

Name of Authority: Rochford District Council

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Local Context

You may enter free text here to summarise the current stage of development of your authority's local e-government programme and your delivery plans up to and beyond December 2005, including the benefits that citizens will see as a result of e-government investment. It is suggested that this section be utilised to set the local context for the information contained in this return avoiding the use of technical jargon.

Rochford Council's vision for the District is 'to make Rochford the place of choice in the County to live, work and visit'.

The Council has adopted six principal aims to help realise the vision as follows:-

- to provide quality, cost effective services
- to work towards a safer and more caring community
- to provide a green and sustainable environment
- to encourage a thriving local economy
- to improve the quality of life for people in our District
- to maintain and enhance our local heritage.

The Community Strategy provides a shared long term vision for the District and this fits closely with the District's own aims.

The e-government strategy will play a key role in delivering this vision. E-government will enable the provision of seamless and comprehensive services that are accessible by all sections of our community. Whilst telephones and the website will be the major channels for the delivery of these service, the Council will ensure that technology is used to enhance our communication and service provision across the board, including for those in the community who require personal contact. We will implement proven and affordable e-government solutions that meet service delivery and business needs, in a staged manner proportionate to our capacity to delivery.

In realising the benefits of e-government the Council has:-

- introduced online payments for all major income streams (e.g. council tax, NNDR, housing rents, car park penalty notices) thereby providing more choice for residents as well as efficiencies in service delivery
- is implementing e-procurement through the Essex Marketplace, achieving some limited savings in purchasing (as predicted in the business case), whilst at the same time working on an LPSA target to encourage small and medium sized enterprises (SMEs) to trade electronically
- re-launched the website with improved content and a search engine
- enabled public access to planning applications, previous planning decisions, property history and GIS map based information via the website
- linked to the Planning Portal to make the submission of planning applications possible online
- put our Committee minutes and agendas online so that our residents can find out more easily about the decisions made
- enabled registration via the website as an 'e-citizen' to view certain personal bills and accounts
- installed PCs in our sheltered schemes to provide internet access for residents and the provision of a mobile benefits service
- introduced an on line job advertisement and application facility
- introduced an automated telephone response to the registration of electors annual canvass
- installed a publicly accessible internet terminal in our new reception building
- extended the corporate land and property database to environmental health and the new liquor licensing function
- improved our infrastructure to support new ways of working such as home and remote working

As a small District, the Council recognises that it needs to work in partnership with others to achieve the full benefits of e-government. The Essex Online Partnership (EOLP) is key in this, both to provide seamless services for all our residents and to deliver efficiencies in service delivery. Through the EOLP the following have been achieved:-

- the Essextranet, a secure network to transfer data between partner organisations
- the Essex Trust Charter, via which data sharing protocols will be developed between partners
- the Essex Marketplace e-procurement initiative
- the Essex Broadband Partnership, to stimulate and encourage the take up of Broadband
- 'Connect Direct' - a project that has integrated the telephone networks of partner organisations.

Future delivery plans for e-government will see the continuation of partnership working, particularly in the context of the implementation of the national procurement strategy and the Gershon Review. The Council recognises the need to undertake further work to identify efficiency gains as a result of implementing e-government, and this will be carried out in the forthcoming months, leading to the publication of the Annual Efficiency Statement in April 2005.

In terms of its future e-government programme the Council will:-

- ensure the corporate implementation of electronic document records management and a customer relationship management solution
- work to implement the priority outcomes such as:-
 - liaising with our leisure contractor about the introduction of an online booking system
 - enabling building control applications to be made online
- further develop the infrastructure to enable home and remote working
- continue to work with the EOLP, particularly in the implementation of the government gateway
- further develop the services available via the website such as e-forms and e-consultation

