. To be completed by December 2004.
<b>R26</b> Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Amber	Green	Green	Green	Majority already available. To be completed by December 2004.
<b>G22</b> Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Red	Amber	Green	Green	Project to be started in January 2005. To be completed by April 2005.
<b>G23</b> Adoption of recognised guidelines for usability of website design (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Green	Green	Green	Green	
<b>E18</b> Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings.					
<b>R27</b> Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across	Amber	Amber	Green	Green	Proof of concept project under way - full CRM rollout to be implemented after this has been completed (December 2004). Project started in September 2004. To be completed by December 2005. This will be rolled out to all services over the coming years.

different channels, and enabling joined-up and automated service delivery.					
<b>R28</b> All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber	Amber	Green	Green	Project started in September 2004. To be completed by July 2005.
<b>R29</b> 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Red	Amber	Green	Green	Project to be started in January 2005. To be completed by July 2005
<b>G24</b> Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Amber	Amber	Amber	Green	Project started in September 2004. To be completed by March 2006.
<b>G25</b> Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Amber	Amber	Amber	Green	Incorporated as a requirement in the CRM project. Project started in September 2004. To be completed by March 2006.
<b>E19</b> Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology.					

## **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 Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
Appointment of people to the following key local e-government functions in your Council (see <a href="http://www.idea-knowledge.gov.uk/idk/aio/206757">http://www.idea-knowledge.gov.uk/idk/aio/206757</a> ):					
i) Member & officer e-champions	Green	Green	Green	Green	
ii) e-government programme manager	Green	Green	Green	Green	
iii) customer services management	Green	Green	Green	Green	Although green, customer services management is under review.
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.	Red	Red	Amber	Green	Council does not currently have a workforce development plan although one is planned for completion by March 2006.
Establishment of an e-delivery programme board	Amber	Green	Green	Green	
Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme.	Green	Green	Green	Green	
Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures.	Amber	Amber	Green	Green	Formulation of a risk management strategy is under way, however, project and programme risk logs are currently compiled in line with the Prince2 methodology for the e-government programme.
Use of customer consultation/research to inform development of corporate e-government strategy.	Amber	Amber	Green	Green	We completed a People's Voice, customer consultation last year and have planned further consultation early in the new year. Consultation findings are reflected in e-government strategy. The National Micro Democracy project will also be used to consult with the citizens.
Establishment of policy for addressing social inclusion within corporate e-government strategy.	Amber	Green	Green	Green	Customer Access Strategy completed in 2004 which includes kiosks, people's network PCs (PC's available to public in libraries), accessibility issues addressed on website (RNIB audit complete) to address social inclusion issues.
Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)	Green	Green	Green	Green	Data Protection and Freedom of Information Officers have been appointed, as has a Caldicott Guardian. Processes have been put in place to deal with DP and FoI compliance.

Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see <a href="http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf">http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf</a> & <a href="http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf">http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf</a> ).	Amber	Amber	Green	Green	Have data sharing protocol with NHS and Youth Offending Team.
Establishment of partnerships for the joint (aggregated) procurement of broadband services.	Green	Green	Green	Green	100% of schools now have broadband access.
Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) (see <a href="http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf">http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf</a> ).	Amber	Amber	Green	Green	Discussions with the Citizens Advice Bureau will be held early in the new year, although there is currently in place payments for council tax through the post office as an intermediary.
Compliance with BS 7799 on information security management.	Amber	Amber	Green	Green	A BS7799 gap analysis was completed in 2004 and a new security policy has been created to reflect this. The council is working towards achieving compliance during 2005.
Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives.	Red	Red	Amber	Green	PSTOs will deliver some of these, plans will be formulated for addressing the others.
Completion of mapping of BVPI 157 services against approved security levels (0-3) (see <a href="http://www.authentication.org.uk/levels.asp">http://www.authentication.org.uk/levels.asp</a> & <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc</a> ).	Red	Amber	Green	Green	To be completed by December 2005.
Planned compliance to HMG Security and authentication frameworks (see <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc</a> & <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc</a> & <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc</a> & <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc</a> & <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc</a> ).	Amber	Amber	Amber	Green	There is currently nothing formal in place but we do adhere to our internal Data Protection policy. We are looking at, and assessing the Government Gateway as a means of authentication. We also have a secure information transfer via SSL at 128 bit encryption level.

Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see <a href="http://www.tscheme.org">www.tscheme.org</a> ).	Red	Red	Green	Green	This will be addressed during 2005.
Use of Government Gateway (see <a href="http://www.gateway.gov.uk">http://www.gateway.gov.uk</a> ) to support:					
i) personalisation & registration for services categorised at security level 0	Amber	Green	Green	Green	Plans are in place to use the Government Gateway for council tax e-payments.
ii) citizen & business authentication for services for services categorised at security levels 1-3	Red	Amber	Green	Green	Authentication will be considered later in 2005.
iii) authentication of employees for cross-agency services	Red	Amber	Green	Green	Authentication will be considered later in 2005.
iv) corporate approach to collection of e-payments	Amber	Green	Green	Green	Plans are in place to use the Government Gateway for council tax e-payments. All other e-payment types will be transferred to the Government Gateway during 2005.
v) cross agency secure transactions (Government to Government)	Red	Amber	Green	Green	
Government Gateway (see <a href="http://www.gateway.gov.uk">http://www.gateway.gov.uk</a> ) back office connection in place (Department Interface Server).	Amber	Amber	Green	Green	Plans are in place to use the Government Gateway for council tax e-payments. This will include back-office links to the council tax system. All other e-payment types will be transferred to the Government Gateway during 2005.
Connection to Directgov (see <a href="http://www.direct.gov.uk">http://www.direct.gov.uk</a> ) from corporate website and partnership portal(s)	Green	Green	Green	Green	
Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see <a href="http://www.lcd.gov.uk/foi/foidpunit.htm">http://www.lcd.gov.uk/foi/foidpunit.htm</a> & <a href="http://www.pro.gov.uk/recordsmanagement/access/default.htm">http://www.pro.gov.uk/recordsmanagement/access/default.htm</a> )	Amber	Green	Green	Green	
Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see <a href="http://www.nlpg.org.uk">http://www.nlpg.org.uk</a> )	Green	Green	Green	Green	We do have link from LLPG to NLPG and will be implementing valuebill during 2005.

Connection to National Land Information Service (NLIS) at Level 3 (see <a href="http://www.nlis.org.uk">http://www.nlis.org.uk</a> )	Amber	Amber	Green	Green	Have gazetteer and software, waiting for land search software upgrade.
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 <a href="http://www.dfes.gov.uk/isa">http://www.dfes.gov.uk/isa</a> )	Red	Red	Amber	Green	it will appear on: <a href="http://www.swindon.gov.uk/socialcare/signpost.htm">http://www.swindon.gov.uk/socialcare/signpost.htm</a> by January 2006.

**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

BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	Actual			Forecast	
		2001/2	2002/3	2003/4	2004/5	2005/6
		0	0	0	0	0
<b>Providing information:</b>	<b>94%</b>					
Total types of interaction e-enabled		0	0	0	529	540
e-enabled		0	0	0	97.96	100.00
<b>Collecting revenue:</b>	<b>87%</b>					
Total types of interaction e-enabled		0	0	0	5	6
e-enabled		0	0	0	83.33	100.00
<b>Providing benefits &amp; grants:</b>	<b>78%</b>					
Total types of interaction e-enabled		0	0	0	12	14
e-enabled		0	0	0	85.71	100.00
<b>Consultation:</b>	<b>86%</b>					
Total types of interaction e-enabled		0	0	0	106	106
e-enabled		0	0	0	100.00	100.00
<b>Regulation (such as issuing licenses):</b>	<b>76%</b>					
Total types of interaction e-enabled		0	0	0	53	70
e-enabled		0	0	0	75.71	100.00
<b>Applications for services:</b>	<b>83%</b>					
Total types of interaction e-enabled		0	0	0	196	251
e-enabled		0	0	0	78.09	100.00
<b>Booking venues, resources &amp; courses:</b>	<b>78%</b>					
Total types of interaction e-enabled		0	0	0	27	32
e-enabled		0	0	0	84.38	100.00

