



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2004 (IEG4)

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

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Local Context

Charnwood Borough Council has a focussed and progressive electronic-Government programme supported by the recently approved (by Cabinet in September 2004) e-Government Strategy and Routemap, which is principally based on the ODPM's priority services (see www.charnwood.gov.uk/performance). The strategy is an active document with defined actions, timescales, responsibilities and resource requirements, with an overall aim of improving customer services, service delivery/availability and engaging with the community.

The Council is on target to achieve 100% electronic enablement of all customer-facing interactions, and to date (2004/05, quarter 2) has achieved 65% against BVPI 157 performance indicator. The progress of the indicator is quarterly reported on internally and is measured through the Electronic Service Delivery (ESD) toolkit.

In relation to the provision of electronic services;

- The Council has an improved web presence (see www.charnwood.gov.uk) and is currently developing phase 2 of the web development project to incorporate transactional and personalisation facilities for citizens.
- The Customer Contact Centre rollout to support front-line services. The Contact Centre currently supports all customer calls to Housing and Cleansing services and is an associate member of the National Customer Relationship Management (CRM) Project (see www.crmnp.org.uk).
- The recently developed Customer Service Centre, which is currently in phase 2 of development for physically extending the service centre. The Customer Service Centre has been operational since July 2004 and utilises the CRM system.

The Council will in 2005, participate in the National e-Government projects for; Electoral Registration, Planning services, Council Tax and Housing Benefits and Environmental Health.

Charnwood Borough Council is also an involved member of the Leicester-Shire e-Government Partnership and the Better Access to Better Services initiative (BABS). Both partnerships provide an opportunity to develop and offer common e-Government solutions for seamless and integrated services to the citizen.

The outcome of the e-Government programme is to improve service delivery and efficiency, by using new technologies to give round the clock access as well as traditional ways. Resulting in services being easier to access, more convenient to use, more responsive, transparent and easier for citizens to deal with the Council.

Priority Outcomes (self-assessment)

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

Outcome & Transformation Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Red	Amber	Green	Green	The 'Education and Learning' section of the Council's website http://www.charnwood.gov.uk/16/62.html contains homepage links to local schools and community colleges. Deep linking to the admissions process will be undertaken in partnership with Leicestershire other local authorities and schools.
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Red	Amber	Green	Green	The 'Education and Learning' section http://www.charnwood.gov.uk/16/62.html contains links to the County Council's education section. Further information on education support services will be developed in partnership with the County Council and Social Services.
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Red	Amber	Green	Green	Research into the Leicestershire e-Government Partnership developed tools such as Community Portals, Infolinx and LGOLnet will assist in the e-enablement of a common admissions portal for choice based application for local schools
E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.					
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Green	Green	Green	Green	http://www.charnwood.gov.uk/74.html maintains the current A-Z listings of all Council services and a unified 'all Leicestershire' A-Z listing.
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Red	Amber	Green	Green	Community Safety issues are scrutinised by the Community Safety Partnership, which includes youth issues http://www.charnwood.gov.uk/22/173.html . Deep linking with youth agencies needs to be developed to enable effective information sharing.
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Green	Green	Green	Green	The 'Community portals' product has been developed as part of the Leicester-Shire e-Government Partnership and the Leicestershire Rural Partnership http://www.leicestershirecommunity.com/ . The product allows the creation and maintenance of online information by local community groups, organisations and clubs.

					The Council's website has also been developed using the product (www.charnwood.gov.uk)
E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.					
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green	Green	Green	Green	Online reports, minutes and agenda are updated daily and are available at http://www.charnwood.gov.uk/18/4815.html
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Amber	Green	Green	Green	Options for developing a Councillor information website is under consideration. The newly launched Council and democracy section (http://democracy.charnwood.gov.uk/home.html) to coincide with local democracy week, contains improved member representation, consultation and contact information The current website contains member contact information http://www.charnwood.gov.uk/2208.html
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Amber	Amber	Green	Green	e-Consultation is currently been undertaken in areas such as the Local Development Framework. The SMS messaging service was piloted under a 'Text your leader' banner to coincide with Local Democracy week in 2004. A generic e-mail and SMS text alert facility is available at the Council's website http://www.charnwood.gov.uk/7374.html
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Red	Amber	Green	Green	The requirement is under consideration as part of the Councillor information website.
E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.					
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Red	Amber	Green	Green	On-line e-forms facility, to be undertaken as part of the next phase of web development, which will enable the procurement and tracking of environmental services (including cleansing services)
R8 Online receipt and processing of planning and building control applications.	Red	Amber	Green	Green	Planning application requirements and permissions can be undertaken through the Planning portal www.planningportal.gov.uk Tracking of planning applications will be available through the MVM Explorer module. On-line facility for building control applications needs to be developed. The Council is also seeking to participate in the National PARSOL project.