- develop the business element of our website to meet the needs of businesses in our area
- work with Parish Councils to enable the exchange of information electronically
- start piloting mobile working in the revenues and benefits service.
- continue to work to implement the single corporate property database.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Current Status	Anticipated Status at 31/03/05	Anticipated Status at 31/12/05	Anticipated Status at 31/03/06	Comment
<p>Local e-organisation:</p> <p>Red = Preparation & planning – to include projects that are being planned or being piloted</p> <p>Amber = Implementation stage – roll out of approved projects</p> <p>Green = Fully implemented – projects completed & implemented</p> <p>e.g. for progress against a particular element you might enter:</p>	Red	Amber	Green	Green	<p>e.g. “red” status should be applied to all elements on the proforma where work is at a primary or research stage, being piloted before wider rollout across the authority/partnership, or planned but not yet approved for funding.</p> <p>e.g. “amber” status should be applied to all elements on the proforma where work has been approved for funding and is actively being implemented.</p> <p>e.g. “green” status should be applied to all elements on the proforma where projects have been actioned and implemented or particular standards achieved with plans for extended rollout on an enterprise-wide basis, i.e. across the authority/partnership. Please note that all “R” and “G” numbered priority outcomes listed in Section 1 are expected to be “green” by 31 December 2005 and 31 March 2006 respectively. This includes a requirement for deep-linking in relation to non-statutory functions.</p>

Section 1 – Priority Outcomes (self-assessment) ¹					
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	Current Status	Anticipated Status at 31/03/05	Anticipated Status at 31/12/05	Anticipated Status at 31/03/06	Comment <i>You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area</i>
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry ²	Red	Red	Green	Green	This is the responsibility of Essex County Council (ECC). RDC will put (deep) hyperlinks in place when the service is available
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children ³ .	Red	Red	Green	Green	This is the responsibility of ECC. RDC will put (deep) hyperlinks in place when the service is available
G1 Development of an Admissions Portal and/or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Green	Green	Green	Green	A (deep) hyperlink is in place
E1 If already 'green' on R1, R2 & G1 above, please comment on agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children in comment column opposite. Otherwise, leave this row blank.					
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List ⁴ (see www.laws-project.org.uk).	Amber	Amber	Green	Green	RDC is working with the Essex Online Partnership (EOLP) and the Essex Portal Team to ensure the use of standard taxonomy. A partnership feasibility study is underway for a joint A – Z and a technology to ensure the maintenance of deep links

¹ See http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2004_0112 and <http://www.idea.gov.uk/knowledge>

² Owing to the long lead-in time, school admissions systems will need to be in place by March 2006 at the latest.

³ i.e. young people who cannot live with their families and are in the care of Social Services (referred to by the DfES as Children in Public Care).

⁴ Authorities using alternative service taxonomies (e.g. seamlessUK) should plan for migration to the LGCL by December 2005.

R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Amber	Amber	Amber	Amber	ECC is implementing Every Child Matters across the county under the direction of the DfES and the Children's Bill. The county-wide multi-agency Information Sharing and Assessment (ISA) Steering Group is leading this work. The EOLP is represented on this group. The timescale for implementation is based on that set by DfES
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events	Amber	Amber	Green	Green	RDC is working with the EOLP Portal Team in using the "Life" database for this outcome
E2 If already 'green' on R3, R4 & G2 above, please comment on agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives in the comment column opposite. Otherwise, leave this row blank.					
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green	Green	Green	Green	The Committee Meetings Information System (CMIS) provides this functionality
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Red	Amber	Green	Green	The options are currently being evaluated. These include use of the Authority's own website; consideration of the results of the feasibility study carried out by the EOLP; and the pilot using www.councilloruk.co.uk being carried out by Colchester Borough Council
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Red	Amber	Green	Green	RDC website software enables e-consultation and email alerts. ECC is investigating the creation of a micro-site that can be used for county-wide consultation
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Red	Red	Amber	Green	ECC and Brentwood DC are piloting options. The EOLP will evaluate the pilots with a view to implementing a partnership solution

