



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

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

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Submitted date: 15/07/2005

Local Context

Darlington is the third smallest Unitary Authority in terms of population and is also geographically very compact. This does mean that we do not have some of the problems that other councils have with large rural areas or multiple urban centres. Our approach to services is tailored to Darlington's specific requirements.

Darlington B.C. produced its e-government strategy in late 2000 with it being adopted in early 2001. This outlined its approach to meeting the Government's 2005 target. This strategy identified the requirement for a well developed, well publicised transactional website as the key component to enable the 2005 target to be achieved.

In 2001 the council commissioned consultants to assist it in developing an invitation to tender document and produce an analysis of the required content, phasing and other requirements of the Council. A European tender process commenced at the start of 2002 and this resulted in our web development partner, Waterstons being appointed in June. A completely new website was successfully launched in September 2002 and in the first four months the number of distinct users doubled to 5,000 per month. This figure is now at 9,400 per month. The site was also recognised by SOCITM as one of the 15 most improved websites in their Better Connected report 2003. The site has continued to develop and now contains electronic forms and some self-serve capability. In late 2004 the website was favourably viewed from the business perspective in an ODPM survey, being ranked in the top 5 of unitary authorities, third in the North East and joint 34th out of the 388 councils surveyed. The development plans include increased self-service, SMS messaging capability, a new design to reflect the government category list and accessibility standards. The site has recently been awarded the Royal National Institute for the Blind's (RNIB) 'see it right' accessibility award.

In addition to the Council's own website, our LSP, Darlington Partnership has also developed a website assisted with funds from the Local e-Government Partnerships initiative. The Council played an active role in the bidding process and also managed the project on behalf of the Partnership. This site continues to develop beyond the

end of the project and is seen as the main channel for delivering the G2 Priority Outcome.

In parallel with the Council's website development the Council carried out an Access to services BVR from which an Improvement Plan was created that produced a programme of work that encompasses the following projects:

- The creation of a Customer Services Division for the whole Council (including the appointment of a Head of Customer Services)
- The procurement and implementation of a Customer Relationship Management (CRM) system, together with inter-related Business Process Re-engineering (BPR) and change management
- The procurement of suitable telephony to link with the CRM
- The physical creation of both a Contact Centre and Customer Services Centre.

This programme of work is well advanced. The Council has made available both capital and revenue funds and there is a target launch date for the Contact Centre of September 2005. It should be noted that the procurement of the CRM system was jointly undertaken with a neighbouring council, Stockton-on-Tees B.C. This approach has proved to be extremely beneficial to both councils and has resulted in financial savings, joint BPR exercises and greater staff resources being available.

The website development and Access to Services Improvement Plan have a strong synergy and are both linked to the Council's vision for service delivery contained in our IEG Statement in 2001 "that citizens in the Borough will be able to reach the services they want at times and in places that are convenient to them". This synergy will be further enhanced with the implementation of the CRM system, as the linkages between this and the website and Intranet are very strong. It is anticipated that these shared processes, information and electronic forms will deliver great benefits.

The publication of the Priority Services Outcomes is welcomed by the Council as they provide a very substantial match to the Councils own planned development areas, with only G4 – Multimedia and G12 Smart cards not in our immediate plans. However, we are aware of the great potential of smart cards and are constantly reviewing the potential of these and other initiatives/methods to deliver real improvements in services and their delivery for our citizens.

The success of our e-government programme is shown by our progress against BVPI 157, now at 100%. We are however acutely aware of the need to promote the use of electronic channels thus capitalising on the investment made both locally and by national Government.

Section 1 - Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005 and will inform the release of IEG capital funding in 2005/06

