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**CAPITAL PROGRAMME 2004/05**  
**IMPLEMENTING ELECTRONIC GOVERNMENT**

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**Responsible Cabinet Member(s) - Councillor Don Bristow,**  
**Resource Management Portfolio**

**Responsible Director(s) - Paul Wildsmith**  
**Director of Corporate Services**

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**Purpose of Report**

1. To seek approval for the release of Capital Grant funds awarded to the Council for successfully producing a suitable Implementing Electronic Government 2003 (IEG3) statement and to waive contract procedure rules.

**Background**

2. The attached report (**Appendix A**) was presented to Cabinet on 27<sup>th</sup> April 2004 and the recommendations contained in it were supported.
3. On the 30th April 2004, the Office of the Deputy Prime Minister (ODPM) made available their revised priority service guidance after taking account of the consultation feedback referred to in paragraph 12 of the attached Cabinet report.
4. The fourteen priority areas identified in the consultation document remain and although the revised guidance has more clarity there are no significant differences to the original document.
5. Attached at **Appendix B** is a copy of the revised guidance.
6. The ODPM has also confirmed that each Council that has submitted a successful IEG3 statement will be awarded £350,000 in 2004/5 and subject to a successful IEG4 statement showing progress against the priority areas being submitted to the ODPM later in the year a further £150,000 for 2005/6.

**Legal Implications**

7. This report has been considered by the Borough Solicitor for legal implications in accordance with the Council's approved procedures. There are no issues which the Borough Solicitor considers need to be brought to the specific attention of Members, other than those highlighted in the report.

## **Section 17 of the Crime and Disorder Act 1998**

8. The contents of this report have been considered in the context of the requirements placed on the Council by Section 17 of the Crime and Disorder Act 1998, namely, the duty on the Council to exercise its functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area. It is not considered that the contents of this report have any such effect.

### **Council Policy Framework**

9. The issues contained within this report are required to be considered by Council.

### **Conclusion**

10. To qualify for further IEG funding the Council is required to make progress against the government's priority service areas.

### **Recommendation**

11. Council are requested to :-
- (a) Release the £350,000 IEG3 Capital Grant for the following purposes :-
    - (i) Completion of the website project £100,000
    - (ii) Implementation of the Access to Services BVR Improvement Plan £100,000
    - (iii) Achievement of the governments priority services £150,000
    - (iv) Waive Contract Procedure Rules to allow any further website development work identified with regard to achieving the government's priority services to be negotiated with the Council's current website development partner Waterstons.

### **Reasons**

12. The recommendations are supported by the following reasons :-
- (a) It supports the Council's Electronic Government Strategy and IEG statements.
  - (b) It will allow the Council to deliver the priority services as identified by the government.

**Paul Wildsmith**  
**Director of Corporate Services**

### **Background Papers**

IEG3 statement

Ken Walker : Extension 2367

**CABINET**  
**27TH APRIL, 2004**

**ITEM NO. 18**

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**CAPITAL PROGRAMME 2004/05**  
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**Responsible Cabinet Member(s) - Councillor Don Bristow,**  
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**Purpose of Report**

1. To seek approval for the release of Capital Grant funds awarded to the Council for successfully producing a suitable Implementing Electronic Government 2003 (IEG3) statement.

**Information and Analysis**

2. As Members will be aware the government's Implementing Electronic Government programme has already resulted in the award of £200,000 in each of the financial years 2002/2003 and 2003/2004.
3. This grant has been used to assist with the achievement of the governments target of having 100% of services available electronically by the end of 2005, primarily through the development of the Council's website.
4. The development of the website has been a joint project between the Council and Waterstons of Durham who were appointed after a European tender process.
5. The 2003/2004 website development work has resulted in several improvements, including those listed below:
  - (a) Increased content on the site
  - (b) Introduction of the Intranet
  - (c) The creation of the Child and Adolescent Mental Health Strategy and Community Legal Services areas on the website
  - (d) Development of the Life Events theme launched on 1<sup>st</sup> April 2004
  - (e) Submission of the site to the RNIB for assessment against their 'See It Right' award
  - (f) The first phase of electronic forms on the site
  - (g) The ability to register for a limited number of electronic services (live 1<sup>st</sup> April 2004)
    - (i) Council Tax balance
    - (ii) Council housing rent balance
    - (iii) Notification of planning applications
  - (h) Increased number of users of the site

- (i) Average of almost 20,000 visits per month compared with 16,000 per month a year ago
  - (ii) 9,800 unique visitors per month compared to 6,000 a year ago
  - (iii) It should be noted that these figures exclude Council staff who visit the site from their office PC's
6. The work programme for the completion of Phase 2 of the website project is currently being agreed and it is essential that this work progresses to ensure the Council's achievement of its BVPI 157 target and other key service priorities are met. Some of the areas of development are shown below. It should be noted that it might not be possible to deliver all of the following from the £100,000 funding currently allocated from the IEG3 award.
- (a) Democratic services, including the Constitution, Register of delegated decisions and Council minutes
  - (b) Register Office Indexes on line, this will allow the search for birth, deaths and marriage register entries and the ordering of copies of these on-line. This has the potential to significantly increase revenue in this area.
  - (c) Actions required to meet the BVPI 157 target of 100% e-enabled services
  - (d) Improved search facilities for the website
  - (e) Secure Intranet access for schools
  - (f) Further development of electronic forms to allow payments and attachments to be included
  - (g) Work to meet the RNIB 'See It Right' standard
  - (h) Mini non-English language sites to give essential information
  - (i) Booking tickets and sports facilities on-line
7. The Council submitted its IEG3 statement on the 7<sup>th</sup> November 2003 and was subsequently informed that the submission had been accepted and that we would qualify for funding in 2004/5.
8. The amount of funding had at this stage not been identified, although the ODPM had suggested at briefing meetings that an amount similar to previous years (£200,000) would be a reasonable assumption.
9. In addition to this expected £200,000 it had been suggested that further funds would be available for government nominated priority services.
10. A press release on the 12<sup>th</sup> February this year (appendix 1) informed all Council's that had successfully submitted an IEG3 statement that there was potentially £500,000 available over the next two financial years through IEG funding. £350,000 in 2004/5 and £150,000 in 2005/6.
11. Award of the grant would be dependant upon progress against the Council's IEG statements and the governments identified priority services.
12. At this time we are waiting for the final definition of these priority services but I have attached a copy of the consultation paper and this Council's response as appendices 2 and 3.
13. In the expectation of receiving a £200,000 IEG3 grant, the budget process for 2004/5 has allocated £100,000 of this grant the website project and the other £100,000 to the implementation of the Access to Services BVR Improvement Plan.

14. The press statement about the funding was not clear as to the process regarding the receipt of the grant or as to when we could expect to receive the grant.
15. We have contacted the ODPM to seek clarification and they have confirmed that the grant will be paid as one amount and that a letter will be sent to the Chief Executive in April to give more details relating to how and when it will be paid.
16. It is our expectation therefore that the full £350,000 IEG3 grant will be paid to us in one payment and that some form of further submission regarding the priority services will probably be required. It is also clear that failure to make progress against our IEG3 targets and the priority services will probably result in the potential £150,000 grant for 2005/6 being withheld.
17. Lead departmental officers on the Corporate IT Working Group are currently assessing how the priority targets that their department has involvement with can be delivered.
18. In some cases additional software modules may have to be purchased to enable facilities not currently available, e.g. a web enabled module for ticket booking for the Civic Theatre and Arts Centre booking system. It is expected that more website development work will be identified as part of this process.
19. The work that Waterstons have already done for the Council has been to a very high standard and delivered on time and within budget. Their daily rate for the continued development of the website equates to approximately £400, which is very competitive as the normal daily rate for ICT consultants used by the Council is normally within the range of £595 to £1,500. An extremely good working relationship between staff from both organisations has also developed.
20. Given that the structure of the website has been developed by Waterstons and the fact that they will continue to work with the Council in 2004/5 to complete the Phase 2 development awarded to them through the European Tender process, it would be sensible to have any further development work also carried out by them.
21. To allow the work to be progressed by Waterstons it will be necessary to waive Contract Procedure Rules.
22. To summarise the position, it is proposed that the IEG3 funding be allocated to the completion of the website project (£100,000), the Access to Services Improvement Plan (£100,000) and the remaining £150,000 for 2004/5 be used to deliver priority services, as identified by the government.

### **Financial Implications**

23. Members may recall that additional annual revenue funding of £20,000 was agreed for website initiatives (Minute C383/May/01 refers). At the present time it is considered that these funds will be sufficient to pay for the annual recurring costs of the Website. Therefore at this point it is anticipated that the planned work can be contained within the Council's overall budget.

## **Legal Implications**

24. This report has been considered by the Borough Solicitor for legal implications in accordance with the Council's approved procedures. There are no issues which the Borough Solicitor considers need to be brought to the specific attention of Members, other than those highlighted in the report

## **Council Policy Framework**

25. The issues contained within this report do not represent change to Council policy or the Council's policy framework

## **Decision Deadline**

26. For the purpose of the 'call-in' procedure this does not represent an urgent matter

## **Recommendation**

27. It is recommended that the £350,000 IEG3 Capital Grant be released for the following purposes:
- (a) Completion of the website project £100,000
  - (b) Implementation of the Access to Services BVR Improvement Plan £100,000
  - (c) Achievement of the governments priority services £150,000
  - (d) Waive Contract Procedure Rules to allow any further website development work identified with regard to achieving the government's priority services to be negotiated with the Council's current website development partner Waterstons.

## **Reasons**

28. The recommendations are supported by the following reasons :-
- (a) It supports the Council's Electronic Government Strategy and IEG statements.
  - (b) It will allow the Council to deliver the priority services as identified by the government.