<b>Paying for goods &amp; services: Total types of interaction e-enabled e-enabled</b>	<b>80%</b>	<b>0 0</b>	<b>0 0</b>	<b>0 0</b>	<b>30 85.71</b>	<b>35 100.00</b>
<b>Providing access to community, professional or business networks: Total types of interaction e-enabled e-enabled</b>	<b>82%</b>	<b>0 0</b>	<b>0 0</b>	<b>0 0</b>	<b>24 66.67</b>	<b>36 100.00</b>
<b>Procurement: Total types of interaction e-enabled e-enabled</b>	<b>73%</b>	<b>0 0</b>	<b>0 0</b>	<b>0 0</b>	<b>5 83.33</b>	<b>6 100.00</b>
<b>TOTAL Total types of interaction e-enabled % e-enabled</b>	<b>86%</b>	<b>0 0 %</b>	<b>0 0 %</b>	<b>0 0 %</b>	<b>987 90.05 %</b>	<b>1096 100.00 %</b>

#### **Section 4 - Access Channel Take-Up**

In order to demonstrate public take-up of the main e-access channels that you are investing in up to 2005/6, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Industry definitions of page impressions

	Actual ('000s)	Forecast ('000s)				Comment
		03/04	04/05	05/06	06/07	
<b>E-enablement + Main E-Access Channel Take-Up</b>						
<b>Local Service Websites</b>						
• Page impressions (annual)	190.8	200.34	210.36	220.87	231.92	Page impressions based on figures from Webtrends & assuming 10% year on year increase in take-up. Payment transactions: - 03/04 parking fines only starting Sep 03. Source Cipfa benchmarking survey - 04/05 Housing rents added Apr 04. Council tax being added Jan 05 source: cash management figures downloaded for E-payments and adjusted for whole year estimate - 05/06 Business rates to be added to on-line payments - estimate based on current manual card payments
• Unique users, i.e. separate individuals visiting website (annual)	200	220	240	252	264.1	
• Number of e-enabled payment transactions accepted via website	0.75	4	5	6	7	
• Number of change of address notifications accepted via website	0	0	0	1	1	
<b>Telephone</b> <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>						
• Number of e-enabled payment transactions accepted by telephone	2.37	6	6	6	6	Payment transactions: - 03/04 parking fines only starting Sep 03. Source Cipfa benchmarking survey - 04/05 figures reported from Cobalt adjusted for whole year
• Number of change of address notifications accepted via telephone	0	0	0.001	3	3	
<b>Face To Face</b> <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops &amp; home visits)</i>						

• Number of e-enabled payment transactions accepted via personal contact	10.53	2	2	2	3	Payment transactions: - 03/04 source Cipfa benchmarking counter payments by card - 04/05 reduced as on-line payment facility introduced for Council tax (8500 per annum currently processed from Liberata)
• Number of change of address notifications accepted via personal contact	0	0	0	1	1	
<b>Other Electronic Media</b> (e.g. BACS, text messaging)						
• Number of e-enabled payment transactions accepted via BACS or other electronic form	503.33	509	524	524	524	Payment transactions: - 03/04 source CIPFA benchmarking DD payment information from Liberata for Council tax and NNDR (includes standing orders) - 04/05 DD introduced for housing rents in Sep 04 - 5000 - 05/06 switch from 40,000 rents paid on standing orders to DD over next year or so.
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0	
<b>Non Electronic</b> (e.g cash office, post)						
• Number of payments accepted by cheque or other non-electronic form	250.71	223	212	195	173	Payments: - 03/04 source CIPFA benchmarking counter cash and cheque + telephone card payments (posted separately) - 04/05 Council tax telephone card payments taken by Liberata switched to online. 8% reduction in transactions based on current trend - 05/06 8% reduction in transactions overall based on current trend
• Number of change of address notifications accepted via non-electronic form	7.6	8	7	4	4	