G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber	Green	Green	Green	The Council has developed 'Charnwood iMAP' an Internet map based product in partnership with its GIS supplier for displaying and interrogating its spatial information. The use of 'iMAP' is being developed to facilitate improved delivery of services through the Council's website.
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Red	Amber	Green	Green	Deep links with Leicestershire County Council will be investigated to satisfy the requirement
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Red	Amber	Amber	Green	Scope to develop the Environmental Health system to ensure integration of all functions and effective support of business processes (including future requirements such as remote working). Use of the PARSOL national project (stream 4: Regulation and Licensing)
E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.					
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Red	Amber	Green	Green	The Central Purchasing Unit was formed in April 2004. Steps are being taken to put procurement procedures in place as a move towards e-procurement
G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Red	Amber	Amber	Green	A unique identifier for a supplier has been the first project undertaken on this and has yet to be finalised. Use of the 'Working with business' national project, to be investigated, which will include the Single Business Account toolkit.
G9 Regional co-operation on e-procurement between local councils.	Red	Amber	Green	Green	i) Supplier adoption – joint East of England Marketplace (when formed) ii) Liase with CoPE (Centre Of Procurement Excellence) as regard their strategic issues iii) Commitment and contribution into the recently formed LALAPO (Leicestershire Association of Local Authority Procurement Officers)
E5 Access to virtual e-procurement 'marketplace';					
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;					

E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).					
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green	Green	Green	Green	Online payment facilities include: Council tax, Rents, Business rates, Council Mortgages, Debtor invoices, Parking charges, and Housing Benefit Overpayment. http://www.charnwood.gov.uk/75.html
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Red	Amber	Green	Green	The implementation of the Academy Internet module will satisfy this requirement
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Red	Amber	Amber	Green	The Council will work towards achieving efficiency savings and improved collection rates, which will depend on the demand or take-up of e-payments. The Business case for e-payments will also identify specific efficiency savings as a result of implementation.
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Red	Amber	Amber	Green	This facility will be available and is currently included within the Academy Module. As an alternative option the Government Gateway portal will be investigated for use.
E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).					
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).					
E10 Agreed baseline and targets for reductions in unit costs of payment transactions.					
R12 Online renewal and reservations of library books and catalogue search facilities.	Amber	Amber	Green	Green	The Libraries section http://www.charnwood.gov.uk/20/8083.html contains information and links to the County Council's Library service home page, which allows users/members to renew, reserve and search through the Library catalogue.
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Red	Amber	Green	Green	Online transactional bookings for sports and leisure facilities have been included in phases 2 and 3 of the web development plan and will be operational by the 2005 deadline.

G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Red	Amber	Amber	Green	By the end of 2005, the online transactional booking facilities will be accessed by the web, the Contact Centre and the Customer Service Centre (one stop shop)
E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings.					
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green	Green	Green	Green	The transport section of the website http://www.charnwood.gov.uk/23/181.html contains public transport and travel information including links to 'live systems for journey planning
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Red	Amber	Green	Green	Future consultations on traffic management issues will be undertaken using the on-line consultation software (SNAP)
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Red	Amber	Green	Green	Parking contravention forms will be developed as part of the corporate e-forms solution or in partnership with other Leicestershire authorities.
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green	Green	Green	Green	The empress product (www.empress.gov.uk) developed by East Midlands Regional eGovernment Partnership provides daily updated information and contact details on local and regional roadworks The product also recently received an "Excellence in Information Management" award from the National County Surveyors' Society.
E12 Agreed baseline and targets for customer satisfaction and efficiency savings.					
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Amber	Amber	Green	Green	A direct dial telephone to allow one stop shop resolution of Benefit enquiries is in place. Phase 2 of the Customer Service Centre may allow for some CRM software to be used to assist in further one stop shop approach.
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their	Amber	Amber	Green	Green	Academy E-citizen module to be introduced in Autumn 04 which will cover all aspects of this requirement.

entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.					
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Red	Red	Amber	Green	Academy Streetwise module to be introduced in summer 04 to allow this requirement to be met in full.
E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.					
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms.					
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Amber	Amber	Green	Green	The web site provides direct information about the Council's housing related care services and links to Social Services information, the Infolinx online community directory which includes care and support group information, NHS services, and links to CareOnLine (an interactive web based portal based on local care services, developed through the Leicestershire e-Government Partnership) http://www.charnwood.gov.uk/19/158.html
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Red	Amber	Green	Green	Partnership links will be developed with Social services to ensure access to mediated care services
G16 Systems to support joined-up working on children at risk across multiple agencies.	Red	Red	Amber	Green	Partnership links will be developed with Social services to ensure joined-up working issues concerning children at risk.
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red	Red	Amber	Green	Partnership links will be developed with Social services to evaluate the needs of vulnerable people.
E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).					
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green	Green	Green	Green	All members and staff have access to email and the Internet where needed.

					Provision to be extended for the Members Room and remote working.
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber	Green	Green	Green	Codes of conduct policies are in place for the use of remote IT equipment. Documented home working policies are being developed within the Performance through People Strategy (see http://www.charnwood.gov.uk/uploads/10825622771398.pdf) which will outline flexible working arrangements
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Amber	Green	Green	Green	Documented home working policies are being developed e.g. the Performance through People Strategy (see http://www.charnwood.gov.uk/uploads/10825622771398.pdf) which outline flexible working arrangements and access to working facilities.
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Green	Green	Green	Green	The Council has a fully resourced ECDL programme for all staff. Rolling programme to assess and provide training for Members and Staff.
E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.					
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Amber	Amber	Green	Green	In addition to the Website, the new Contact Centre opening hours include; Monday – Friday 8.00am – 8.00pm Saturday 8.00am – 1.00pm Extended opening hours for the Customer Services Centre will be investigated as part of the phase II development programme.
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green	Green	Green	Green	The Council's web site is developed by the open source community portals product which has been devolved within the authority to enable effective content creation and website management. See www.charnwood.gov.uk or http://www.leicestershirecommunity.com/
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Red	Amber	Amber	Green	Research will be undertaken into the adoption of the standard for records management and identification of where current records, policies and systems need to improve to meet FOI requirements.

G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Red	Amber	Green	Green	The current website adheres to the W3C Web Accessibility Initiative with the target of level AA conformance by April 2005. The Council is regularly in the top 50 (top quartile) of 480 Council sites under the system usage testing process.
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Red	Amber	Amber	Green	All current developments are monitored against the e-Gif and e-GMS standard to ensure full compatibility and availability, of information from local sources
E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.					
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Amber	Amber	Green	Green	New web site launched in March 2004 – service standards are not included as yet. This will be addressed as part of the rolling development plan for the site.
R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Green	Green	Green	Green	The new web site provides a full range of usage statistics including page impressions and unique users. These are subject to regular review and monitoring. We also benefit from external monthly testing through Public Sector Forums as previously described (G20).
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber	Amber	Green	Green	Development of the Customer Services Strategy will identify and formulate a cohesive and joined-up approach to providing customer services. Take up of e-Government services is defined as a priority in the Council's Strategic Risk Register.
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Amber	Amber	Green	Green	New website is based on the LAWS Local Government Category List. On-going compliance against eGIF and eGMS is also undertaken as part of the web development programme
E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings.					
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across	Amber	Amber	Green	Green	The CRM system is in place at the Contact Centre and the Customer Services Centre. Phase 2 of the web development plan will also deploy the CRM software to ensure consistency across the various access channels.

different channels, and enabling joined-up and automated service delivery.					
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber	Amber	Green	Green	Use of the corporate e-forms solution to ensure; all service requests will be acknowledged by email containing a unique identifier and the ability to track service requests and enquiries.
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Amber	Amber	Green	Green	Monitoring arrangements and policies will be developed to ensure the one working day target is met.
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Amber	Amber	Amber	Green	Established integration from the Council's CRM system to Back office Housing systems. Roll-out is progressing to other services areas. The Council is registered as an Associate Member of the CRM National programme. The association will help our own implementation planned to be completed by 31st December 2005. Corporate evaluation of business process re-engineering was also undertaken recently to identify the scope for service delivery through the main electronic access channels and of improving efficiency and automation.
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Red	Amber	Amber	Green	Research is currently being undertaken to deal with single notification issues such as change of address, which will be supported by the web, Contact Centre and the Customer Service Centre. Middleware and data matching products need to be evaluated to ensure effective contribution towards single notification requests.
E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology.					