**Paul Wildsmith**  
**Director of Corporate Services**

## **Background Papers**

IEG3 statement

Ken Walker : Extension 2367  
PB

*News Release 2004/0030:  
12 February 2004*

**LOCAL AUTHORITIES 'ON-LINE' FOR E-GOVERNMENT FUNDING BOOST**

£220 million of e-Government funding is being allocated today to support further local authorities in England to e-enable their priority services by 2005.

An additional £28 million is to be allocated to specific projects focusing on the national roll out of the National Projects and the take-up of e-services.

Announcing the allocations today, Local e-Government Minister Phil Hope said:

"This money should assist all local authorities to deliver our shared target of e-enabling all priority services by end of 2005. We are beginning to see the results of the various projects across the country and this funding gives local authorities the support they need to deliver further improved e-services for the people in their area."

"Local authorities have been developing and improving their services using IT to give their customers the modern services they want and need. This support will help them to continue to improve and increase the use their customers make of them."

All local authorities - the people on the front line delivering e-Government - will receive £500K over the next two years (£350k in 04/05 and £150k in 05/06 subject to submitting satisfactory IEG progress reports). In addition to these flat rate payments, there will be extra non-financial help available to councils to help them meet the target.

Phil Hope added:

"These next two years will be an exciting time. As the projects begin to deliver results, services begin to improve people start to benefit."

"That is what e-Government is all about. I see this funding - the last allocations before the target - as helping local authorities get over any hurdles still ahead and allowing them to continue working with the determination I've seen first hand on many occasions."

**Notes to Editors**

1. The allocation of funds is supported by the programme dual key holders, HM Treasury and Office of the Envoy. It is also supported by the Local Government Association. The £220 million, for the two years up to and including the target year of 2005, is part of the £675 million total programme fund for delivering Local e-Government

**2. Local e-Government Funds Committed For Financial Years 2004-2006**

*Support for individual councils* - Each local Authority in England, including submitting a satisfactory IEG statement in 2003/04, 2004/05 and 2005/06 will receive £500k capital grant (£350k in 04/05 and £150k in 05/06). The IEG assessment will include a section on councils' plans for e-enabling agreed priority service outcomes. Councils not completing this section satisfactorily will be required to resubmit their IEG statement and risk losing the following year's allocation.

Councils struggling with e-government will be offered support from the new Implementation Support Unit. The ISU will prepare an improvement plan with the relevant council which may then be allocated extra support to implement the improvement plan. £10m for each of the 2 years has been allocated for this purpose.

Total support for individual councils: £200m IEG support, plus up to £20m support for struggling councils.

*Support for national projects* - Phase 3 National projects covering Take-up and Marketing, Payments and Environmental Services.

£20m is allocated to support the roll out of National Projects. Detailed allocation has yet to be agreed but it is likely to be a mix of support for individual national projects roll out, and support for national co-ordination and exploitation.

Total support for National Projects £28m

*Support for Partnerships* - No further direct support for local e-government partnerships although councils are expected to continue to work in partnership to deliver joined up services and exploit economies of scale. New **regional** partnerships will be supported.

Total support for regional partnerships £4m

*Support and capacity* - To assist councils with the e-government agenda IDeA will continue to be funded to provide the Implementation Support Unit and Strategic Support Unit

Total support for support and capacity £6m

*Support for e-innovations* - Support for e-innovations has already been allocated £10m over the next two years.

*Support for pathfinders*- £1m : Support for pathfinder dissemination will cease after 04/05. Useful pathfinder activity has been rolled up in National projects.

*Communications/programme support* - £2m is allocated to support communications and marketing activity aimed particularly at council leaders (Members and officers) and service managers.

*e-Voting* - £1m is allocated to support for e-voting quality assurance alongside the £12m allocation for 2005 e-voting pilots.

Total support for e-voting £13m

### **3. Priority Services Consultation Paper**

The *Defining E-Government Priority Services & Transformation Outcomes In 2005 For Local Authorities In England* Consultation Paper can be found on the local e-government website. The consultation period ended on 27 January and we are currently considering the responses. We will be writing to all authorities by end of March setting out the agreed priority services and transformation outcomes as part of the claim process for IEG3 grant.

These derive from the Central Local Partnership 7 Shared Priorities, the National Strategy and the relevant priority services identified by PSX(E). The consultation exercise sought views on whether the areas identified and the proposed measures of success are correct. We are currently considering the responses to the consultation.

### **4. Proposed changes to IEG assessment**

Councils are aware of the proposals to introduce major changes in the assessment of future years' IEGs. A recent consultation asked local authorities to agree a set of priority outcomes for e-government covering service and organisational elements. Once the list of priority services is agreed councils will be asked to report progress toward them in their IEG returns. We will also ask councils to complete a baseline assessment of their position in relation to priority services when they make their claim for IEG funding (£350k 04/05) at the beginning of the next financial year. They will also be required to submit a satisfactory IEG statement in Autumn 2004 to receive £150k in 05/06 and submit a further statement in Autumn 2005 reporting progress against the money spent.



# **DEFINING E-GOVERNMENT PRIORITY SERVICES & TRANSFORMATION OUTCOMES IN 2005 FOR LOCAL AUTHORITIES IN ENGLAND**

## *Consultation Paper*

*This is a consultation paper on proposals for defining priority service and transformation outcomes in 2005 as part of the IEG process. All comments on this draft should be sent by email to [localegov@odpm.gsi.gov.uk](mailto:localegov@odpm.gsi.gov.uk) by **Tuesday 27 January 2004**. Final guidance on this issue will be published as part of the IEG3 grant claim process in March 2004.*

## **Priority Service & Transformation outcomes for local e-government in December 2005**

### Introduction

*Linking local e-government investment to the delivery of service improvement in shared priority areas serves to address the real concerns of citizens, as well as providing a focus for local authorities up to the 2005 target and beyond.*

*A key objective of the Office of the Deputy Prime Minister's (ODPM) SR2002 Public Service Agreement (PSA) involves improving delivery and value for money of local services within a framework of national targets and policies. This includes,*

*“assisting local government to achieve 100% capability in electronic delivery of **priority services** by 2005, in ways that customers will use”.*

**In order to define what is meant by the term “priority services” and for the Government to measure progress towards the PSA target, it is necessary to agree a set of e-government priority outcomes for each local authority in England. Furthermore, it is expected that each local authority as part of its e-government investment programme will deliver these priority outcomes by December 2005.**

**The proposed priority outcomes are derived primarily from the shared priorities agreed between central and local government. For practical purposes, the shared priorities have been translated into a set of 10 priority service and 4 transformation areas. This proposed list of 14 priority service and transformation areas has then been broken down into a set of specific priority outcomes that are expected to be delivered by local authorities by December 2005.**

**The proposed priority outcomes provide a focus for priority working within the Prime Minister's target to reach 100% e-enablement of Government services by December 2005 (as measured by BVPI 157 for local government services). It is further proposed that local authorities will be incentivised through the IEG capital funding process for working on the local e-government priority outcomes in 2004/05 and 2005/06 and that progress in delivering the priority outcomes will be monitored through the IEG process.**

**Your comments on these proposals are requested by Tuesday 27 January 2004. These proposals affect English County, District, Unitary Councils, London Boroughs, National Park Authorities, the Corporation of London, the Greater London Authority, London Development Agency, Transport for London who are subject to the Best Value Performance Indicator 157 and have been requested to prepare IEG statements. A separate version of this consultation paper will be prepared for Fire & Rescue Authorities.**

### Shared priorities for local government

The National Strategy for local e-government listed the shared public service delivery priorities that were agreed between the Government and the Local Government Association in July 2002<sup>1</sup>. The Strategy made it clear that e-government is a key part of our collective approach to delivering them.

The priority outcomes presented for consultation below are primarily derived from the seven shared priorities agreed between central and local government, translated into specific outcomes

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<sup>1</sup> see [http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn\\_id=2002\\_0278](http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2002_0278)

that can be achieved in appropriate and innovative ways at the local level. The shared priorities are:

- raising standards across our schools;
- improving the quality of life of children, young people, families at risk and older people;
- promoting healthier communities by targeting key local services, such as health and housing;
- creating safer and stronger communities;
- transforming our local environment;
- meeting local transport needs more effectively;
- promoting the economic vitality of localities.

**The seven shared priorities give a set of broad aims for public service delivery and cover the key issues that will impact most on the lives of local people. However, some additional work is needed in order to translate these broad aims into a set of specific outcomes for local e-government. This work is reflected in the table below.**

#### **National Priorities**

In addition to defining local e-government outcomes around the shared priorities, the ODPM is also required to assist local government in achieving:

- progress in terms of the electronic delivery of key high volume / high impact local government services identified as priorities in terms of user benefit and efficiency savings, i.e.
  - schools admissions;
  - voting;
  - consultation;
  - planning applications; and
  - payments (including Council Tax Benefit & Housing Benefit);
- the transformation of people's experience of public services through the application of local e-government as described in the National Strategy for local e-government published in November 2002.

Therefore, these issues are also reflected in the proposed list of priority outcomes in the table below.

#### **About the proposed approach to defining priority outcomes**

The proposed approach to priority outcomes outlined in this consultation paper is designed to provide:

- clarity for citizens regarding what they can expect to be able to do electronically with their local authority by this date;
- demonstrable results from the ODPM's £675 million local e-government investment programme up to 2005/06;
- a leap forward from the existing e-government target based around a general "e-enablement" of services to one based around clearer deliverables under the shared priorities for "better local government".

In particular, the mapping of e-government to shared priorities for better local government is crucial in helping to realise the full potential of technology for improving corporate performance as part of the Comprehensive Performance Assessment (CPA) process up to 2005 and beyond.