E3 If already 'green' on R5, R6, G3 & G4 above, please comment on agreed baseline and targets for e-participation activities, including targets for citizen satisfaction in the comment column opposite. Otherwise, leave this row blank.					
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Red	Amber	Green	Green	RDC is piloting the development of CRM approaches through use of records management software to achieve this target
R8 Online receipt and processing of planning and building control applications.	Amber	Amber	Green	Green	Planning applications can already be received and processed online. Building Control will be on line by 11/04/05
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Green	Green	Green	Green	GIS information is available on the Council's website. The EOLP is undertaking a feasibility study to determine how GIS data layers can be shared across the partnership
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Red	Amber	Amber	Green	ECC shares information on a national level. Under a local service agreement ECC and Maldon District Council are conducting a pilot scheme, the outcome of which may be extended across the Partnership. The EOLP can make use of the Essexnet for secure messaging between the partners and an information sharing protocol will be developed
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Amber	Amber	Green	Green	The Council is implementing a licensing module as part of its corporate property database computer system. The Essexnet can be used for secure messaging and the EOLP will develop an information sharing protocol
E4 If already 'green' on R7, R8, G5, G6 & G7 above, please comment on agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank.					

R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber	Green	Green	Green	The Authority is part of the Essex Marketplace. There is a PSA target to achieve 100% e-procurement by April 2005
G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Red	Red	Amber	Green	The EOLP will be considering a feasibility study for a single County-wide solution, that may also extend to the start of a regional solution including Norfolk
G9 Regional co-operation on e-procurement between local councils.	Green	Green	Green	Green	The Council is a partner in both the Essex Marketplace and the Procurement Agency for Essex (PAE). Through this, the Council will participate in the work of the Regional Centre of Procurement Excellence in Norfolk
<p>If already 'green' on R9, G8 & G9 above, please comment on progress towards providing:</p> <p>E5 Access to virtual e-procurement 'marketplace';</p> <p>E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e procurement to local suppliers and retain economic development benefits within local community;</p> <p>E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8); in the comment column opposite. Otherwise, leave this row blank.</p>					
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Amber	Green	Green	Green	The Council is in the final stage of providing all payment streams online, with appropriate mechanisms to ensure public confidence
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Green	Green	Green	Green	It is possible to check Council Tax and Business Rate balances on line. The computer system used has appropriate safeguards

G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Red	Red	Amber	Green	RDC is developing appropriate measures. EOLP is investigating the creation of a partnership model
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber	Amber	Green	Green	An e-billing module is in the process of being added to the Council's revenues and benefits computer system
<p>If already 'green' on R10, R11 G10 & G11 above, please comment on progress towards providing:</p> <p>E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone);</p> <p>E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards);</p> <p>E10 Agreed baseline and targets for reductions in unit costs of payment transactions; in the comment column opposite. Otherwise, leave this row blank.</p>					
R12 Online renewal and reservations of library books and catalogue search facilities.	Green	Green	Green	Green	ECC Elan system provides this service. RDC provides a (deep) hyperlink
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Red	Amber	Green	Green	The Council is in discussion with its sports and leisure contractor to assess the implications of the introduction of an on-line booking system
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Green	Green	Green	Green	The IDeA guidance states this requirement is not mandatory for services that are contracted out. However, the Council will discuss the adoption of these principles with the leisure contractor
E11 If already 'green' on R12, R13 & G12 above, please comment on agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank.					

R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Red	Red	Green	Green	ECC plan to implement this as part of the development of the Traffic Control Centre. RDC will link to this when available. In the meantime, RDC provides a (deep) hyperlink to the journey planner on the ECC website
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Red	Amber	Green	Green	RDC website software enables e-consultation. ECC investigating the creation of a microsite that can be used for county-wide consultation
G13 E-forms for "parking contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Red	Amber	Green	Green	The Council is currently assessing the options to implement e-forms for parking appeals
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green	Green	Green	Green	ECC provides this service. A (deep) hyperlink is provided from the RDC website
E12 If already 'green' on R14, R15, G13 & G14 above, please comment on agreed baseline and targets for customer satisfaction and efficiency savings in the column opposite. Otherwise, leave this row blank.					
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Amber	Amber	Green	Green	RDC is working with its I.T. software supplier to provide an out-of-hours single point of delivery CRM service
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Amber	Amber	Green	Green	This is being implemented
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes.	Amber	Amber	Amber	Green	It is already possible to process these claims from 'drop-in' centres based at the sheltered schemes in the District. RDC is in the process of implementing a system that will enable the remote collection of information from a citizens home. The EOLP is working alongside the districts of Basildon and Uttlesford in a pilot scheme to identify and then deploy mobile technology for a variety of outcomes