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>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.</p>	Amber 01/10/2002	Amber 01/10/2002	Green 31/12/2005	Green 31/12/2005
<p>Comment: An electronic form is already available on the website which can either be printed off and mailed in or completed on line and submitted electronically. An online system for the admissions process is currently being developed for the council's website it will be necessary to enter details manually into the EMS system. The council are waiting for Capita to develop an adaptor to allow the EMS system to be updated automatically at a sensible cost.</p>				
<p>R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.</p>	Amber 01/10/2002	Amber 01/10/2002	Green 31/12/2005	Green 31/12/2005
<p>Comment: Carezone which specifically supports the educational needs of Looked After Children provides on line information to support national curriculum needs and other information is available on the website, although not particularly labelled 'looked after children'. The Education and Social Services departments have jointly developed a strategy on children in public care. A new Children's Services Directorate replaced these two departments from 1st April 2005.</p>				
<p>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</p>	Amber 01/10/2002	Amber 01/10/2002	Green 31/12/2005	Green 31/12/2005
<p>Comment: Please refer to comment in R1 above. A Council Contact Centre is planned to be opened in September 2005 and this service will be amongst those included. The relevant service areas will be responsible for preparing scripts, information, etc for the public and staff to process applications and answer enquiries.</p>				
<p>If already 'green' on R1, R2 & G1 above please comment on</p> <p>E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment:</p>			
<p>R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).</p>	Amber 01/10/2002	Amber 01/10/2002	Green 31/12/2005	Green 31/12/2005
<p>Comment: The Council website currently contains an A to Z of services but more work is required to fully adopt the government category list taxonomy.</p>				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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.	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002
Comment: Darlington operates a multi agency Youth Offending Team that includes Social Services, Police, Education, Health, Probation and other agencies. All of the participants have access to a common IT system 'Careworks' and can both enter and retrieve information. In addition they have implemented secure e-mail using the CJIT (Criminal Justice Board) system. The XHIBIT system has also been implemented that allows access to Crown Court information and also facilitates requests for information. We are aware of the RYOGENS project and will be monitoring this for its suitability. In addition to the above, the Youth Offending Service can also obtain electronic information/data from a number of other sources, these are: Education database, Police National computer (PNC), Probation database (OASYS) and Social Services database (Carefirst).				
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 01/10/2002	Amber 01/10/2002	Green 31/12/2005	Green 31/12/2005
Comment: The Darlington Partnership website www.darlington.org.uk already provides some of these requirements, further development is planned.				
If already 'green' on R3, R4 & G2 above please comment on E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. Otherwise you may leave this row blank.	Comment:			
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Amber 01/10/2002	Amber 01/10/2002	Green 31/12/2005	Green 31/12/2005
Comment: Further enhancements are planned and the North East Connect e-Democracy Suite will also enhance this area.				
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Green 01/10/2004	Green 01/10/2004	Green 01/10/2004	Green 01/10/2004
Comment: Further enhancements are planned and the North East Connect e-Democracy Suite will also enhance this area.				
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Amber 01/10/2002	Amber 01/10/2002	Green 31/12/2005	Green 31/12/2005
Comment: It is already possible to register for some information updates via e-mail (e.g. planning applications). Questionnaires can be placed on the website and responses automatically downloaded into our SPSS statistical package. The use of SMS text messaging is currently being piloted in our Youth Service area.				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Amber 01/04/2005	Amber 01/04/2005	Amber 01/04/2005	Green 31/03/2006
	Comment: Darlington Partnership and DBC provide information on local policy priorities and progress against these on their respective websites. However, the authority and its partners are conscious that the written form is not easily accessible to all citizens. Information for All, a multi-agency project is in the process of commissioning a video that will contain information on local services and priorities. Target groups identified are, inter alia, people whose first language is not English, people with sensory impairments, and people with low levels of literacy. The project team will identify the best mechanism for marketing this product and this is expected to include use of the Internet. The Council website already includes virtual tours and video clips for project such as the South Park renovation.			
If already 'green' on R5, R6, G3 & G4 above please comment on E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. Otherwise you may leave this row blank.	Comment:			
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Amber 01/10/2002	Amber 01/10/2002	Green 31/12/2005	Green 31/12/2005
	Comment: The majority of environmental service requests can be made on-line via e-forms, including bulky household waste, fly tipping, etc. Recent implementation of the capability to link on-line payments to e-forms will allow more services to be placed on website. It is also expected that links with the CRM system and e-forms will be created.			
R8 Online receipt and processing of planning and building control applications.	Amber 01/10/2002	Amber 01/10/2002	Green 31/12/2005	Green 31/12/2005
	Comment: Building Control applications can be submitted and received on-line now through SubmitaPlan facility. There is already a link to this from the Council's website. Processing and tracking of Building Control applications can take place on-line via TrackaPlan element of SubmitaPlan. Facility in place to extract Planning applications information from back office system and publish via a web enquiry. Can also register to receive notification via e-mail of planning applications for specified areas of the Borough. Further development in this area is currently underway.			
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber 01/04/2004	Amber 01/04/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Software has been purchased to create corporate GIS data repository. Software has been purchased to allow staff and public access to GIS based data. Work to link software to website and Intranet has been defined.			
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Amber 01/04/2005	Amber 01/04/2005	Amber 01/04/2005	Green 31/03/2006
	Comment: Currently enter data into both in-house systems and external systems, e.g. FSA Samples and DEFRA inspections. Protocols for data sharing to be developed, automated transfer of information to be investigated, Data Protection issues to be considered.			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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 01/10/2002	Amber 01/10/2002	Green 31/12/2005	Green 31/12/2005
Comment: Capability already exists to link this information together by, for example GIS, as these services are already dealt with within the same back office system, but this has not been developed to its full potential. Software to assist with this has been purchased. Further website development has been identified.				
If already 'green' on R7, R8, G5, G6 & G7 above please comment on E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:			
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber 01/04/2003	Amber 01/04/2003	Green 31/12/2005	Green 31/12/2005