The proposed approach is also designed to:

- demonstrate the link between the National Strategy for Local e-Government and the seven shared priorities for local government;
- allow local authorities scope to map the proposed list of priority outcomes onto existing e-government priorities within a two-year time frame up to December 2005;
- provide an operational “focus” for the local e-government programme in terms of the 2005 target;
- raise awareness about the work of National Projects and their potential contribution to priority service objectives;
- provide a platform for the adoption of e-government as a key issue for corporate assessment in the CPA process for the year 2005/06 (and onwards).

#### **Partnerships**

**Whilst it is at the discretion of local authorities whether they wish to deliver the priority outcomes by working individually, or through partnerships, there is a strong expectation that existing partnership infrastructures represent a preferred way forward to deliver outcomes in priority areas that demand an integrated or joined-up approach. Therefore, it is expected that a proportion of IEG grants to individual local authorities should be earmarked and pooled accordingly.**

#### Outcomes

The proposed outcomes for each priority service and transformation area are defined in terms of:

- 1) **Best practice outcomes** – the ODPM does not intend to prescribe the process of achieving these best practice outcomes, but all local authorities are expected to have the named outcomes in place for each priority area by the end of December 2005;
- 2) **Mandatory outcomes** – these refer to specific online facilities that must be in place in every area of the country for citizens, organisations, councillors and local authority staff to use by the end of December 2005;
- 3) **Discretionary outcomes** – high performing local authorities that have already achieved, or largely achieved, the defined best practice and mandatory outcomes, will be given the discretion to establish their own ‘stretch’ targets for how they wish to further develop services to deliver sustainable e-government up to 2005 and beyond.

As part of the consultation process, you are invited to comment on the workability of this definition and categorisation.

#### Funding

It is proposed that local authorities will be incentivised through the IEG capital funding process for working on the local e-government priority outcomes in 2004/05 and 2005/06. A Ministerial announcement on funding will be made in January 2004.

What is being consulted on

You are asked to comment on the practicality of the proposed in this consultation paper, i.e. is what is being proposed:

- reasonable?
- appropriate?
- based on a commonly understood and agreed interpretation?
- measurable?
- capable of being delivered?

**It is recognised that local authorities in two-tier areas may not have a statutory responsibility for service delivery in some of the areas listed in the table below and your comments about how the proposed priority outcomes might be applied in this context are particularly welcome. Comments are also requested in respect of how the proposed priority outcomes align with individual local authority improvement plans as part of the Comprehensive Performance Assessment (CPA) process. Suggestions regarding the applicability of the 14 proposed priority areas, alternative priority outcomes and flexibility for local authorities to substitute local outcomes for national ones are also welcome.**

Further information on the process of applying and measuring progress on the delivery of these outcomes, including the link to IEG funding in 2004/05 and 2005/06, will be provided as part of the claim process for the payment of IEG3 grant in March 2004. This consultation process will inform the final list of outcomes that are presented to local authorities as part of the IEG3 claim process.

Submission Deadline for Comments

The deadline for receipt of comments on this consultation paper is **Tuesday 27 January 2004**. You should submit your comments either by email to [localegov@odpm.gsi.gov.uk](mailto:localegov@odpm.gsi.gov.uk), or in writing to:

Local e-Government Team  
Office of the Deputy Prime Minister  
Zone 3/G5  
Eland House  
Bressenden Place  
London SW1E 5DU

All written response should be headed "Priority Outcomes Consultation". A copy of this consultation paper can also be found at [www.localegov.gov.uk](http://www.localegov.gov.uk).

**PROPOSED PRIORITY AREAS AND OUTCOMES**

<i>Priority Service Area</i>	<i>Proposed Outcome</i>
<p><b>1. Schools</b></p> <p><b>To help raise education standards and allow e-enabled processing of pupil support services to the public.</b></p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- raising standards across all our schools</li> <li>- school admissions</li> </ul> <p><b>Associated National Projects:</b> (see <a href="http://www.local.gov.uk">www.local.gov.uk</a>)</p> <ul style="list-style-type: none"> <li>- School admissions</li> <li>- LAWS</li> </ul>	<p><b>1) Best practice outcomes in 2005 to include:</b></p> <ul style="list-style-type: none"> <li>• systems to facilitate more integrated and improved assessment of children with Special Educational Needs (SEN) and Looked-After Children, including the online provision of information to parents/carers;</li> <li>• online provision of features on public website to encourage community involvement in schools, including details for parents and prospective school governors, helpers and classroom assistants.</li> </ul> <p><b>2) Mandatory outcomes - online facilities to be available to allow transactions in respect of:</b></p> <ul style="list-style-type: none"> <li>• school admissions &amp; transfers;</li> <li>• home school transport;</li> <li>• community education;</li> <li>• student awards.</li> </ul> <p><b>3) Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</b></p> <ul style="list-style-type: none"> <li>• development of systems to facilitate the pre-qualification of benefit claimants for free schools meals and school uniform grants.</li> </ul>

<p><b>2. Community information</b></p> <p>To deliver integrated services for the community, delivered by local &amp; regional partnerships where appropriate, and connected to a national infrastructure.</p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- creating safer and stronger communities</li> <li>- promoting healthier communities and narrowing health inequalities</li> <li>- supporting the economic vitality of localities</li> </ul> <p><b>Associated National Projects:</b> (see <a href="http://www.local.gov.uk">www.local.gov.uk</a>)</p> <ul style="list-style-type: none"> <li>- Reducing Youth Offending Generic National Solution (RYOGENS)</li> <li>- E-Fire</li> <li>- LAWS</li> <li>- Information Sharing &amp; Assessment Programme (DfES)</li> </ul>	<p><b>1) Best practice outcomes in 2005 to include:</b></p> <ul style="list-style-type: none"> <li>• Fulfilment of national standards on accessibility and interoperability;</li> <li>• Development of systems to help councils to understand their local housing market and to inform work on ‘balancing housing markets’ (i.e. supply versus demand).</li> </ul> <p><b>2) Mandatory outcomes - online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• Development of shared community information databases linked to the delivery of services via community portals and or contact centres to enable a single point of access to a wide and comprehensive range of community information;</li> <li>• Local authority and youth justice agencies to work together to prevent crime and anti-social behaviour by children &amp; young people (linked to Community Crime Reduction Partnership);</li> <li>• Applications to join housing register;</li> <li>• Access to mutual exchange list for moves between council/housing association property;</li> <li>• Provision of information on fire safety.</li> </ul> <p><b>3) Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</b></p> <ul style="list-style-type: none"> <li>• (none currently defined)</li> </ul>
<p><b>3. Democratic renewal</b></p> <p>To develop the use of technology to promote greater public involvement in local decision making and to enhance the representative role of councillors in the community.</p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- e-voting / e-consultation</li> </ul> <p><b>Associated National Projects:</b> (see <a href="http://www.local.gov.uk">www.local.gov.uk</a>)</p>	<p><b>1) Best practice outcomes in 2005 to include:</b></p> <ul style="list-style-type: none"> <li>• Increased citizen participation in local authority decision-making;</li> <li>• Supporting councillors to more effectively represent their constituents.</li> </ul> <p><b>2) Mandatory outcomes - online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• e-enablement of councillor surgeries and</li> </ul>

<ul style="list-style-type: none"> <li>- e-Democracy</li> <li>- electoral modernisation</li> <li>- LAWS</li> <li>- Mobile technology</li> </ul>	<p>home visits.</p> <ul style="list-style-type: none"> <li>• public inspection of council performance on CPA and BVPI;</li> <li>• public response to forthcoming decisions on matters of public interest (e-consultation);</li> <li>• “quick vote” facilities using the public website for market research;</li> <li>• maintained public web pages for every councillor.</li> </ul> <p><b>3) Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</b></p> <ul style="list-style-type: none"> <li>• successful pilot of e-enabled local and national elections (e-voting for those who want it, e-counting of all votes);</li> <li>• webcasting of council meetings;</li> <li>• successful pilot of e-voting and mock elections for 16-19 year olds to encourage engagement in the political process and decision making.</li> </ul>
<p><b>4. Environmental quality</b></p> <p><b>To use technology to integrate relevant functions more closely and help improve the quality cleanliness and safety of our public space.</b></p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- transforming our local environment</li> <li>- creating safer and stronger communities</li> <li>- e-Planning</li> </ul> <p><b>Associated National Projects:</b> (see <a href="http://www.localegov.gov.uk">www.localegov.gov.uk</a>)</p> <ul style="list-style-type: none"> <li>- Planning &amp; Regulatory Services Online (PARSOL)</li> <li>- Knowledge Management</li> <li>- LAWS</li> <li>- Local Environment &amp; On-line Government Store</li> <li>- Planning Portal</li> <li>- NLPG</li> </ul>	<p><b>1) Best practice outcomes in 2005 to include:</b></p> <ul style="list-style-type: none"> <li>• Implementation of systems to integrate and support co-ordinated activity across the public sector (i.e. including police, fire, etc.) designed to manage the physical environment and promote clean, green and safe public space;</li> <li>• Evidence of improvement in the % of people satisfied with the cleanliness standard in their area (BVPI 89);</li> <li>• Establishment of information architecture to provide content to ‘Home &amp; Community’ franchise of the Online Government Store;</li> <li>• Corporate use of Geographic Information Systems (GIS) for map-based data presentation of property-related information.</li> </ul> <p><b>2) Mandatory outcomes - online facilities to be available to allow transactions in respect of:</b></p> <ul style="list-style-type: none"> <li>• E-enabled reporting/applications, procurement and progress chasing of</li> </ul>