If already 'green' on R16, R17 & G15 above, please comment on progress towards providing:					
E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.					
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms in the comment column opposite. Otherwise, leave this row blank.					
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green	Green	Green	Green	RDC has provided a (deep) hyperlink to ECC website
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Green	Green	Green	Green	This is the responsibility of ECC
G16 Systems to support joined-up working on children at risk across multiple agencies.	Amber	Amber	Amber	Amber	ECC is implementing Every Child Matters across the county under the direction of the DfES and the Children's Bill. The county-wide multi-agency Information Sharing and Assessment (ISA) Steering Group is leading this work. The EOLP is represented on this group. The timescale for implementation is based on that set by DfES
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber	Amber	Amber	Green	ECC is carrying out a feasibility study. The outcome from this and G15 will then be assessed to identify and deploy mobile technology for a variety of outcomes
E15 If already 'green' on R18, R19, G16 & G17 above, please comment on agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57) in the column opposite. Otherwise, leave this row blank.					
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green	Green	Green	Green	This is implemented

R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber	Amber	Green	Green	A home/remote working policy is being drafted as part of the Council's Workforce Development Plan
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Amber	Amber	Green	Green	The technology is in place to enable home/remote working. Its implementation will be subject to the terms of the home/remote working policy once adopted
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Amber	Amber	Green	Green	An e-skills training programme leading to the ECDL is in place for staff. Members have been asked to complete a skills audit, following which options will be considered for the most appropriate training to be offered
E16 If already 'green' on R20, R21, R22 & G18 above, please comment on agreed targets for baseline and efficiency savings arising from the introduction of new ways of working in the column opposite. Otherwise, leave this row blank.					
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am -5pm Monday to Friday).	Amber	Amber	Green	Green	It is possible to make contact with the Council about all services via the website on a 24/7 basis
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green	Green	Green	Green	The Council's new website which went live in September 2004 is based on a CMS to enable devolved web content creation
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Amber	Amber	Amber	Green	The Council has reviewed its policies and procedures to meet the requirements of FOI and Data Protection legislation. The Council has a project implementation plan to complete the corporate roll-out of EDPM by September 2006 and will adopt the ISO 15489 methodology as part of this process
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Amber	Amber	Green	Green	The Council is undertaking an audit to ensure compliance

G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Amber	Amber	Amber	Green	RDC is undertaking an assessment to identify current levels of compliance and take action where necessary to ensure compliance
E17 If already 'green' on R23, R24, G19, G20 & G21 above, please comment on agreed baseline and targets for efficiency savings based around improved accessibility of services and information in the column opposite. Otherwise, leave this row blank.					
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Amber	Amber	Green	Green	Internet service standards and future service commitments are being drawn up for publication
R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Green	Green	Green	Green	This performance reporting mechanism has been in place from 2004/05 onwards
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Red	Amber	Amber	Green	Appropriate targets and measures are being established
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Amber	Amber	Green	Green	The development of the new website has followed the LAWS guidelines. A review is being conducted to ensure that all elements of the website are compliant
E18 If already 'green' on R25, R26, G22 & G23 above, please comment on agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings in the column opposite. Otherwise, leave this row blank.					
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customer's records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Red	Amber	Amber	Amber	RDC is introducing a programme of EDM across all services to form a core database and link to all main applications. This will be rolled out over a period of 18 months to provide a corporate CRM solution

R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Red	Amber	Green	Green	A corporate automated system will be introduced via the EDRM roll out. As an interim measure, a departmental system will be introduced
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies	Red	Amber	Green	Green	The Council is reviewing its corporate standards and procedures as this standard is different to the current standard for response to enquiries received via letter or email
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Red	Amber	Amber	Amber	Workflow solutions will be incorporated into the implementation of EDRM, as outlined in R27 above
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Amber	Amber	Amber	Green	There is some limited sharing of change of address data across the Authority from website notifications. This facility needs to be developed and integrated across the organisation
E19 If already 'green' on R27, R28, R29, G24 & G25 above, please comment on agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology in the column opposite. Otherwise, leave this row blank.					