Comment: 'How to do business with the Council' guidance booklet accessible via the website. The Council's CedAr Financial system can already handle paperless ordering, invoicing and payment; this functionality will be developed and implemented in line with the Council's e-procurement strategy. The use of procurement cards is currently being piloted with a view to a council wide rollout for all low value/high transactional purchases.				
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).	Amber 01/04/2004	Amber 01/04/2004	Green 31/12/2005	Green 31/12/2005
Comment: The CedAr Financial system is a corporate system and each business has been allocated a unique reference that is used in all areas of the Council, We have just procured the Lagan Frontline CRM system, this will allow all systems to be integrated under the CRM banner.				
G9 Regional co-operation on e-procurement between local councils.	Amber 01/04/2004	Amber 01/04/2004	Green 31/12/2005	Green 31/12/2005
Comment: Darlington BC is an associate member of the North East Purchasing Organisation (NEPO), the Chief Executive is a member of the Steering Group for the North East Regional Centre of Excellence (RCE) in procurement and the Head of Policy is a member of the Procurement Advisory network supporting the RCE Steering Group. A number of regional solutions have been developed, which DBC will be evaluating in line with our e-procurement strategy. We are also working with other Tees Valley authorities and Business Link to promote e-procurement to local SMEs, with a number of initiatives planned to assist them in preparing for it.				
If already 'green' on R9, G8 & G9 above please comment on E5 Access to virtual e-procurement 'marketplace';	Comment:			
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;	Comment:			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	Comment:			
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002
	Comment:			
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 01/10/2002	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002
	Comment:			
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green 01/10/2004	Green 01/10/2004	Green 01/10/2004	Green 01/10/2004
	Comment: In our opinion the method of payment selected does not affect the level of outstanding debt, but will impact on processing costs. No savings will be generated by moving from cheque payment to credit card via the Internet as the average payment of £100 will generate a commission payable to the bank of about 1% (or £1). The cost of processing a cheque is estimated to also be £1 and a Girobank transaction is about 39p. The savings that accrue are in not processing manual cheques. It is estimated that between 2002/3 and 2003/4 the Council received 6,000 fewer cheques annually, this is estimated to save 0.25 fte. However the introduction of the Girobanking plastic card system to replace the Council's cash collection facilities realised a salary cost saving of £90k within Exchequer Services.			
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Red 01/04/2005	Red 01/04/2005	Amber 01/10/2005	Green 31/03/2006
	Comment: The Council uses the SX3 First Revenues system and we are waiting for the development and delivery of their e-billing module. Registration will be offered when this is available.			
If already 'green' on R10, R11, G10 & G11 above please comment on E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	Comment:			
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment:			
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment:			
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002
	Comment:			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 01/04/2005	Amber 01/04/2005	Green 31/12/2005	Green 31/12/2005
Comment: We have purchased the on-line booking module for our Civic Theatre and Art Centre system Galitheia. For our Recreation system 'Torex' we have placed an order for the on-line booking module and the Council is to be involved with the Torex working group who are further developing this module.				
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.	Amber 01/04/2005	Amber 01/04/2005	Amber 01/04/2005	Amber 01/04/2005
Comment: The Council has a secure Wide Area Network (WAN) linking its establishments. This together with a networked telephone system is supported by a central ICT Division. The level of e-enablement of back office systems varies but will improve when the CRM system is implemented. Converged technologies will be considered as part of the Contact Centre, CTI and other capability will be introduced into the Contact Centre and back office integration is also part of this project. The use of SMS text messaging is currently being piloted in our Youth Service area. The position with regard to smart cards needs to be further considered. A number of swipe card schemes are presently used for leisure, libraries, etc. The Council will consider whether or not there is a case for these being consolidated into a single smart card.				
If already 'green' on R12, R13 & G12 above please comment on E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:			
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002
Comment: The Council website links to transport sites to offer access to public transport information. Details of road works are shown on the Council website. The Tees Valley Transport Plan will create direct links to buses for real time updates on position and times to further enhance this facility. A new 'Town on the Move' website is to be developed and interactive journey planning is part of its specification.				
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Amber 01/10/2004	Amber 01/10/2004	Green 31/12/2005	Green 31/12/2005
Comment: Questionnaires can be placed on the website and responses automatically downloaded into our SPSS statistical package. As yet no specific consultation via this method has been carried out for the specific areas mentioned				
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002
Comment:				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Amber 01/04/2004	Amber 01/04/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Software has been purchased to allow website access to the live Street Works Register (updated every 30 minutes during working days). This will be implemented shortly. It is anticipated that a GIS version will be purchased after utilities become obliged to provide grid references for works under the new Code of Practice (during 2005).			
If already 'green' on R14, R15, G13 & G14 above please comment on E12 Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:			
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Amber 01/04/2004	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
	Comment: A one-stop shop resolution of Housing and Council Tax Benefits is already implemented via the telephone and face to face at Town Hall. A CRM system will be implemented in 2005 and Benefits will be included within its phase one implementation.			
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
	Comment: Claim forms are on-line and a Benefits calculator is also available.			
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Red 01/04/2004	Red 01/04/2004	Amber 01/10/2005	Green 31/03/2006
	Comment: There was a demonstration of the SX3 module for this purpose to Darlington in December 2004, however funding is not in place at present. Remote working capability from an ICT viewpoint is currently underway and the CRM system will also offer this capability. The solution however, is not real time as the information collected at the residents home will have to be updated back at the office.			
If already 'green' on R16, R17 & G15 above please comment on E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	Comment:			
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. Otherwise you may leave these rows blank.	Comment:			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Amber 01/10/2004	Amber 01/10/2004	Green 31/12/2005	Green 31/12/2005
Comment: Comprehensive social service and ISA information is available on the Council's website and this continues to be developed and maintained. Related information is also available on the Tees Care (Health and Social Care) website and on the Darlington partnership website. Information is available over the telephone from Social Services staff and a Council wide Contact centre is to be available from September 2005.				