	<p>environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling);</p> <ul style="list-style-type: none"> <li>• Receipt and processing of planning and building control applications;</li> <li>• Submission and tracking of regulation and licensing services.</li> </ul> <p><b>3) Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</b></p> <ul style="list-style-type: none"> <li>• development of online facilities for interactive computer simulation of issues affecting environmental quality.</li> </ul>
<p><b>5. e-Procurement</b></p> <p><b>Supporting business improvement through cost effective and efficient purchasing of goods and services through corporate implementation of e-procurement. Working with local suppliers to equip them to take advantage of e-procurement activities.</b></p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- promoting the economic vitality of localities</li> </ul> <p><b>Associated National Projects:</b> (see <a href="http://www.local.gov.uk">www.local.gov.uk</a>)</p> <ul style="list-style-type: none"> <li>- e-procurement</li> <li>- Working With Business</li> </ul>	<p><b>1) Best practice outcomes in 2005 to include:</b></p> <ul style="list-style-type: none"> <li>• 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;</li> <li>• demonstration of efficiency savings by December 2005, including improvement in the % of undisputed invoices paid in 30 days (BVPI 8);</li> <li>• regional co-operation on e-procurement between local councils.</li> </ul> <p><b>2) Mandatory outcomes – online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• online publication of Selling to the Council guide;</li> <li>• appropriate e-procurement solutions in place, including paperless ordering, invoicing and payment;</li> <li>• establishment of a single business account.</li> </ul> <p><b>3) Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</b></p> <ul style="list-style-type: none"> <li>• access to virtual e-procurement</li> </ul>

	<p>'marketplace' established;</p> <ul style="list-style-type: none"> <li>• use of purchase cards (p-cards);</li> <li>• services for suppliers to include emails and SMS text messaging (e.g. to notify business re the publication of invites to quote and tender for council work).</li> </ul>
<p><b>6. Payments</b></p> <p><b>All payments to the council for goods and services can be made online or by telephone.</b></p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- e-payments</li> </ul> <p><b>Associated National Projects:</b> (see <a href="http://www.local.gov.uk">www.local.gov.uk</a>)</p> <ul style="list-style-type: none"> <li>- e-Pay</li> <li>- LAWS</li> <li>- Smart Cards</li> <li>- Government Gateway</li> </ul>	<p><b>1) Best practice outcomes in 2005 to include:</b></p> <ul style="list-style-type: none"> <li>• evidence of integration between payments work and development of e-procurement;</li> <li>• demonstration of efficiency savings and improved collection rates from improved customer service and re-engineered back-office processes, including evidence of improvement in the % of council tax and business rates collected (BVPI 9, BVPI 10).</li> </ul> <p><b>2) Mandatory outcomes – online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• 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);</li> <li>• delivery of 'added value' around online payment facilities, such as ability to check council tax balances.</li> </ul> <p><b>3) Discretionary outcomes - 'stretch' target to be defined by high performing local authorities, e.g.</b></p> <ul style="list-style-type: none"> <li>• provision of facilities for making credit or debit card payments via SMS text message (mobile phone);</li> <li>• adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).</li> </ul>
<p><b>7. Libraries, Sports &amp; Leisure</b></p> <p><b>Easy and convenient access to a range of online information to encourage productive use of leisure time and healthier lifestyles, including e-enablement of local library,</b></p>	<p><b>1) Best practice outcomes in 2005 to include:</b></p> <ul style="list-style-type: none"> <li>• effective information sharing between local authorities, local authority service providers and other public agencies;</li> </ul>

<p><b>sports and leisure services.</b></p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- promoting healthier communities and narrowing health inequalities</li> </ul> <p><b>Associated National Projects:</b> (see <a href="http://www.local.gov.uk">www.local.gov.uk</a>)</p> <ul style="list-style-type: none"> <li>- Framework for information sharing in a multi-agency environment (FAME)</li> <li>- Smart Cards</li> <li>- LAWS</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to get information, book and pay for services online, or over the telephone, or face to face supported by e-enabled back offices and smart card interfaces for council library, sports and leisure services;</li> <li>• Direct promotion of, and initiatives around, healthier lifestyles (e.g. information and downloadable / interactive maps for local cycle and walking routes, geocaching initiatives).</li> </ul> <p><b>2) Mandatory outcomes – online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• renewal of library books and catalogue search facilities (not District Councils);</li> <li>• booking of sports facilities (e.g. squash courts), including both direct and contracted-out operations;</li> <li>• inspection of air quality information (updated daily);</li> <li>• links with NHS Direct.</li> </ul> <p><b>3) Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</b></p> <ul style="list-style-type: none"> <li>• Integration of library cards with sports and leisure activities, including use as ‘citizen card’ for low level authentication of resident identity.</li> </ul>
<p><b>8. Transport</b></p> <p><b>Meeting transport needs more effectively through the provision of real time local transport information via SMS, iDTV, or web and use of smart cards and other technologies to improve traffic and transport management.</b></p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- Meeting local transport needs more effectively</li> </ul> <p><b>Associated National Projects:</b> (see <a href="http://www.local.gov.uk">www.local.gov.uk</a>)</p> <ul style="list-style-type: none"> <li>- Smart Cards</li> <li>- IDTV</li> <li>- LAWS</li> </ul>	<p><b>1) Best practice outcomes in 2005 to include:</b></p> <ul style="list-style-type: none"> <li>• integration of public transport information and services across telephone and web in ways that encourage their accessibility and use;</li> <li>• innovative use of new channels for service information and payment;</li> <li>• Evidence of improvement in the % of respondents satisfied with local provision of public transport information (BVPI 89).</li> </ul> <p><b>2) Mandatory outcomes – online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• 24/7 public inspection of local public</li> </ul>

<ul style="list-style-type: none"> <li>- Mobile technology</li> <li>- E-Pay</li> </ul>	<p>transport timetables and information, including ‘live’ systems for interactive journey planning;</p> <ul style="list-style-type: none"> <li>• online renewal of travel cards or concessionary fare passes;</li> <li>• information on local ‘park &amp; ride’ schemes (where appropriate) and town centre parking;</li> <li>• information / notice-boards on local initiatives for reducing the ‘environmental footprint’ of commuting ( e.g. car pooling schemes) and other ‘green’ travel initiatives.</li> </ul> <p><b>3) Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</b></p> <ul style="list-style-type: none"> <li>• provision of transport information services via SMS and iDTV;</li> <li>• evidence of use of smart cards and other technologies to improve traffic and transport management.</li> </ul>
<p><b>9. Benefits</b></p> <p><b>Claimants and their agents can undertake the whole claim process online, or via intermediate technology in their homes.</b></p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- Improving the quality of life of older people and of children, young people and families at risk</li> <li>- e-Payments</li> </ul> <p><b>Associated National Projects:</b> (see <a href="http://www.local.gov.uk">www.local.gov.uk</a>)</p> <ul style="list-style-type: none"> <li>- Benefits</li> <li>- Mobile Technology</li> </ul>	<p><b>1) Best practice outcomes in 2005 to include:</b></p> <ul style="list-style-type: none"> <li>• One stop resolution of benefits queries through back office integration and data sharing;</li> <li>• Single application across all council benefits;</li> <li>• Evidence of improved turnaround in processing of benefits claims (BVPI 78);</li> </ul> <p><b>2) Mandatory outcomes – online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• Citizens to check the status of their claim;</li> <li>• Relevant claim forms to be downloaded and printed.</li> </ul> <p><b>3) Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</b></p> <ul style="list-style-type: none"> <li>• Pre-qualification of benefit claimants for other eligible entitlements;</li> <li>• Mobile office service using technology to offer processing of benefits claims directly from citizens’ homes.</li> </ul>

<p><b>10. Support for vulnerable people</b></p> <p>Offering quick, comprehensive assessments of the needs of vulnerable people - children and adults. Reducing risk by improving communication and access to information between agencies. Meeting needs better by increasing the accessibility of services for vulnerable people and their carers.</p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- Improving the quality of life for older people</li> <li>- Improving the quality of life of children, young people and families at risk</li> </ul> <p><b>Associated National Projects:</b> (see <a href="http://www.local.gov.uk">www.local.gov.uk</a>)</p> <ul style="list-style-type: none"> <li>- LAWS</li> <li>- FAME</li> <li>- RYOGENS</li> <li>- Mobile Technology</li> <li>- Information Sharing &amp; Assessment Programme (DfES)</li> </ul>	<p><b>1) Best practice outcomes in 2005 to include:</b></p> <ul style="list-style-type: none"> <li>• Systems to support joined-up working on children at risk across multiple agencies;</li> <li>• Provision of contact centre for social care enquiries from children, families and professionals, including out-of-hours availability;</li> <li>• Improvement in numbers of users/carers who said that they got help quickly (BVPI 57);</li> <li>• evidence of e-business activity between health, social services and care providers.</li> </ul> <p><b>2) Mandatory outcomes – online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• comprehensive and dedicated information about access to local care services available over the web and telephone;</li> <li>• viewing of individual ‘care packages’, including payments, requests for service and review dates.</li> </ul> <p><b>3) Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</b></p> <ul style="list-style-type: none"> <li>• joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.</li> </ul>
<p><i>Transformation Area</i></p>	<p><i>Proposed Outcome</i></p>
<p><b>11. Supporting new ways of working</b></p> <p>Active policy and practice enabling council members and staff to work from home or away from the office base.</p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- ODPM National Strategy</li> </ul>	<p><b>1) Best practice outcomes in 2005 to include:</b></p> <ul style="list-style-type: none"> <li>• Corporate ICT support and documented policy for home working (teleworking) for council members and staff;</li> <li>• Email and Internet access provided for all Members and staff that request it;</li> <li>• Establishment of e-skills training programme for council members and staff (e.g. European Computer Driving Licence).</li> </ul>