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.

Outcome & Transformation Area Description	Current Status	Anticipated Status at 31/03/05	Anticipated Status at 31/12/05	Anticipated Status at 31/03/06	Comment <i>You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area</i>
<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio/206757: <ul style="list-style-type: none"> i) Member & officer e-champions ii) e-government programme manager iii) Customer services management 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 Establishment of an e-delivery board⁵ Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	<p>Green</p> <p>Green</p> <p>Green</p> <p>Amber</p> <p>Green</p> <p>Green</p> <p>Amber</p>	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Amber</p>	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p>The Member e-champion is Councillor C Hungate. The Head of Administrative and Member services occupies the officer roles identified in (i), (ii) and (iii)</p> <p>The Workforce Development Plan and Performance & Development Review Scheme ensure appropriate training and development is provided</p> <p>The Operational Management Team (OMT) performs this function.</p> <p>Prince2 has been adopted as the formal project management methodology and key staff have been trained in its application. The principles are used for managing major projects, whilst other projects follow a service action plan process.</p> <p>The corporate risk register and departmental risk registers identify the risks for the roll-out of e-government. The OMT reviews progress (including risk) of the e-government programme on a bi-monthly basis</p>

⁵ i.e. the board that has overall responsibility for all the e-programmes in an authority as well as other governance issues such as overseeing the general management processes and the ICT architecture to deliver e-government.

<ul style="list-style-type: none"> • Use of customer consultation/research to inform development of corporate e-government strategy 	Amber	Amber	Green	Green	RDC has used consultation on best value and service reviews to inform the development of the e-government strategy. The Citizens Panel can be used to build on this
<ul style="list-style-type: none"> • Establishment of policy for addressing social inclusion within corporate e-government strategy 	Green	Green	Green	Green	The corporate social inclusion strategy refers to the use of e-government outcomes to address social inclusion. This is also reflected in the Council's IEG statements
<ul style="list-style-type: none"> • Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act) 	Green	Green	Green	Green	The Corporate Director (Law, Planning and Administration) is the nominated officer
<ul style="list-style-type: none"> • Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) 	Green	Green	Green	Green	RDC, with the other authorities in the EOLP, has signed the Essex Trust Charter, which enables the development of data sharing protocols
<ul style="list-style-type: none"> • Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Green	Green	Green	Green	The Council is a member of the Essex Broadband Partnership
<ul style="list-style-type: none"> • Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf) 	Red	Red	Amber	Green	This is an area for future development
<ul style="list-style-type: none"> • Compliance with BS 7799 on information security management 	Amber	Amber	Amber	Green	A revised IT security policy has been introduced. Further work is required to fully assess the requirements of BS7799 to ensure the main principles of the standard are addressed
<ul style="list-style-type: none"> • Implementation of Benefits Realisation Plan⁶ for delivery of local e-government programme strategic objectives 	Red	Red	Amber	Green	This needs to be developed to enable the measurement and monitoring of the benefits of e-government
<ul style="list-style-type: none"> • Completion of mapping of BVPI 157 services against approved security Levels (0-3) (see http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Red	Red	Amber	Green	This area of work will be reviewed in 2005/06

⁶ Areas where benefits may be identified include policy or legal requirement (required), quality of service, internal management, process improvement (productivity or efficiency), Personnel or HR management, risk reduction, flexibility, economy, revenue enhancement or acceleration, strategic fit.

<ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks (see http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc) 	Red	Red	Amber	Green	This area of work will be reviewed in 2005/06
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) 	Red	Red	Amber	Green	This will be considered in 2005/06
<ul style="list-style-type: none"> Use of Government Gateway⁷ (see http://www.gateway.gov.uk) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security Level '0' ii) citizen & business authentication for services for services categorised at security Levels 1-3 iii) authentication of employees for cross-agency services iv) corporate approach to collection of e-payments v) cross agency secure transactions (Government to Government) 	Amber	Amber	Green	Green	The EOLP is investigating a partnership approach to the introduction of the Government Gateway and RDC will work with the partnership on implementation
<ul style="list-style-type: none"> Government Gateway (see http://www.gateway.gov.uk) back-office connection in place (Department Interface Server) 	Amber	Amber	Green	Green	
<ul style="list-style-type: none"> Connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s) 	Green	Green	Green	Green	Implemented

⁷ Please note that the ODPM is currently working on a Government Connect Prospectus designed to support the implementation of the Government Gateway within Local Authorities.

<ul style="list-style-type: none"> Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm.) 	Amber	Green	Green	Green	A comprehensive programme of staff training is being undertaken to ensure compliance by 1 January 2005
<ul style="list-style-type: none"> Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) 	Green	Green	Green	Green	The Council provides a monthly update to NLPG
<ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Amber	Amber	Green	Green	RDC is at Level 2 and is planning to reach Level 3 in 2004/05
<ul style="list-style-type: none"> Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) 	Red	Red	Amber	Green	The Essex wide multi-agency Information Sharing Assessment (ISA) steering group is working to complete this

Section 3 – BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01⁸ of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	Actual			Forecast	
		2001/2	2002/3	2003/4	2004/5	2005/6 ⁹
Providing information: • Total types of interaction e-enabled • % e-enabled	94%		77 59.7	80 84	80 100	80 100
Collecting revenue: • total types of interaction e-enabled • % e-enabled	87%		18 27.8	17 59	17 100	17 100
Providing benefits & grants: • total types of interaction e-enabled • % e-enabled	78%		7 0	7 71	7 100	7 100
Consultation: • total types of interaction e-enabled • % e-enabled	86%		12 41.7	20 55	20 90	20 100
Regulation (such as issuing licences): • total types of interaction e-enabled • % e-enabled	76%		12 33.4	12 50	12 100	12 100
Applications for services: • total types of interaction e-enabled • % e-enabled	83%		32 34.4	38 61	38 100	38 100
Booking venues, resources & courses: • total types of interaction e-enabled • % e-enabled	78%		5 0	5 80	5 100	5 100
Paying for goods & services: • total types of interaction e-enabled • % e-enabled	80%		7 28.6	7 71	7 100	7 100
Providing access to community, professional or business networks: • total types of interaction e-enabled • % e-enabled	82%		9 77.8	16 100	16 100	16 100
Procurement: • total types of interaction e-enabled • % e-enabled	73%		2 50	2 50	2 100	2 100
• TOTAL TYPES OF INTERACTION E-ENABLED • % E-ENABLED	86%	113 *33.6	181 44.8	204 73	204 99	204 100

Notes: • As explained in IEG 2 and 3, information was not collected on type of transaction and so for 2001/02 is available only as a total figure.
• The Council has used its previously adopted methodology to report on this indicator. However, an exercise is being carried out to validate this against the interactions listed in the LGSL and the results will be entered into the tool kit by end January 2005.

⁸ This updates Version 2.0 to include National Park Authority services and represents the 'core' list which will remain unchanged until April 2006 and will provide a common baseline for calculating BVPI 157 and reporting figures in IEG returns.

⁹ It is anticipated that authorities will base their annual BVPI 157 actuals/estimates on the position at the 31st March in each financial year (i.e. year end), with the exception of 2005/6 when the position at 1st January 2006 is required.

Section 4 – Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. 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 impressions¹⁰ and unique users¹¹ are given in the footnotes below.