## **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 have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

Programme Resources	Actual	Forecast				Comment
	(£'000s)	(£'000s)				
	01/02 to 03/04	04/05	05/06	06/07	07/08	
• IEG capital grant	400	350	150			
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	0	0	0	0	0	
• financial contribution from public-private partnerships	92	0	0	0	0	This funding was related to the Wiltshire pathfinder partnership as mentioned in the IEG3.
• resources being applied from internal revenue and capital budgets to implement e-government	2050	790	980	550	350	Budgets for 06/08 have not yet been discussed internally.
• other resources (e.g. training) (please specify)	0	0	0	0	0	
• ODPM e-Innovations Fund capital grant	0	75	10	0	0	We are anticipating submitting a bid for the eInnovations fund for wireless hand held tablet PC Performance Fund Bid (G15). These figures are draft only and will be confirmed prior to the submission of the bid.
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	0	0	0	0	0	
<b>TOTAL</b>	<b>2542</b>	<b>1215</b>	<b>1140</b>	<b>550</b>	<b>350</b>	

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

In order to justify corporate investment in local e-government, it is important to ensure that the benefits will outweigh the costs. In this regard, councils are asked to provide best estimates of efficiency gains arising from the implementation of local e-government. The expectation is that all cashable savings can be recycled in local services, but should be achieved without cutting service quality. Please also note that there is no intention here to add new burdens in terms of the measurement of efficiency gains or to set specific targets for local e-government, but figures should be calculated using existing data and accounting methods where possible. The exercise should also be seen as a starting point for future work on efficiency best practice and rewards. Links to listed websites in the table Notes also offer a key source of support in calculating figures. Please note that you are only required to put total figures in the Actual (01/02 to 03/04) column.

Efficiency Gains	Actual	Forecast (£'000s)				Comment
		01/02 to 03/04	04/05	05/06	06/07	
<b>a) Cash Releasing Efficiency Gains</b>						
e-Procurement, of which:						
• achieved through reductions in prices		0	0	0	0	
• other gains from e-procurement		0	11.6	16	18.5	Savings through reduced postage and printing costs as paper invoices are replaced.
Corporate support (back office), of which:						
• e-recruitment		1.5	39.5	114	187	Savings through reduced advertising (move towards recruitment through the Council's website) and reductions in the number of paper application packs produced and posted (replaced by eforms).
• e-payments		140	212.5	284.5	356	Calculated using the National Project epayments calculator benefits from improved cashflow, improved collection rate and savings through not chasing payments.
• Other corporate support gains		0	0	0	0	
Transactional services		0	0	0	0	
Productive time		0	0	0	0	
Sub total (a) cash releasing efficiency gains)	0	141.5	263.6	414.5	561.5	
<b>b) Non Cash Releasing Efficiency Gains</b>						
non-cash benefits (1) please specify		0.7	40	57	66	These savings are due to reduced manual handling of applications forms and invoices allowed through e-recruitment and e-procurement respectively. A sliding scale has been used for each year to reflect the gradual automation of each area. Potential further savings may derive from improvements to back office workflow but it is not sufficiently clear yet how to quantify these.

non-cash benefits (2) please specify		77	106	136	165	e-Payments: Output of the National Project epayments calculator reflecting improved staff utilisation through reduced contact in payment channels.
Sub total (b) non cash releasing efficiency gains)	0	77.7	146	193	231	
<b>TOTAL EFFICIENCY GAINS - GROSS</b>	<b>0</b>	<b>219.2</b>	<b>409.6</b>	<b>607.5</b>	<b>792.5</b>	
LESS e-government implementation expenditure	2542	1215	1140	550	350	The 'less e-government implementation expenditure' line above has been drawn automatically from the resources table (section 5) and therefore includes costs other than those directly relating to the areas of e-government for which we have calculated the benefits above. In addition, the benefit calculated by the e-pay calculator includes costs, so in this case costs will have been double counted.  We have therefore included the e-government expenditure, related to the areas for which the benefits have been calculated only, below:  £59k one-off (2004) and £10k a year on procurement system An estimated £25k in 2005 on e-Recruitment e-Payments expenditure is included in savings identified above through the epay model.
<b>TOTAL EFFICIENCY GAINS - NET</b>	<b>-2542</b>	<b>-995.8</b>	<b>-730.4</b>	<b>57.5</b>	<b>442.5</b>	