<p><b>Associated National Projects:</b> (see <a href="http://www.local.gov.uk">www.local.gov.uk</a>)</p> <ul style="list-style-type: none"> <li>- Mobile Technology</li> </ul>	<p><b>1) Mandatory outcomes – online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• Secure remote access to corporate systems, including council intranet;</li> <li>• Access to home working facilities to all council members and staff that meet the requirements set by the Council’s published home working policy.</li> </ul> <p><b>3) Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</b></p> <ul style="list-style-type: none"> <li>• Provision of mobile technology to support council members in their representative role, including e-enablement of councillor surgeries;</li> <li>• Establishment of “drop in centres” to enable staff to work closer to home.</li> </ul>
<p><b>12. Accessibility of services</b></p> <p><b>All council services are available outside of standard working hours via the Internet or contact centres.</b></p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- ODPM National Strategy</li> </ul> <p><b>Associated National Projects:</b> (see <a href="http://www.local.gov.uk">www.local.gov.uk</a>)</p> <ul style="list-style-type: none"> <li>- LAWS</li> </ul>	<p><b>1) Best practice outcomes in 2005 to include:</b></p> <ul style="list-style-type: none"> <li>• 100% e-enablement of services in line with 2005 target;</li> <li>• 80% of public enquiries about council services resolved at the first point of contact;</li> <li>• All council services are available outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday);</li> <li>• Compliance with Freedom of Information Act 2000 requirements.</li> </ul> <p><b>1) Mandatory outcomes – online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility;</li> <li>• Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS);</li> <li>• Homepage link to Government Online Store (and compliance with associated branding requirements);</li> </ul>

	<ul style="list-style-type: none"> <li>• Access to service A-Z detailing service availability for <b>all</b> public services (as defined in ESD Toolkit PID list <a href="http://www.esd-toolkit.org">www.esd-toolkit.org</a>).</li> </ul> <p>1) <b>Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</b></p> <ul style="list-style-type: none"> <li>• 24/7 access to services via a telephone contact centre where there is a defined emergency need, e.g. social care, environmental health (noise nuisance).</li> </ul>
<p><b>13. High take up of web-based transactional services</b></p> <p><b>Development of web based services as a major access channel for interactions between the citizen and the council.</b></p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- ODPM National Strategy</li> </ul> <p><b>Associated National Projects:</b> (see <a href="http://www.local.gov.uk">www.local.gov.uk</a>)</p> <ul style="list-style-type: none"> <li>- LAWS</li> <li>- Take-up &amp; Marketing</li> </ul>	<p>1) <b>Best practice outcomes in 2005 to include:</b></p> <ul style="list-style-type: none"> <li>• 3-fold increase in use of corporate website, or regional web portal, between 2003/04 and 2005/06 as measured by industry standards including page impressions and unique users;</li> <li>• establishment of internal targets and measures for customer take-up of web services.</li> </ul> <p>2) <b>Mandatory outcomes – online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• Inspection and analysis of website statistics summary and detailed monthly reports to be accessible from homepage of corporate website, or regional portal;</li> <li>• Publication of Internet service standards, including past performance and commitments on service availability.</li> </ul> <p>2) <b>Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</b></p> <ul style="list-style-type: none"> <li>• At least 30% of total interactions between the citizen and the council are conducted via the web by 2005/06.</li> </ul>
<p><b>14. Making it easy for citizens to do business with the council</b></p> <p><b>Systems are in place to ensure effective customer relationship management.</b></p>	<p>1) <b>Best practice outcomes in 2005 to include:</b></p> <ul style="list-style-type: none"> <li>• systems in place to ensure effective and consistent customer relationship management across access channels and</li> </ul>

**Shared Service / National Priority:**

- ODPM National Strategy

**Associated National Projects:**

(see [www.localegov.gov.uk](http://www.localegov.gov.uk))

- CRM
- Workflow
- Working With Business
- NLPG

to provide a 'first time fix' for customer 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;

- establishment of single accounts for citizens and business;
- Compliance with BS7666 (i.e. spatial datasets for geographical referencing) for unambiguous identification of land and property.

**1) Mandatory outcomes – online facilities to be available to allow:**

- Automated email acknowledgement of all public enquiries received via corporate website, or regional portal;
- Publication of service standards for customer enquiries received via email or web form;
- Sign-up facility to enable citizens to be contacted via email or SMS text message for services that they request to be notified about, e.g. consultation, council papers.

**1) Discretionary outcomes - 'stretch' target to be defined by high performing local authorities, e.g.**

- Integration of CRM systems with back office activity through use of enabling technology such as workflow to create complete automation of business process management.



**DEFINING E-GOVERNMENT PRIORITY SERVICES & TRANSFORMATION OUTCOMES IN 2005  
FOR LOCAL AUTHORITIES IN ENGLAND**

**Consultation Paper**

**Response from Darlington Borough Council**

Can I first of all thank the ODPM for the opportunity to comment on the proposals contained within the consultation paper.

In general the Council welcomes the proposals and indeed many of the proposed outcomes have either already been achieved or are essential elements of our Website Development Project, the Access to Services BVR Improvement Plan or other initiatives that the Council is currently undertaking.

The Paper has been widely distributed within the Council and the following summarises your questions regarding the practicality of the proposals:

- Reasonable – Yes
- Appropriate – Yes
- Based upon commonly understood and agreed interpretation – in general Yes, some areas do still require further definition
- Measurable – Yes, subject in some cases to additional systems being implemented (ie CRM)
- Capable of being delivered – Yes in many areas but this is subject to both staff and financial resource being available and also subject to the following
  - Legislation such as the Data Protection Act not being a barrier
  - Our partners/suppliers being able to deliver
  - There are still issues regarding the take up of services electronically by the public, i.e. availability & delivery of services in itself is of little use

The following pages summarise some of the more specific comments that have been forwarded to me.

Ken Walker  
Assistant Director – ICT  
Corporate Services

<p><b>General comments</b></p>	<ul style="list-style-type: none"> <li>• Clarification as to which of the outcomes are expected to be delivered to qualify for financial incentives via the IEG process i.e. is it only the Best Practice and Mandatory outcomes or do the Discretionary outcomes have to be delivered also?</li> <li>• Effective information sharing between local authorities, service providers and other agencies is recommended and this aim is fully supported by this Council. Issues relating to the Data Protection Act and other related legislation <b>must</b> be tackled and <b>clear guidance</b> be given as to what is and is not permissible if this aim is not to be stifled. For example it would make absolute sense (<i>and most citizens naturally assume that this is so</i>) for a citizen to be able to notify the Council once about a change of address and for this single notification to be then actioned in every area of contact within the Council and possibly with partners? (i.e. ‘the Shepway problem’)</li> <li>• A general national publicity campaign to encourage take up of e-enabled services would be extremely helpful – it would need to raise awareness about such services but <b>not</b> raise expectation that all council’s were at the same stage</li> <li>• It is important that where specific PI’s are to be publicised, that they are balanced, e.g. BVPI 89 reflects public satisfaction with cleanliness whereas BVPI 199 is an objective measure of cleanliness. Potentially there could be a mismatch between the two</li> </ul>
<p><b>2. Community information</b></p>	<ul style="list-style-type: none"> <li>• Should this not also mention IRT which has close links to RYOGENS?</li> </ul>
<p><b>3. Democratic renewal</b></p>	<ul style="list-style-type: none"> <li>• Does e-enablement for councillor surgeries mean video conferencing?</li> </ul>
<p><b>5. e-Procurement</b></p>	<ul style="list-style-type: none"> <li>• Paperless processing of orders/invoices - this is possible with our current set up but until a common XML/File schema is agreed between the major suppliers it would be difficult to implement without having a different interface for each source/destination and all the operational issues that raises.</li> </ul>

<b>6. Payments</b>	<ul style="list-style-type: none"> <li>The discretionary target of adopting smart cards for stored payments should perhaps be removed as a general aim. Darlington B.C. offers its general income collection facilities via the Post Office and unless the technology required is therefore adopted by the Post office it would not be feasible for the council to meet this requirement</li> </ul>
<b>8. Transport</b>	<ul style="list-style-type: none"> <li>Should the reference to BVPI 89 not in fact be BVPI 104?</li> </ul>
<b>9. Benefits</b>	<ul style="list-style-type: none"> <li>What is meant by an online facility to allow 'citizens to check the status of their claim'? The meaning of this will determine the complexity of what is to be achieved. At the present moment it is unlikely that our IT system can cope with the requirements of this statement in its fullest definition and the achievement of this is therefore dependant upon the supplier carrying out the necessary work – at what cost?</li> </ul>
<b>10. Support for vulnerable people</b>	<ul style="list-style-type: none"> <li>Should this make reference to the Green Paper 'Every Child Matters'? (Section 5 is very specific to IRT)</li> <li>Should there also be reference to the 'Single Assessment Process' (which is the joint assessment of vulnerable adults)?</li> </ul>
<b>12. Accessibility of services</b>	<ul style="list-style-type: none"> <li>Best practice outcome 'compliance with FoI Act 2000 requirements' - does this mean <b>all</b> documents mentioned in our publication scheme should be freely available via the web?</li> </ul>
<b>13. High take up of web-based transactional services</b>	<ul style="list-style-type: none"> <li>Will targets such as '30% of total interactions between the citizen and the council are conducted via the website' be further defined and will they become BVPI's?</li> </ul>

APPENDIX B



Office of the  
Deputy Prime Minister

Creating sustainable communities

**DEFINING E-GOVERNMENT OUTCOMES FOR 2005 TO  
SUPPORT THE DELIVERY OF PRIORITY SERVICES &  
NATIONAL STRATEGY TRANSFORMATION AGENDA  
FOR LOCAL AUTHORITIES IN ENGLAND – VERSION 1.0**