Change Management (self-assessment)

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

Change Management Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757):					
i) Member & officer e-champions	Green	Green	Green	Green	Officer and member e-champions appointed in 2000/2001. Member e-Champion: Cllr. Max Hunt (Council Leader) max.hunt@charnwood.gov.uk Officer e-Champion: Geoff Parker (Deputy Chief Executive) geoff.parker@charnwood.gov.uk
ii) e-government programme manager	Green	Green	Green	Green	E-Government Programme Manager appointed in November 2003 Contact: Aymen Khan (e-Government Programme Manager)aymen.khan@charnwood.gov.uk
iii) customer services management	Green	Green	Green	Green	Resources for the mangement of the Corporate Contact Centre and the Customer Services Centre are in place. Contacts for: i) Corporate Contact Centre: Simon Collinson (Information Development Manager) simon.collinson@charnwood.gov.uk Mhairi Massey (Contact Centre Manager) mhairi.massey@charnwood.gov.uk ii) Customer Service Centre: Mick Fitzgerald (Change Manager) mick.fitzgerald@charnwood.gov.uk iii) Web: Steve Phipps (Assistant Chief Executive (Change Management)) steve.phipps@charnwood.gov.uk
Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning.	Amber	Green	Green	Green	Corporate development of training and standards in project management and risk management. The principles and values of which are applied to all e-Government projects. The Council has also obtained SPRINT accreditation as an associate partner for the utilisation of the BPR Methodology. Future competency development will be undertaken in line with national guidance from the ODPM, IDeA, and SOCITM.

Establishment of an e-delivery programme board	Green	Green	Green	Green	Special e-Government Corporate Management Team (CMT) meeting take place on a six-weekly basis to discuss the progress and issues relating to the e-Government agenda
Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme.	Green	Green	Green	Green	All e-Government projects, including the e-Government Programme adhere to the principles/framework of PRINCE2 and the Council's project management framework
Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures.	Green	Green	Green	Green	Strategic Risk Register is the Council's adopted risk management policy which is regularly reviewed and updated. Key e-Government risks, based around the e-Government target and take-up are included within the Strategic Risk Register and the e-Government Routemap and Strategy. Service specific risks are also identified as part of the Council's service planning process.
Use of customer consultation/research to inform development of corporate e-government strategy.	Red	Amber	Green	Green	Internal consultation was undertaken for the production of the e-Government Strategy and Routemap. The Citizen Panel is consulted on public preferences for interacting with the Council's services. Customer satisfaction assessments are used periodically to identify service improvement areas including the introduction of new technologies.
Establishment of policy for addressing social inclusion within corporate e-government strategy.	Red	Amber	Green	Green	e-Government social inclusion requirements need to be identified and addressed in conjunction with the Corporate Plan and the Equalities plan.
Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)	Red	Green	Green	Green	The Performance and Audit unit, within the Assistance Chief Executive (Change Management) section to ensure responsibility for FOI to be in place for 01/01/2005. to be in place for 01/01/2005, to meet legislative requirements
Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovt.alk.rtf).	Red	Amber	Amber	Green	Incorporation of framework with e-Government projects and the production of an action-plan to support the Public Services Trust Charter needs to be developed
Establishment of partnerships for the joint (aggregated) procurement of broadband services.	Red	Red	Amber	Green	The Council are monitoring developments in respect of joint procurement of broadband services

Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf).	Red	Red	Amber	Green	Discussions with the CAB has identified initial areas for partnership working, which include; Council Tax and Housing Benefit (dependant on the National e-Benefits project), Homelessness, Grants, general enquiries about Council services and opportunities for information sharing e.g. awareness of location of relevant information
Compliance with BS 7799 on information security management.	Amber	Amber	Green	Green	Working in progress with the external supplier (ISM) to achieve BS 7799 compliance. Currently producing procedures from controls identified within Risk assessment
Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives.	Red	Red	Amber	Green	Benefit realisation plan for front line and support services needs to be develop in line with Gershon requirements
Completion of mapping of BVPI 157 services against approved security levels (0-3) (see http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc).	Red	Amber	Green	Green	The project will be undertaken with the Leicester-Shire e-Government Partnership as part of the web services project. Completion of BVPI157 services will also depend on the progress made by the ESD toolkit (for guidance purposes)
Planned compliance to HMG Security and authentication frameworks (see http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc).	Red	Red	Amber	Green	Use of BS 7799 framework to develop standards of incorporating security risk requirements at early stage of system developments
Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org).	Red	Red	Amber	Green	Assess the applicability and potential usage of the Scheme by the target completion date.
Use of Government Gateway (see http://www.gateway.gov.uk) to support:					
i) personalisation & registration for services categorised at security level 0	Red	Amber	Green	Green	Identification of processes at level 0 will be undertaken through the ESD toolkit. Confirmation of the processes and the approach towards