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 01/10/2002	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002
Comment:				
G16 Systems to support joined-up working on children at risk across multiple agencies.	Red 01/04/2001	Red 01/04/2001	Red 01/04/2001	Amber 01/01/2006
Comment: Awaiting further information from pilot projects nationally which have not gone well and have been held up by a number of issues. Still awaiting further guidance from Government on legal position on sharing information and on timescales.				
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red 01/03/2005	Red 01/03/2005	Amber 31/12/2005	Amber 31/12/2005
Comment: We are undertaking joint assessments for Single Assessment Process Older People; Learning Disability and Mental Health. On SAP and Learning Disability the information is entered onto CareFirst. We are now implementing a new module CareAssess to improve this process. Until the above is installed a mobile technology solution would be inappropriate. It is then intended to pilot a mobile solution on a small area of business probably January/February 2006. This however is dependent on two things. Firstly progress with a national pilot (project Nomad). Secondly the development of a module for CareFirst (Care Mobile)				
If already 'green' on R18, R19, G16 & G17 above please comment on E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57). Otherwise you may leave this row blank.	Comment:			
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002
Comment:				
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber 01/04/2004	Amber 01/04/2004	Green 31/12/2005	Green 31/12/2005
Comment: A draft policy has been prepared and is expected to be endorsed and implemented by Summer 2005.				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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 01/04/2004	Amber 01/04/2004	Green 31/12/2005	Green 31/12/2005
Comment: Although there is currently no formal policy in place, many senior managers and some other staff and all Members who have requested it, already have access from home, subject to business case and funding. When the draft policy is adopted we will become GREEN, (see R21 above).				
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").	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
Comment: A corporate ICT training programme has been in place since 1997 and is linked to the Council's Personal Development Review (PDR) process that covers all staff and elected members. The council ensures that relevant training is identified and delivered to a standard that is at least equivalent to ECDL. The Council considers that this approach to training is the most effective for both employees and employer.				
If already 'green' on R20, R21, R22 & G18 above please comment on E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working. Otherwise you may leave this row blank.	Comment:			
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Amber 01/04/2004	Amber 01/04/2004	Green 31/12/2005	Green 31/12/2005
Comment: Several services are already available via the website and these continue to be developed. Emergency telephone numbers are available out of office hours. The Contact centre will operate extended opening hours, the exact nature of these is still to be determined.				
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002
Comment:				
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 01/04/2004	Amber 01/04/2004	Green 31/12/2005	Green 31/12/2005
Comment: The ISO 15489 standard forms part of the Council's Record Management Policy. An audit of Record systems has been undertaken and a Corporate Information Governance Group created that is responsible for producing an action plan for Records Management in particular with relation to the Data Protection, FOI and Environmental Information Regulations.				
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Amber 01/04/2004	Amber 01/04/2004	Green 31/12/2005	Green 31/12/2005
Comment: We are reviewing the website to determine what additional work is required to meet this standard, in the meantime we have been awarded the RNIB's 'see it right' accessibility standard.				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Amber 01/04/2003	Amber 01/04/2003	Green 31/12/2005	Green 31/12/2005
Comment: The website complies with version 5.1 of the standard, further work is underway to meet the latest guidelines. The CRM ITT includes the requirement to be e-GIF compliant, as will any IT systems tenders. Not all our present IT systems comply but none have been procured since the standard was introduced, it is however possible to provide XML format data exchange files for all systems.				
If already 'green' on R23, R24, G19, G20 & G21 above please comment on E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. Otherwise you may leave this row blank.	Comment:			
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Amber 01/10/2002	Amber 01/10/2002	Green 31/12/2005	Green 31/12/2005
Comment: Performance statistics are now published on the website each quarter. Work on service standards and availability are currently being agreed by the Web Project Team for inclusion in the website.				
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 01/10/2002	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002
Comment: A monitoring tool for the website is in place. Measurement of e-payments, library transactions (renewals, etc), e-services and external e-mails are also monitored.				
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 01/10/2004	Amber 01/10/2004	Green 31/12/2005	Green 31/12/2005
Comment: These are currently being agreed by the Web Project Team and service areas.				
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Amber 01/10/2004	Amber 01/10/2004	Green 31/12/2005	Green 31/12/2005
Comment: Guidelines have already been established for the website and this is reflected in the fact that we have achieved the RNIB 'see it right' accessibility standard. The LAWS project guidelines are being considered to inform any changes that may be necessary to our present guidance.				
If already 'green' on R25, R26, G22 & G23 above please comment on E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings. Otherwise you may leave this row blank.	Comment:			
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Amber 01/04/2004	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
Comment: Darlington and Stockton Borough Councils created a partnership to procure a CRM system and related services. Both Councils selected the Lagan Frontline system and both councils are implementing the system and this will be closely linked with the website, Intranet and e-forms.				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber 01/10/2002	Amber 01/10/2002	Green 31/12/2005	Green 31/12/2005
	Comment: All on-line payments and e-forms receive a unique reference number within the confirmation. At present e-mails do not. Work is required to determine the requirements of the Council and implement e-mail acknowledgements.			
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Amber 01/04/2004	Amber 01/04/2004	Green 01/10/2005	Green 01/10/2005
	Comment: The present standard is for an answer within 2 working days, or an acknowledgement within 2 days and an answer within 10 days. Work is currently underway to define e-government targets as tools such as our 'Flexanswer' intelligent question and answer software system will also have to be included.			
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Amber 01/04/2004	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
	Comment: As part of the process to procure a CRM system (outlined in R27) BPR is also being jointly undertaken and workflow and back office integration are key elements of the ITT and assessment process.			
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Amber 01/04/2004	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
	Comment: This has long been a goal of the Council but the potential problems with the Data Protection Act (note the Shepway case) have to date stopped its implementation. Revised guidance on the DP Act together with the implementation of a CRM system should allow us to meet this requirement.			
If already 'green' on R27, R28, R29, G24 & G25 above please comment on	Comment:			
E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology.				
Otherwise you may leave this row blank.				