	Forecast ('000s)					Comment
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08	
Local Service Websites <ul style="list-style-type: none"> Page impressions (annual) Unique users, i.e. separate individuals visiting website (annual) Number of e-enabled payment transactions accepted via website Number of change of address notifications accepted via website 	N/A	3,211	4,014	5,017	6,271	These figures were not collected for 2003/04 These projections are 'best guess' due to lack of historic data. The analysis of data into these categories is now in place.
	N/A	133	166	208	260	
	1	6	7	8	9	
	N/A	0.5	1	1.5	1.5	
Telephone (i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres): <ul style="list-style-type: none"> Number of e-enabled payment transactions accepted by telephone Number of change of address notifications accepted via telephone 	1	5	5	6	6	See comments above
	N/A	0.5	0.5	0.5	0.5	
Face To Face (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): <ul style="list-style-type: none"> Number of e-enabled payment transactions accepted via personal contact 	0	0	0	0	0	The Council does not have a front line facility that accepts e-enabled payment transactions via personal contact See comments above
<ul style="list-style-type: none"> Number of change of address notifications accepted via personal contact 	N/A	0.5	0.5	0.5	0.5	
Other Electronic Media (e.g. BACS, text messaging): <ul style="list-style-type: none"> Number of e-enabled payment transactions accepted via BACS or other electronic form Number of change of address notifications accepted via other electronic media 	351	343	350	355	360	See comments above
	N/A	0	0.5	0.5	0.5	
Non Electronic (e.g. cash office, post) <ul style="list-style-type: none"> Number of payments accepted by cheque or other non-electronic form Number of change of address notifications accepted via non-electronic form 	44	41	38	34	25	See comments above
	N/A	1.5	1	0.5	0.5	

¹⁰ **Unique User** (industry audit definition): According to IFABC Global Web Standards (www.ifabc.org) a Unique User is an "IP address plus a further identifier. Sites may use User Agent, Cookie and/or Registration ID." Note that where users are allocated IP addresses dynamically (for example by dial-up Internet Service Providers), this definition may overstate or understate the real number of individual Users concerned. A Unique User is at a minimum an IP address + the Browser ID with a unique address entering a website by any page and is counted once for the given period (the minimum audit period is one calendar month). The number of Unique Users is an indicator of a website's audience or reach.

¹¹ **Page Impression** (industry audit definition): According to IFABC Global Web Standards (www.ifabc.org) a Page Impression is a "file or a combination of files sent to a user as a result of that user's request being received by the server." In effect, one request by a valid User should result in one Page Impression being counted. In most cases, a single request from a User causes the server to send several files to satisfy the request. For example, the server may send a .html file followed by several associated graphic images and audio files. A single request from a user may also cause the server to send additional .html files to build a frameset. The site must ensure that all additional, non-requested files are filtered out and excluded when counting the claimed number of Page Impressions.

Section 5 – Local e-Government Implementation Expenditure

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements in the table below and brief commentary on the use of IEG money. For 2005/6 onwards, please include best estimates of revenue and capital expenditure even though the council may not yet have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

Programme Resources	Actual (£'000s)	Forecast (£'000s)				Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
<ul style="list-style-type: none"> IEG capital grant 	400	350	150			<p>IEG 1 & 2 have supported:</p> <ul style="list-style-type: none"> online payments for council tax, NNDR, housing rents, car park penalty notices, general invoices online viewing of council tax banding registration as an 'e-citizen' to view personal bills and accounts IDeA marketplace e-procurement system extension of spatially enabled land and property system to environmental health phase 1 of electronic document records management new website software infrastructure to enable remote/home working <p>IEG 3 funds are being used for:</p> <ul style="list-style-type: none"> phase 2 of electronic document records management/customer relationship management GIS training e-billing module for revenues and benefits system