					authentication will be undertaken with the Leicester-Shire e-Government Partnership as part of the Authentication project, which is currently at the stage for determining the Business case
ii) citizen & business authentication for services for services categorised at security levels 1-3	Red	Red	Amber	Green	Identification of processes at levels 1- 3 will be undertaken through the ESD toolkit. Confirmation of the processes and the approach towards authentication will be undertaken with the Leicester-Shire e-Government Partnership as part of the Authentication project, which is currently at the stage for determining the Business case
iii) authentication of employees for cross-agency services	Red	Red	Amber	Green	The provision of access to cross-agency staff will be determined once the Council defines links to the Government Gateway.
iv) corporate approach to collection of e-payments	Red	Amber	Green	Green	Corporate e-payment solution is in place, enhanced solution to incorporate telephone payments is being investigated. Corporate overview to assess and ensure integration with the Government gateway will be undertaken.
v) cross agency secure transactions (Government to Government)	Red	Red	Amber	Green	Secure Government to Government agency transactions will be examined once the Council defines links to the Government Gateway.
Government Gateway (see http://www.gateway.gov.uk) back office connection in place (Department Interface Server).	Red	Red	Green	Green	The project will be undertaken with the Leicester-Shire e-Government Partnership as part of the Authentication project which is currently at the stage for determining the Business case
Connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Amber	Green	Green	Green	Home page links to Directgov to be developed from the Council's homepage
Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm)	Red	Green	Green	Green	Responsibility for FOI to be in place for 01/01/2005, to meet legislative requirements. Data and records management processes also need to be in place to meet FOI requirements
Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)	Green	Green	Green	Green	The current status of LLPG in Charnwood is Level 1, linked to and submitting regular weekly updates to NLPG. The Council is also working towards achieving 100% rollout of NLPG and options for automating the process electronically.
Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk)	Green	Green	Green	Green	Charnwood has been operating a fully electronic Land Charge Service since 2003 and achieved connection to NLIS level 3 earlier this year.

<p>Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa)</p>	<p>Red</p>	<p>Red</p>	<p>Amber</p>	<p>Green</p>	<p>The online directory service will be developed in partnership with the Department for Skills and Education.</p>
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BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against version 2.01

		Actual			Forecast	
BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	2001/2	2002/3	2003/4	2004/5	2005/6
		94%	99%	99%	94%	94%
Providing information: Total types of interaction e-enabled e-enabled	94%	62 33.16	99 52.94	146 78.07	187 100.00	187 100.00
Collecting revenue: Total types of interaction e-enabled e-enabled	87%	1 20.00	2 40.00	2 40.00	5 100.00	5 100.00
Providing benefits & grants: Total types of interaction e-enabled e-enabled	78%	0 0	0 0	1 25.00	2 50.00	4 100.00
Consultation: Total types of interaction e-enabled e-enabled	86%	8 33.33	9 37.50	10 41.67	17 70.83	24 100.00
Regulation (such as issuing licenses): Total types of interaction e-enabled e-enabled	76%	2 5.56	6 16.67	11 30.56	25 69.44	36 100.00
Applications for services: Total types of interaction e-enabled e-enabled	83%	7 5.26	27 20.30	85 63.91	112 84.21	133 100.00
Booking venues, resources & courses: Total types of interaction e-enabled e-enabled	78%	1 16.67	1 16.67	1 16.67	3 50.00	6 100.00

Paying for goods & services: Total types of interaction e-enabled e-enabled	80%	2 9.52	3 14.29	4 19.05	4 19.05	21 100.00
Providing access to community, professional or business networks: Total types of interaction e-enabled e-enabled	82%	0 0	1 9.09	3 27.27	11 100.00	11 100.00
Procurement: Total types of interaction e-enabled e-enabled	73%	0 0	0 0	0 0	4 50.00	8 100.00
TOTAL Total types of interaction e-enabled % e-enabled	86%	83 19.08 %	148 34.02 %	263 60.46 %	370 85.06 %	435 100.00 %