Section 2 - Change Management (self-assessment)

Authorities are asked to provide information on advisory good practice outcomes relating to the internal organisation and management practices of the council that are required to help deliver the people, systems and service management changes necessary for e-government. Information supplied here will be used to inform national policy, but does not fall within the remit of the December 2005 target.

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757): 				
i) Member & officer e-champions	Green 01/04/2001	Green 01/04/2001	Green 01/04/2001	Green 01/04/2001
	Comment: Cabinet Member with Resources Portfolio Director of Corporate Services			
ii) e-government programme manager	Green 01/04/2001	Green 01/04/2001	Green 01/04/2001	Green 01/04/2001
	Comment: Assistant Director - ICT			
iii) customer services management	Green 01/10/2004	Green 01/10/2004	Green 01/10/2004	Green 01/10/2004
	Comment: Head of Customer Services			
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning 	Amber 01/04/2004	Amber 01/04/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Workforce Planning Toolkit being introduced to link with Performance Development Reviews.			
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 01/10/2001	Green 01/10/2001	Green 01/10/2001	Green 01/10/2001
	Comment: Corporate ICT Working Group			
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme 	Green 01/10/2001	Green 01/10/2001	Green 01/10/2001	Green 01/10/2001
	Comment: Prince2			
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green 01/12/2002	Green 01/12/2002	Green 01/12/2002	Green 01/12/2002
	Comment: All risk management is embedded within our service planning regime.			
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 01/04/2001	Green 01/04/2001	Green 01/04/2001	Green 01/04/2001
	Comment: Annual Citizen Survey, Focus Groups			
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005
	Comment: Draft Social Inclusion Strategy has been produced, RNIB 'see it right' accessibility standard achieved.			
<ul style="list-style-type: none"> Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act) 	Green 01/10/2003	Green 01/10/2003	Green 01/10/2003	Green 01/10/2003
	Comment: Information Manager post in Internal Audit.			