**local e-gov**

## Priority Service & National Strategy transformation outcomes for local e-government in December 2005

### Introduction

*“E-Government is not an end in itself. It is at the heart of the drive to modernise government. Modernising local government is about enhancing the quality of local services and the effectiveness of local democracy”*

The National Strategy for Local e-Government (November 2002), p5

*Linking local e-government investment to the delivery of service improvement in shared priority areas will ensure that it addresses the real concerns of citizens, as well as providing a focus for local authorities up to the 2005 target and beyond.*

*A key objective of the Office of the Deputy Prime Minister’s (ODPM) SR2002 Public Service Agreement (PSA) involves improving delivery and value for money of local services within a framework of national targets and policies. This includes,*

*“assisting local government to achieve 100% capability in electronic delivery of **priority services** by 2005, in ways that customers will use”.*

**In order to define what is meant by the term “priority services” and for the Government to measure progress towards the PSA target, a set of e-government priority outcomes for each local authority in England has been proposed. It is expected that each local authority as part of its e-government investment programme will deliver these priority outcomes by December 2005.**

**The priority outcomes set out in this paper are derived primarily from the shared priorities agreed between central and local government. For practical purposes, the shared priorities have been translated into a set of 10 priority service and 4 National Strategy transformation areas. This list of 14 priority service and transformation areas has then been broken down into a set of specific priority outcomes that should be delivered by local authorities by December 2005.**

**The priority outcomes provide a focus for priority working within the Prime Minister’s target to reach 100% e-enablement of Government services by December 2005 (as measured by BVPI 157 for local government services). They do not seek to add to the requirements measured by BVPI 157, but rather ensure that the e-enablement of local authority services is delivered in a way that enhances the quality, convenience and availability of these services. Local authorities will be incentivised through the IEG capital funding process for working on the local e-government priority outcomes in 2004/05 and 2005/06. They will also be supported in delivering outcomes through the outputs from the ODPM Local E-Government National Project programme (see [www.localgov.gov.uk](http://www.localgov.gov.uk)). Progress in delivering the priority outcomes will be monitored through the IEG process.**

**These arrangements affect English County, District, Unitary Councils, London Boroughs, the Corporation of London, the Greater London Authority, London Development Agency, Transport for London who are subject to the Best Value Performance Indicator 157 and have been requested to prepare IEG statements. Separate guidance is being issued for National Park Authorities. The position of Fire & Rescue Authorities is currently being reviewed.**

### Shared priorities for local government

The National Strategy for local e-government listed the shared public service delivery priorities that were agreed between the Government and the Local Government Association in July 2002<sup>2</sup>. The Strategy made it clear that e-government is a key part of our collective approach to delivering them.

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<sup>2</sup> see [http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn\\_id=2002\\_0278](http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2002_0278)

The priority outcomes set out in this paper are primarily derived from the seven shared priorities agreed between central and local government, translated into specific outcomes that can be achieved in appropriate and innovative ways at the local level. The shared priorities are:

- raising standards across our schools;
- improving the quality of life of children, young people, families at risk and older people;
- promoting healthier communities by targeting key local services, such as health and housing;
- creating safer and stronger communities;
- transforming our local environment;
- meeting local transport needs more effectively;
- promoting the economic vitality of localities.

**The seven shared priorities give a set of broad aims for public service delivery and cover the key issues that will impact most on the lives of local people. However, some additional work is needed in order to translate these broad aims into a set of specific outcomes for local e-government. This work is reflected in the table below.**

### **National Priorities**

In addition to defining local e-government outcomes around the shared priorities, the ODPM also supports local government to achieve:

- progress in terms of the electronic delivery of key high volume / high impact local government services identified as priorities in terms of user benefit and efficiency savings, i.e.
  - schools admissions;
  - voting;
  - consultation;
  - planning applications; and
  - payments (including Council Tax Benefit & Housing Benefit);
- the transformation of people's experience of public services through the application of local e-government as described in the National Strategy for local e-government published in November 2002.

Therefore, these issues are also reflected in the list of priority outcomes set out in the table below.

### **Interpretation & Support**

Progress towards priority service and transformation outcome objectives will be measured through the IEG return process in 2004/05 and 2005/06. At this stage, local authorities will be required to provide evidence that they are using IEG grant to make progress in delivering the outcomes set out in this paper.

As well as outputs from the ODPM's National Project programme ([www.localgov.gov.uk](http://www.localgov.gov.uk)), we shall be working with the Improvement & Development Agency (IDeA) to support this initiative with a more detailed elucidation of these requirements designed around the needs of practitioners involved in implementing these priority outcomes. The IDeA package of support will include help to local authorities through the work of the Strategic Support Unit (SSU) and Implementation Support Unit (ISU) designed to provide in-depth support for local e-government implementation.

Ongoing work within the IDeA's Electronic Service Delivery (ESD) Toolkit ([www.esd-toolkit.org](http://www.esd-toolkit.org)) will also reflect this initiative, including an interpretation for practitioners of the individual BVPI 157 types of service interaction falling within the remit of the priority outcomes set out in the table below.

*Guidance to local authorities on standards is also available through the Local e-Government Standards Body ([www.localgov-standards.gov.uk](http://www.localgov-standards.gov.uk)).*

*The definition and requirements for priority outcomes will be version controlled. The ODPM reserves the right to make adjustments to published requirements in this version based on the need to maintain the expediency and validity of individual outcomes.*

## **Partnerships**

**Local authorities can choose whether they wish to deliver the priority outcomes by working individually, or through partnerships. However, there is a strong expectation that where existing partnership infrastructures are viable, they represent a preferred way forward to help deliver outcomes in those priority areas that demand an integrated or joined-up approach. Therefore, it is expected that a proportion of IEG grants to individual local authorities should be earmarked and pooled accordingly.**

**Particularly in the light of the ongoing Efficiency Review of the public sector, those local authorities already working to deliver local e-government through partnership activity are expected to retain the viability of these infrastructures in order to support the delivery of priority outcomes and ensure:**

- joined up service delivery at a local level;
- efficiencies and economies of scale in related procurement activity; and
- rapid take-up and roll-out of associated national project solutions.

**Authorities that do not continue to support such existing viable partnership activity in their local area through IEG grant in 2004/05 may be asked to explain their policy position.**

## **Funding**

The ODPM announced further funding support for Councils on 12 February 2004<sup>3</sup>. All local authorities in England will receive £500K capital grant over the next two years (£350k in 2004/05 and £150k in 2005/06 subject to submitting satisfactory IEG progress reports) to help deliver e-government. Priority services will be included as a new section in the IEG proforma to reflect their importance as an integral part of the implementing e-government process.

The approach to defining priority outcomes for 2005 requires all councils to focus resources to achieve a higher standard of electronic delivery of priority services supported by corporate service transformation objectives. The national requirement to e-enable 100% of services by December 2005 remains in force.

The ODPM is currently discussing certification arrangements for IEG grant with the Audit Commission. Authorities not meeting IEG requirements in 2004/05 will be excluded from further IEG funding in 2005/06. There will be no mechanism to carry forward IEG funding beyond the end of March 2006. The ODPM also reserves the right to invoke retroactive 'recovery' of IEG grants in exceptional circumstances where there is evidence that grants have not been used to support IEG activity.

## Outcomes

The proposed outcomes for each priority service and transformation area are defined in terms of:

- 1) **Required outcomes** – these refer to specific online facilities that must be in place in every area of the country for citizens, organisations, councillors and local authority staff to use by the end of December 2005. Where applicable, these online facilities should be available on a 24/7 basis. Such

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<sup>3</sup> See <http://www.localgov.gov.uk/Nimoi/sites/ODMP/resources/Funding%20press%20notice.doc>

outcomes must be at Green stage in IEG self-assessment terms by December 2005 (i.e. the work has been implemented);

- 2) **“Good” e-government outcomes** – the precise approach to achieving these outcomes may be locally determined, but all local authorities are expected to commit to these objectives in order to qualify for further IEG4 funding in 2005/06. As a minimum, such outcomes must be at Amber stage in IEG self-assessment terms by December 2005 (i.e. where work has been approved for funding and is actively being implemented) and at Green stage by 1 April 2006.
- 3) **“Excellent” e-government outcomes** – high performing local authorities that have already achieved, or largely achieved, the defined required and “good” e-government outcomes, will be asked to agree a baseline and targets for promoting awareness and take-up of e-services, in return for greater discretion in applying IEG grant to meet locally-defined priorities.

Arrangements for Two-Tier Authorities

**It is recognised that local authorities in two-tier areas may not have a statutory responsibility for service delivery in some of the areas listed in the table below. It is not the intention to ask district councils to deliver service provision outcomes for schools, or for county councils to deliver outcomes for benefits. However, there is a clear responsibility on all local authorities in two-tier areas to join up local public services in ways that make sense to the customer. Therefore, a minimum requirement in terms of meeting a priority outcome for an authority with no direct statutory service responsibility must be to offer appropriate (deep) hyperlinks to the relevant web pages of the local district or county councils that do provide the service. Please note that a link to a home page is not sufficient in these circumstances. Such ‘deep linking’ also requires authorities to plan and have the relevant resources to check the ongoing integrity of these links.**



## PRIORITY AREAS AND OUTCOMES

<i>Priority Area</i>	<i>Main Associated National Projects &amp; Initiatives</i> (see <a href="http://www.local.gov.uk">www.local.gov.uk</a> )	<i>Required e-Government Outcomes</i>	<i>“Good” e-Government Outcomes</i>	<i>“Excellent” e-Government Outcomes</i>
<p><b>1. Schools</b></p> <p><b>To help raise education standards and allow e-enabled processing of pupil support services to the public.</b></p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- raising standards across all our schools</li> <li>- school admissions</li> </ul>	<ul style="list-style-type: none"> <li>- School Admissions NP (<a href="http://www.local.gov.uk">www.local.gov.uk</a> &amp; <a href="http://www.wandsworth.gov.uk/admissionsproject">www.wandsworth.gov.uk/admissionsproject</a>)</li> <li>- LAWS NP (<a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a>)</li> <li>- E-Citizen NP</li> </ul>	<p><b>Online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• 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<sup>4</sup> (<b>R1</b>);</li> <li>• Access to information about educational support services that seek to raise the educational attainment of Looked After Children<sup>5</sup> (<b>R2</b>).</li> </ul>	<ul style="list-style-type: none"> <li>• 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 (<b>G1</b>).</li> </ul>	<p>Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children (<b>E1</b>).</p>

<sup>4</sup> Owing to the long lead-in time, school admissions systems will need to be in place by March 2006 at the latest.