Access Channel Take-Up

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

	Forecast ('000s)					Comment
	03/04	04/05	05/06	06/07	07/08	
E-enablement + Main E-Access Channel Take-Up						
Local Service Websites						
• Page impressions (annual)	1100	4000	6000	7000	8000	Anticipated growth in use of the web site by the introduction of transactional and personalisation services. Online address notification forms will be developed as part of corporate e-forms project within phase 3 of the web development programme.
• Unique users, i.e. separate individuals visiting website (annual)	25	50	80	90	100	
• Number of e-enabled payment transactions accepted via website	0	0	0	0	1	
• Number of change of address notifications accepted via website	0	0	0	1	1	
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>						
• Number of e-enabled payment transactions accepted by telephone	11	20	25	30	35	Future telephone payments and address notifications will be incorporated within the Corporate Contact Centre
• Number of change of address notifications accepted via telephone	1	2	3	4	4	
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i>						
• Number of e-enabled payment transactions accepted via personal contact	8	9	11	12	13	Future telephone payments and address notifications will be incorporated within the Customer Service Centre
• Number of change of address notifications accepted via personal contact	9	9	9	8	8	
Other Electronic Media <i>(e.g. BACS, text messaging)</i>						

• Number of e-enabled payment transactions accepted via BACS or other electronic form	468	475	495	498	500	Anticipated uptake in respect of Housing, Council Tax and NNDR
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0	
Non Electronic (e.g cash office, post)						
• Number of payments accepted by cheque or other non-electronic form	169	149	138	132	130	Estimate take up of electronic services will form the basis of reducing returns/volumes of non-electronic use on payments and address notifications.
• Number of change of address notifications accepted via non-electronic form	9	9	8	7	7	

Local e-Government Implementation Expenditure

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

	Actual (£'000s)	Forecast (£'000s)				Comment
		01/02 to 03/04	04/05	05/06	06/07	
Programme Resources						
• IEG capital grant	400	350	150			
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	127	0	0	0	0	The Council is an involved member of both the Leicester-Shire E-Government Partnership and the Better Access to Better Services Initiative (BABS). In support delivering ODPM's Priority services, the e-Government partnership is considering developing the following initiatives; e-Forms, Authentication and web services (integration of A to Z services).
• financial contribution from public-private partnerships	0	0	0	0	0	
• resources being applied from internal revenue and capital budgets to implement e-government	1353	589	1067	750	750	Initiatives include; Contact Centre rollout, Housing management system replacement, Partnership working, e-Procurement, Document management, Flexible working, Planning and Building Control services online, FOI and Records management.
• other resources (e.g. training) (please specify)	0	0	0	0	0	
• ODPM e-Innovations Fund capital grant	0	0	0	0	0	
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	0	0	0	0	0	
TOTAL	1880	939	1217	750	750	

Local e-Government Programme Efficiency Gains

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

Efficiency Gains	Actual	Forecast (£'000s)				Comment
		01/02 to 03/04	04/05	05/06	06/07	
a) Cash Releasing Efficiency Gains						
e-Procurement, of which:						
• achieved through reductions in prices		10	50	50	50	Aggregating contracts in line with the annual Procurement plan
• other gains from e-procurement		2	5	10	10	Process savings will be accrued with the purchase new Financial Management System in 2005/06 plus subsequent years as contracts come up for renewal
Corporate support (back office), of which:						
• e-recruitment		2	5	10	13	Estimated savings on staff time, printing, postage and advertising expenditure
• e-payments		0	0	0	0	
• Other corporate support gains		0	0	0	0	
Transactional services		5	10	15	15	Savings (cash releasing and/or non-cash) will be identified in future e-Government project as part of the Business Case or the Project Initiation Document
Productive time		5	10	15	15	Savings (cash releasing and/or non-cash) will be identified in future e-Government project as part of the Business Case or the Project Initiation Document
Sub total (a) cash releasing efficiency gains)	0	24	80	100	103	
b) Non Cash Releasing Efficiency Gains						
non-cash benefits (1) please specify		0	0	0	0	Savings (cash releasing and/or non-cash) will be identified in future e-Government project as part of the Business Case or the Project Initiation Document
non-cash benefits (2) please specify		0	0	0	0	

Sub total (b) non cash releasing efficiency gains)	0	0	0	0	0	
TOTAL EFFICIENCY GAINS - GROSS	0	24	80	100	103	
LESS e-government implementation expenditure	1880	890	670	0	0	
TOTAL EFFICIENCY GAINS - NET	-1880	-866	-590	100	103	