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer 	Amber 01/10/2004	Amber 01/10/2004	Green 01/10/2005	Green 01/10/2005
Comment:				
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
Comment: Use of NGFL, also through ADIT.				
<ul style="list-style-type: none"> Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal) 	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
Comment: Involved external bodies in Access to Services BVR, LSP Darlington Partnership.				
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Amber 01/04/2004	Amber 01/04/2004	Amber 01/04/2004	Amber 01/04/2004
Comment: Gap analysis is underway, likely to adopt standard but not seek formal accreditation				
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Amber 01/04/2004	Amber 01/04/2004	Green 31/12/2005	Green 31/12/2005
Comment:				
<ul style="list-style-type: none"> Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgs.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005
Comment: Linked to adoption of esd-toolkit.				
<ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal) 	Amber 01/04/2004	Amber 01/04/2004	Green 31/12/2005	Green 31/12/2005
Comment: Awaiting further guidance from pilot Local Government Projects in order to determine suitability for personalisation and registration (expected late 2004). The Council already provides some differential levels of authentication for access to it e-services.				
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Red 01/04/2004	Amber 01/08/2005	Amber 01/08/2005	Amber 01/08/2005
Comment: The council is an early adopter for the government connect programme awaiting further guidance. We currently operate independent digital signatures on key e-business servers (eg. verisign for e-payments).				
<ul style="list-style-type: none"> Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: 				
<ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account 	Red 01/04/2004	Amber 01/08/2005	Amber 01/08/2005	Amber 01/08/2005
Comment: The council is an early adopter for the government connect programme awaiting further guidance. It is possible at the moment to register on the councils website to view council tax and council rent balances.				