	Actual (£'000s)	Forecast (£'000s)				Comment
Programme Resources	01/02 to 03/04	04/05	05/06	06/07	07/08	
						<ul style="list-style-type: none"> PCs to set up an I.T. training room leisure booking system online environmental services reporting
<ul style="list-style-type: none"> your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area 	58	-	-	-	-	The EOLP received £1,050,000, which equates to £58,000 per partner
<ul style="list-style-type: none"> financial contribution from public-private partnerships 	-	-	-	-	-	RDC has a facilities management partnership through which the contractor has responsibility for strategic guidance and development, hardware and software replacement. The cost of the contract in 2004/05 is £643,000
<ul style="list-style-type: none"> resources being applied from internal revenue and capital budgets¹² to implement e-government 	93 146	30 49	30 66	30 96	30 96	Capital (in 2004/05 this equates to 4% of the capital programme) Revenue Funding (and Building Control Reserve in 2004/05 for putting building control on line)
<ul style="list-style-type: none"> other resources (e.g. training) (please specify) 	9	2.5	2.5	2.5	2.5	ECDL/IT/PRINCE2 training
<ul style="list-style-type: none"> ODPM e-Innovations Fund capital grant 	-	-	-	-	-	
<ul style="list-style-type: none"> financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding 	11 16	80 30	 12			Contributions from Planning Delivery Grant for public access to planning information via the internet, Parish Council access and electronic document records management. Contribution from Department of Work and Pensions for PC drop-in centres at sheltered accommodation schemes and the introduction of mobile technology in the delivery of the revenues and benefits service
TOTAL	733	541.5	260.5	128.5	128.5	

¹² Please show the actual capital expended in each year, not the annual cost of servicing the loan.

Section 6 – Local e-Government Programme Efficiency Gains¹³

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)				Notes
	01/02 to 03/04	04/05	05/06	06/07	07/08	
a) Cash Releasing Efficiency Gains						i.e. cash savings available for reinvestment.
e-Procurement, of which:						See www.nepp.org.uk/ & www.idea-knowledge.gov.uk/idk/aio/70780
• achieved through reductions in prices	3	5	5	5	5	i.e. reductions in the costs of goods and services in real terms, after allowing for 2.5% inflation
• other gains from e-procurement						i.e. process efficiencies from e-enabling tendering, purchasing, the use of procurement cards and invoice processing
Corporate support (back office), of which:						The definition of corporate support includes such activities as Finance, IT, HR (excluding the cost of training), asset management
• e-recruitment				1	1	Includes administrative savings on staff time (where staff are reallocated), printing, postage and on advertising expenditure
• e-payments						See www.e-payments.org.uk/modules.php?op=modload&name=Sections&file=index&req=listsections&secid=5
• Other corporate support gains						
Transactional services			15	30	30	i.e. delivering efficiencies through the migration of appropriate customer groups towards more cost effective channels such as web-based interfaces and telephone contact centres, with staff reallocated accordingly
Productive time						Driving through the benefits of e-Government investment in terms of changing working and management practices to maximise the amount of time that existing members of staff are engaged in productive work (with costs reallocated accordingly), e.g. by reducing the time spent by professionals in accessing and handling information, reducing time lost through high staff turnover by introduction of remote working / home working
Sub total (cash releasing efficiency gains)	3	5	20	36	36	

(Continued over page)

¹³ i.e. Increases in output quality and quantity for the same cost, or sustained outputs for reduced cost, arising from the application of local e-government to automate business processes and improve managerial effectiveness. Only efficiency gains arising from investment to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target should be included. Savings arising from cyclical spend related to the maintenance of the existing ICT infrastructure should not be included.

Efficiency Gains	Actual	Forecast (£'000s)					Notes
	01/02 to 03/04	04/05	05/06	06/07	07/08		
b) Non Cash Releasing Efficiency Gains							i.e. quality benefits to the organisation or enhanced outputs (e.g. improved service standards, improved service availability and accessibility, more timely delivery, reduction in internal processing errors through service automation) for the same cost
non-cash benefits (1) please specify			2	2	2		Invoice processing
non-cash benefits (2) please specify				2	5		Finance administration
				5	14		Records management implementation
Sub total (non cash releasing efficiency gains)			2	9	21		
TOTAL EFFICIENCY GAINS - GROSS	3	5	22	45	57		
LESS e-government implementation expenditure	733	541.5	260.5	128.5	128.5		i.e. as identified above in Section 5 - Local e-Government Implementation Expenditure
TOTAL EFFICIENCY GAINS - NET	-730	-536.5	-238.5	-83.5	-71.5		As stated in the text earlier, the Council recognises the need to undertake further work to identify efficiency gains as a result of implementing e-government. This will be carried out in the forthcoming months, leading to the publication of the Annual Efficiency Statement in April 2005