<sup>5</sup> 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).

Priority Area	Main Associated National Projects & Initiatives (see <a href="http://www.local.gov.uk">www.local.gov.uk</a> )	Required e-Government Outcomes	“Good” e-Government Outcomes	“Excellent” e-Government Outcomes
<p><b>2. Community information</b></p> <p><b>To deliver integrated information about services for the community, delivered by local &amp; regional partnerships where appropriate, and connected to a national infrastructure.</b></p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- Creating safer and stronger communities</li> <li>- Promoting healthier communities and narrowing health inequalities</li> <li>- Supporting the economic vitality of localities</li> </ul>	<ul style="list-style-type: none"> <li>- Reducing Youth Offending Generic National Solution (RYOGENS) (<a href="http://www.ryogens.gov.uk">www.ryogens.gov.uk</a>)</li> <li>- Enterprise Workflow</li> <li>- Knowledge Management</li> <li>- LAWS (<a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a>)</li> </ul>	<p><b>Online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• One stop direct 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<sup>6</sup> (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a>) (R3);</li> <li>• Local authority and youth justice agencies to co-ordinate the secure sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community (R4).</li> </ul>	<ul style="list-style-type: none"> <li>• 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 (G2).</li> </ul>	<ul style="list-style-type: none"> <li>• Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives (E2).</li> </ul>
<p><b>3. Democratic renewal</b></p> <p><b>To promote greater public involvement in local decision making and to enhance the representative role of councillors in the community through the use of technology.</b></p> <p><b>Shared Service / National Priority:</b></p>	<ul style="list-style-type: none"> <li>- e-Democracy</li> <li>- electoral modernisation</li> <li>- LAWS (<a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a>)</li> </ul>	<p><b>Online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• Public access to reports, minutes and agendas from past council meetings, including future meetings diary updated daily (R5);</li> <li>• Providing every Councillor with the option to have an</li> </ul>	<ul style="list-style-type: none"> <li>• 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 (G3);</li> <li>• Establishment of multimedia</li> </ul>	<ul style="list-style-type: none"> <li>• Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction (E3).</li> </ul>

<sup>6</sup> Authorities using alternative service taxonomies (e.g. seamlessUK) should plan for migration to the LGCL by December 2005.

<b>Priority Area</b>	<b>Main Associated National Projects &amp; Initiatives</b> (see <a href="http://www.localegov.gov.uk">www.localegov.gov.uk</a> )	<b>Required e-Government Outcomes</b>	<b>“Good” e-Government Outcomes</b>	<b>“Excellent” e-Government Outcomes</b>
- e-voting / e-consultation		easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves (R6).	resources on local policy priorities accessible via public website (e.g. video & audio files) (G4).	
<b>4. Local Environment</b>  <b>To help improve the quality cleanliness and safety of our public space by using technology to integrate relevant functions more closely.</b>  <b>Shared Service / National Priority:</b> <ul style="list-style-type: none"> <li>- transforming our local environment</li> <li>- creating safer and stronger communities</li> <li>- e-Planning</li> </ul>	<ul style="list-style-type: none"> <li>- Planning &amp; Regulatory Services Online (PARSOL) (<a href="http://www.parsol.gov.uk">www.parsol.gov.uk</a>)</li> <li>- Knowledge Management (<a href="http://www.knowledgemanagement.org.uk">www.knowledgemanagement.org.uk</a>)</li> <li>- LAWS (<a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a>)</li> <li>- E-Trading Standards</li> <li>- Local Environment Planning Portal (<a href="http://www.planningportal.gov.uk">www.planningportal.gov.uk</a>)</li> <li>- NLPG (<a href="http://www.nlpg.org.uk">www.nlpg.org.uk</a>)</li> <li>- NLIS (<a href="http://www.nlis.org.uk">www.nlis.org.uk</a>)</li> </ul>	<b>Online facilities to be available to allow:</b> <ul style="list-style-type: none"> <li>• 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) (R7);</li> <li>• Receipt and processing of planning and building control applications (R8).</li> </ul>	<ul style="list-style-type: none"> <li>• Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information (G5);</li> <li>• Sharing of Trading Standards data between councils for business planning and enforcement purposes (G6);</li> <li>• 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 (G7).</li> </ul>	<ul style="list-style-type: none"> <li>• Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings (E4).</li> </ul>
<b>5. e-Procurement<sup>7</sup></b>  <b>To support business improvement through cost effective and</b>	<ul style="list-style-type: none"> <li>- e-Procurement (<a href="http://www.nepp.org.uk">www.nepp.org.uk</a>)</li> <li>- Working With Business</li> </ul>	<b>Online facilities to be available to allow:</b>	<ul style="list-style-type: none"> <li>• establishment of a single business account (i.e. a cross-departmental ‘account’ run by</li> </ul>	<ul style="list-style-type: none"> <li>• Access to virtual e-procurement ‘marketplace’ established (E5);</li> <li>• inclusion of Small and Medium</li> </ul>

<sup>7</sup> i.e. automation of the internal and external processes associated with buying goods and services.

Priority Area	Main Associated National Projects & Initiatives (see <a href="http://www.localgov.gov.uk">www.localgov.gov.uk</a> )	Required e-Government Outcomes	“Good” e-Government Outcomes	“Excellent” e-Government Outcomes
<p><b>efficient purchasing of goods and services through corporate implementation of e-procurement. Working with local suppliers to equip them to take advantage of e-procurement activities.</b></p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- promoting the economic vitality of localities</li> </ul>	<p>(<a href="http://www.workingwithbusiness.org.uk">www.workingwithbusiness.org.uk</a>)</p>	<ul style="list-style-type: none"> <li>• Appropriate e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment (R9).</li> </ul>	<p>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) (G8)</p> <ul style="list-style-type: none"> <li>• regional co-operation on e-procurement between local councils (G9).</li> </ul>	<p>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 (E6);</p> <ul style="list-style-type: none"> <li>• Agreed targets for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8) (E7).</li> </ul>
<p><b>6. Payments</b></p> <p><b>To support service improvement and collection efficiency by providing for all payments to the council for goods and services to be made online or by telephone.</b></p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- e-payments</li> </ul>	<ul style="list-style-type: none"> <li>- e-Pay (<a href="http://www.localgov.gov.uk">www.localgov.gov.uk</a>)</li> <li>- LAWS (<a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a>)</li> <li>- Valuebill (<a href="http://www.newham.gov.uk/valuebill">www.newham.gov.uk/valuebill</a>)</li> <li>- Smart Cards (<a href="http://www.scnf.org.uk">www.scnf.org.uk</a>)</li> <li>- Government Gateway (<a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a>)</li> </ul>	<p><b>Online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• 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) (R10);</li> <li>• 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 (R11).</li> </ul>	<ul style="list-style-type: none"> <li>• demonstration of efficiency savings and improved collection rates from implementation of e-payments (G10);</li> <li>• registration for Council Tax and Business Rates e-billing for Direct Debit payers (G11).</li> </ul>	<ul style="list-style-type: none"> <li>• provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone) (E8);</li> <li>• adoption of smart cards as standard for stored payments (e.g. replacing swipe cards) (E9);</li> <li>• agreed baseline and targets for reductions in unit costs of payment transactions (E10).</li> </ul>

Priority Area	Main Associated National Projects & Initiatives (see <a href="http://www.localgov.gov.uk">www.localgov.gov.uk</a> )	Required e-Government Outcomes	“Good” e-Government Outcomes	“Excellent” e-Government Outcomes
<p><b>7. Libraries, Sports &amp; Leisure</b></p> <p>To provide easy and convenient access to a range of online information to encourage productive use of leisure time and healthier lifestyles, including e-enablement of local library, sports and leisure services.</p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- promoting healthier communities and narrowing health inequalities</li> </ul>	<ul style="list-style-type: none"> <li>- Smart Cards (<a href="http://www.scnf.org.uk">www.scnf.org.uk</a>)</li> <li>- LAWS (<a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a>)</li> </ul>	<p><b>Online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• renewal and reservations of library books and catalogue search facilities (R12);</li> <li>• booking of sports and leisure facilities, including both direct and contracted-out operations (R13).</li> </ul>	<ul style="list-style-type: none"> <li>• 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 (G12).</li> </ul>	<ul style="list-style-type: none"> <li>• Agreed baseline and targets for take-up of library, sports &amp; leisure services online, including targets for customer satisfaction and efficiency savings (E11).</li> </ul>
<p><b>8. Transport</b></p> <p>To meet transport needs more effectively through the provision of real time local transport information and utilising technologies to improve traffic and transport management.</p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- Meeting local transport needs more effectively</li> </ul>	<ul style="list-style-type: none"> <li>- Smart Cards (<a href="http://www.scnf.org.uk">www.scnf.org.uk</a>)</li> <li>- IDTV (<a href="http://www.digitv.org.uk">www.digitv.org.uk</a>)</li> <li>- LAWS (<a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a>)</li> <li>- Mobile technology / Home Visits (NOMAD) (<a href="http://www.localgov.gov.uk">www.localgov.gov.uk</a>)</li> </ul>	<p><b>Online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• The public to inspect local public transport timetables and information via available providing organisation, including links to ‘live’ systems for interactive journey planning (R14);</li> <li>• 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 (R15).</li> </ul>	<ul style="list-style-type: none"> <li>• 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 (G13);</li> <li>• GIS-based presentation of information on roadworks in the local area, including contact details and updated daily (G14).</li> </ul>	<ul style="list-style-type: none"> <li>• Agreed baseline and targets for customer satisfaction and efficiency savings (E12).</li> </ul>