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect	Red 01/04/2004	Amber 01/08/2005	Amber 01/08/2005	Amber 01/08/2005
Comment: The council is an early adopter for the government connect programme awaiting further guidance.				
iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/md/bereave.asp)	Red 01/04/2004	Amber 01/08/2005	Amber 01/08/2005	Amber 01/08/2005
Comment: The council is an early adopter for the government connect programme awaiting further guidance. The council has a life events theme on its website.				
iv) citizen & business authentication for services for services categorised at security levels 0-3	Red 01/04/2004	Amber 01/08/2005	Amber 01/08/2005	Amber 01/08/2005
Comment: The council is an early adopter for the government connect programme awaiting further guidance.				
v) registration & authentication of employees for internal and cross-agency services	Red 01/04/2004	Amber 01/08/2005	Amber 01/08/2005	Amber 01/08/2005
Comment: The council is an early adopter for the government connect programme awaiting further guidance.				
vi) corporate approach to collection of e-payments	Red 01/04/2004	Amber 01/08/2005	Amber 01/08/2005	Amber 01/08/2005
Comment: The council is an early adopter for the government connect programme awaiting further guidance. One method of e-payments via the website is already in place.				
vii) cross agency secure transactions (Government to Government)	Red 01/04/2004	Amber 01/08/2005	Amber 01/08/2005	Amber 01/08/2005
Comment: The council is an early adopter for the government connect programme awaiting further guidance. The council is currently operating the criminal justice secure e-mail system (CJIT).				
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Red 01/04/2004	Amber 01/08/2005	Amber 01/08/2005	Amber 01/08/2005
Comment: The council is an early adopter for the government connect programme awaiting further guidance.				
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/04/2004	Amber 01/08/2005	Amber 01/08/2005	Amber 01/08/2005
Comment: The council is an early adopter for the government connect programme awaiting further guidance. The council and LSP use a performance management software system called Performance Plus and this will also be used for Local Area Agreements.				
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/04/2004	Amber 01/08/2005	Amber 01/08/2005	Amber 01/08/2005
Comment: The council is an early adopter for the government connect programme awaiting further guidance.				
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/04/2004	Amber 01/08/2005	Amber 01/08/2005	Amber 01/08/2005
Comment: The council is an early adopter for the government connect programme awaiting further guidance.				

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server) 	Red 01/04/2004	Amber 01/08/2005	Amber 01/08/2005	Amber 01/08/2005
Comment: The council is an early adopter for the government connect programme awaiting further guidance.				
<ul style="list-style-type: none"> Connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s) 	Red 01/07/2004	Red 01/07/2004	Amber 01/10/2005	Green 31/03/2006
Comment:				
<ul style="list-style-type: none"> Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm) 	Green 01/04/2003	Green 01/04/2003	Green 01/04/2003	Green 01/04/2003
Comment:				
<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) 	Amber 01/04/2004	Amber 01/04/2004	Green 31/10/2005	Green 31/10/2005
Comment:				
<ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Amber 01/04/2004	Amber 01/04/2004	Green 31/12/2005	Green 31/12/2005
Comment: Currently at Level 2, Level 3 is dependant upon the LLPG.				
<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 01/04/2004	Amber 01/08/2005	Amber 01/08/2005	Amber 01/08/2005
Comment: Requirements have been defined and work to develop directory for website use is underway.				

Section 3 - BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01 of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	Actual				Forecast
		01/02	02/03	03/04	04/05	05/06
Providing information: ● Total types of interaction e-enabled ● % e-enabled	94 %	● 50 ● 17.24 %	● 290 ● 100.00 %	● 290 ● 100.00 %	● 290 ● 100.00 %	● 290 ● 100.00 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	87 %	● 26 ● 50.00 %	● 30 ● 57.69 %	● 52 ● 100.00 %	● 52 ● 100.00 %	● 52 ● 100.00 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	78 %	● 7 ● 50.00 %	● 7 ● 50.00 %	● 13 ● 92.86 %	● 14 ● 100.00 %	● 14 ● 100.00 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	86 %	● 1 ● 8.33 %	● 12 ● 100.00 %	● 12 ● 100.00 %	● 12 ● 100.00 %	● 12 ● 100.00 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	76 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 3 ● 18.75 %	● 16 ● 100.00 %	● 16 ● 100.00 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	83 %	● 3 ● 6.98 %	● 5 ● 11.63 %	● 13 ● 30.23 %	● 43 ● 100.00 %	● 43 ● 100.00 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	78 %	● 7 ● 28.00 %	● 9 ● 36.00 %	● 25 ● 100.00 %	● 25 ● 100.00 %	● 25 ● 100.00 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	80 %	● 60 ● 65.22 %	● 75 ● 81.52 %	● 92 ● 100.00 %	● 92 ● 100.00 %	● 92 ● 100.00 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	82 %	● 3 ● 11.11 %	● 10 ● 37.04 %	● 27 ● 100.00 %	● 27 ● 100.00 %	● 27 ● 100.00 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	73 %	● 9 ● 10.23 %	● 15 ● 17.05 %	● 88 ● 100.00 %	● 88 ● 100.00 %	● 88 ● 100.00 %
Total: ● Total types of interaction e-enabled ● % e-enabled	86 %	● 166 ● 25.19 %	● 453 ● 68.74 %	● 615 ● 93.32 %	● 659 ● 100.00 %	● 659 ● 100.00 %

Section 4 - Access Channel Take-Up

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

E-enablement & Main E-Access Channel Take-Up	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	263,000	290,000	300,000	310,000	320,000
• Unique users, i.e. separate individuals visiting website (annual)	123,000	125,000	130,000	140,000	150,000
• Number of e-enabled payment transactions accepted via website	4,000	5,000	6,000	7,000	8,000
• Number of change of address notifications accepted via website	0	0	500	600	700
	Comment: Number of change of address notifications - Not currently available as a service - these are e-mails - on line forms from 1/4/05				
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>					
• Number of e-enabled payment transactions accepted by telephone	13,000	14,000	14,000	15,000	15,000
• Number of change of address notifications accepted via telephone	4,500	4,800	5,000	5,200	5,300
	Comment: Change of address notifications - Call Centre from Autumn 2005				
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i>					
• Number of e-enabled payment transactions accepted via personal contact	304,000	305,000	306,000	307,000	308,000
• Number of change of address notifications accepted via personal contact	600	600	700	800	900
	Comment: e-enabled payments - e-payments via Girobanking Change of address notifications - Contact Centre from Autumn 2005				
Other Electronic Media <i>(e.g. BACS, text messaging)</i>					
• Number of e-enabled payment transactions accepted via BACS	850,000	850,000	850,000	850,000	850,000

	Actual		Forecast		
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
• Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	0	0	0
• Number of change of address notifications accepted via other electronic media	150	160	100	100	100
	Comment: Change of address notifications- e-mails at present, to be replaced by e-forms 1/4/05				
Non Electronic (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	23,000	21,000	20,000	19,000	18,000
• Number of change of address notifications accepted via non-electronic form	2,250	2,400	2,300	2,200	2,100
	Comment: Change of address notifications - Post expected to reduce as e-forms increases				

Section 5 - Local e-Government Implementation Expenditure

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

Programme Resource	Backward Look (£)		Forward Look (£)		
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment:				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	Comment:				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	360,000	100,000	0	0	0
	Comment: Smart card pilot project Darlington's contribution to the Social Care records project Darlington Partnership e-government Partnership funding - Round 2 In addition to the amounts shown the Council has made a considerable contribution in 'kind', particularly in officer time to the UK on-line centres and kiosk project.				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
• resources being applied from internal revenue and capital budgets to implement e-government	461,000	579,000	636,000	255,000	267,000
	Comment: Social Services IT system replacement AtoS Improvement Plan capital AtoS Improvement Plan revenue Info Manager/Web officer e-Government Programme Management Capital Programme bids & revenue implications Darlington share of Tees Valley Health & Social Care Programme				
• other resources (e.g. training) (please specify)	9,000	3,000	3,000	3,000	3,000
	Comment: MS Office, e-mail, etc for staff				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	Comment:				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	816,000	0	0	0	0
	Comment: Home Office crime reduction programme - extended CCTV SCA Capital Grant for improving electronic access to information for those people suffering from mental health problems				
TOTAL	2,046,000	1,032,000	789,000	258,000	270,000

Section 6 - Local e-Government Programme Efficiency Gains

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	6	6	10	10	15	15	20	20
	Comment:							
• e-payments	150	100	190	110	195	115	200	120
	Comment:							
• corporate services efficiencies not covered above	5	5	5	5	5	5	5	5
	Comment:							
e-Procurement, of which:								
• Service specific	123	123	150	100	175	115	200	130
	Comment:							
• Cross-cutting e-procurement efficiencies not covered above	123	123	150	100	150	115	200	130
	Comment:							
Productive time, of which:								
• Service specific	5	5	10	10	10	10	10	10
	Comment:							

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Efficiency Gains								
• Cross-cutting productive time efficiencies not covered above	188	0	130	0	140	0	150	0
	Comment:							
Transactions	10	10	40	40	30	30	20	20
	Comment:							
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
TOTAL EFFICIENCY GAINS - GROSS	610	372	685	375	720	405	805	435
LESS e-government implementation expenditure	1,032,000		789,000		258,000		270,000	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	-1,031,390		-,788,315		-,257,280		-,269,195	