Priority Area	Main Associated National Projects & Initiatives (see <a href="http://www.localgov.gov.uk">www.localgov.gov.uk</a> )	Required e-Government Outcomes	“Good” e-Government Outcomes	“Excellent” e-Government Outcomes
<p><b>9. Benefits</b></p> <p>To meet the needs of claimants and their agents through the provision of online access to the Housing and Council Tax Benefit claim process, or via intermediate technology in their homes.</p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- Improving the quality of life of older people and of children, young people and families at risk</li> <li>- e-Payments</li> </ul>	<ul style="list-style-type: none"> <li>- Benefits (<a href="http://www.localgov.gov.uk">www.localgov.gov.uk</a>)</li> <li>- Mobile Technology / Home Visits (NOMAD) (<a href="http://www.localgov.gov.uk">www.localgov.gov.uk</a>)</li> <li>- Enterprise Workflow (<a href="http://www.workflowNP.org.uk">www.workflowNP.org.uk</a>)</li> <li>- CRM (<a href="http://www.crmnp.org.uk">www.crmnp.org.uk</a>)</li> <li>- Government Gateway (<a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a>)</li> </ul>	<p><b>Online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• E-enabled “one stop” resolution of Housing &amp; 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 (R16);</li> <li>• Citizens or their agents to check their eligibility for and calculate their entitlement to Housing &amp; Council Tax Benefit and to download and print relevant claim forms (R17).</li> </ul>	<ul style="list-style-type: none"> <li>• Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens’ homes (G15);</li> </ul>	<ul style="list-style-type: none"> <li>• Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals (E13);</li> <li>• 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 (E14).</li> </ul>
<p><b>10. Support for vulnerable people</b></p> <p>To meet the needs of vulnerable children and adults and their carers by increasing the accessibility of services, offering quick, comprehensive assessments and reducing risk by improving communication and access to information between agencies.</p>	<ul style="list-style-type: none"> <li>- LAWS (<a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a>)</li> <li>- CRM (<a href="http://www.crmnp.org.uk">www.crmnp.org.uk</a>)</li> <li>- FAME (<a href="http://www.localgov.gov.uk">www.localgov.gov.uk</a>)</li> <li>- RYOGENS (<a href="http://www.ryogens.org.uk">www.ryogens.org.uk</a>)</li> <li>- Mobile Technology / Home Visits (NOMAD) (<a href="http://www.localgov.gov.uk">www.localgov.gov.uk</a>)</li> </ul>	<p><b>Online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• comprehensive and dedicated information about access to local care services available over the web and telephone contact centres (R18);</li> <li>• remote web access or mediated</li> </ul>	<ul style="list-style-type: none"> <li>• Systems to support joined-up working on children at risk across multiple agencies (G16);</li> <li>• Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field (G17).</li> </ul>	<ul style="list-style-type: none"> <li>• Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57) (E15);</li> </ul>

<b>Priority Area</b>	<b>Main Associated National Projects &amp; Initiatives</b> (see <a href="http://www.localgov.gov.uk">www.localgov.gov.uk</a> )	<b>Required e-Government Outcomes</b>	<b>“Good” e-Government Outcomes</b>	<b>“Excellent” e-Government Outcomes</b>
<b>Shared Service / National Priority:</b> - Improving the quality of life for older people - Improving the quality of life of children, young people and families at risk		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 ( <b>R19</b> ).		
<b>11. Supporting new ways of working</b>  <b>Active policy and practice enabling council members and staff to work from home or away from the office base.</b>  <b>Shared Service / National Priority:</b> - ODPM National Strategy	- Mobile Technology / Home Visits (NOMAD) ( <a href="http://www.localgov.gov.uk">www.localgov.gov.uk</a> )	<b>Online facilities to be available to allow:</b> <ul style="list-style-type: none"> <li>Email and Internet access provided for all Members and staff that establish a need for it (<b>R20</b>);</li> <li>ICT support and documented policy for home/remote working (teleworking) for council members and staff (<b>R21</b>);</li> <li>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 (<b>R22</b>).</li> </ul>	<ul style="list-style-type: none"> <li>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”) (<b>G18</b>).</li> </ul>	<ul style="list-style-type: none"> <li>Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working (<b>E16</b>).</li> </ul>
<b>12. Accessibility of services</b>  <b>All council services are supported</b>	- LAWS ( <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> )	<b>Online facilities to be available to allow:</b>	<ul style="list-style-type: none"> <li>Adoption of ISO 15489 methodology for Electronic</li> </ul>	<ul style="list-style-type: none"> <li>Agreed baseline and targets for efficiency savings based around</li> </ul>

Priority Area	Main Associated National Projects & Initiatives (see <a href="http://www.local.gov.uk">www.local.gov.uk</a> )	Required e-Government Outcomes	“Good” e-Government Outcomes	“Excellent” e-Government Outcomes
<p><b>outside of standard working hours via the Internet or telephone contact centres.</b></p> <p><b>Shared Service / National Priority:</b></p> <ul style="list-style-type: none"> <li>- ODPM National Strategy</li> <li>- Freedom of Information Act 2000</li> </ul>	<ul style="list-style-type: none"> <li>- CRM (<a href="http://www.crmnp.org.uk">www.crmnp.org.uk</a>)</li> </ul>	<ul style="list-style-type: none"> <li>• 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) (R23);</li> <li>• Implementation of a content management system (CMS) to facilitate devolved web content creation and website management<sup>8</sup> (R24).</li> </ul>	<p>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 <a href="http://www.pro.gov.uk/about/foi/map-local.rtf">www.pro.gov.uk/about/foi/map-local.rtf</a>) (G19);</p> <ul style="list-style-type: none"> <li>• Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see <a href="http://www.w3.org/WAI">www.w3.org/WAI</a>) (G20);</li> <li>• Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (G21).</li> </ul>	<p>improved accessibility of services and information (E17).</p>
<p><b>13. High take up of web-based transactional services</b></p> <p><b>Development of web based services as a major access channel for interactions between the citizen and the council.</b></p> <p><b>Shared Service / National Priority:</b></p>	<ul style="list-style-type: none"> <li>- LAWS (<a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a>)</li> <li>- E-Citizen (<a href="http://www.local.gov.uk">www.local.gov.uk</a>)</li> <li>- iDTV (<a href="http://www.digitv.org.uk">www.digitv.org.uk</a>)</li> </ul>	<p><b>Online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• Publication of Internet service standards, including past performance and commitments on service availability (R25);</li> <li>• Monitoring of performance of corporate website, or regional</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of internal targets and measures for customer take-up of e-enabled access channels (G22);</li> <li>• Adoption of recognised guidelines for usability of website design (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a>) (G23).</li> </ul>	<ul style="list-style-type: none"> <li>• 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 (E18).</li> </ul>

<sup>8</sup> i.e. allowing users to create, modify, arrange and delete content without needing to understand HTML and without having to rely heavily on their web or IT teams.



Priority Area	Main Associated National Projects & Initiatives (see <a href="http://www.local.gov.uk">www.local.gov.uk</a> )	Required e-Government Outcomes	“Good” e-Government Outcomes	“Excellent” e-Government Outcomes
- ODPM National Strategy		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 (R26).		
<p><b>14. Making it easy for citizens to do business with the council</b></p> <p><b>Systems are in place to ensure effective customer relationship management.</b></p> <p><b>Shared Service / National Priority:</b></p> <p>- ODPM National Strategy</p>	<ul style="list-style-type: none"> <li>- CRM (<a href="http://www.crmnp.org.uk">www.crmnp.org.uk</a>)</li> <li>- Enterprise Workflow (<a href="http://www.workflowNP.org.uk">www.workflowNP.org.uk</a>)</li> <li>- Working With Business (<a href="http://www.workingwithbusiness.org.uk">www.workingwithbusiness.org.uk</a>)</li> <li>- NLPG (<a href="http://www.nlpg.org.uk">www.nlpg.org.uk</a>)</li> </ul>	<p><b>Online facilities to be available to allow:</b></p> <ul style="list-style-type: none"> <li>• 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 (R27);</li> <li>• All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response (R28);</li> <li>• 100% of email enquiries from the public responded to within one working day, with</li> </ul>	<ul style="list-style-type: none"> <li>• 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 (G24);</li> <li>• 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 (G25).</li> </ul>	<ul style="list-style-type: none"> <li>• 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 (E19).</li> </ul>

<i>Priority Area</i>	<i>Main Associated National Projects &amp; Initiatives</i> (see <a href="http://www.local.gov.uk">www.local.gov.uk</a> )	<i>Required e-Government Outcomes</i>	<i>“Good” e-Government Outcomes</i>	<i>“Excellent” e-Government Outcomes</i>
		documented corporate performance standards for both email acknowledgements and service replies ( <b>R29</b> ).		