



OFFICE OF THE
DEPUTY PRIME MINISTER



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2003 (IEG3)



local e-gov

1. Priority Service Report

The Broads Authority's principal duties (see [Broads Act 1988](#)) do not extend to direct responsibilities for education, elderly people, health, housing or transport. However our work impacts directly on transforming the local environment, the lives of local people and visitors to the Broads, and as such, contributes to the seven shared priorities for local government.

IEG has given us the impetus to transform the way we provide many of our services to the customer, and as such we have embarked upon a bold programme of e-service projects in order to achieve e-government by 2006.

1. Raising standards across our schools

The Authority provides a wide programme of activities and events for schools. This includes hosting regular schools weeks and working closely with bodies such as the [How Hill Trust](#), [Norfolk Youth and Community Service \(YCS\)](#), [Norfolk Schools Sailing Association](#) and [Hertfordshire Sailing Camp](#) to provide learning and activity opportunities.

Our website currently provides teachers and students with a large amount of educational material. However, a new site along with the National Parks' Web Portal offer the potential of reaching a much wider audience, providing a much improved learning environment with greater levels of information, downloads and the ability to book events online.

2. Improving the quality of life of children, young people, families at risk and older people

Social inclusion is a key priority with the Authority leading and participating in various projects. These range from building a wheelchair accessible boardwalk at Barton Broad to [Mosaic Project](#) visits and working with the [Nancy Oldfield Trust](#) and the [YCS Outdoor Education Programme](#).

IEG allows us to offer a greater number of access channels to provide access to all. The web portal and new website will offer one-stop-shops for Authority services and afford the customer the choice of when, where and how they interact with the Authority. We are working to ensure these websites conform to Web Accessibility Initiative standards on accessibility.

3. Promoting healthier communities by targeting key local services, such as health and housing

As the planning authority for the Broads executive area, [The Broads Local Plan](#) provides statutory planning policies to control and guide new development and the use of land with key policies concerning housing within Authority boundaries.

The Authority encourages and promotes various forms of outdoor activity and the benefits to health they provide, whilst also making the public aware of the dangers that may be involved. To this end, the Authority provides comprehensive boating safety information via our staff, information centres and web site.

Our new website will also provide links to key local services such as health authorities and the emergency services.

4. Creating safer and stronger communities

Much of the Authority's work involves partnerships with local authorities, parish councils, local businesses, tourism bodies, boatyard owners, visitors and boat users. IEG is contributing to strengthening community cohesion and greatly reinforcing these partnerships. This is especially true regarding the new website where partnership is essential in providing an increased level of information and services for a one-stop-shop site. It is hoped the site will become a focal point for

the Authority with users able to access a wide range of information from tourist information to viewing minutes and having direct access to members.

Countryside and navigation rangers are the public face of the Authority out in the field, working and building relationships with visitors and local people. IEG funding has allowed investment in technology for improving information systems and access channels to provide field workers and information centres with up to the minute information for advising the public.

5. Transforming our local environment

Our website will promote environmental awareness by providing a greater level of information covering all aspects of the Authority and the culture, heritage and ecology of the Broads. Improved information systems and availability in remote sites will also aid staff in their duties and the Authority as a whole in conserving and enhancing the Broads.

Use of mobile devices means data can be collected more efficiently in the field, and uploaded into corporate systems for immediate use. This will allow for the development and maintenance of asset management databases, with the availability and use of this data aiding in focussing our efforts in the right areas, and ensuring public rights of way and other facilities are maintained in a usable state for the benefit of the customer.

Data from the field is essential to GIS. Currently GIS underpins almost all of the key data within the Authority's conservation section and steps are being taken to extend its use to create a corporate system. Availability of GIS data and software throughout the Authority will allow access to accurate data for analysis, locating problems and targeting resources.

6. Meeting transport needs more effectively

The Authority is keen to promote sustainable transport. Our new website will contain additional public transport information and links, as well as pages regarding walking, and cycle routes.

As part of the Authority's green transport initiative two pool bicycles have been provided for staff to attend external meetings which can be booked via the computer network.

Other initiatives include [eco-friendly boating](#). The Authority runs Britain's first solar powered passenger boat 'Ra' on Barton Broad to encourage and educate the public in sustainable boating, and runs three electric powered boat trips. 'Ra' will be flying the flag for the Broads at the Boat Show in early January 2004.

7. Promoting the economic vitality of localities

The Authority is seeking to promote sustainable tourism (see [Broads Plan](#)), as recreation and tourism are key to the economy of the Broads, and has recently been short listed for Beacon Council status.

Working in partnership we aim to promote an image of the Broads as a national park with a wealth of special features and areas of tranquillity to encourage visitors. The [Sustainable Development Fund](#) and [Rivers LEADER+ Programme](#) provide additional funding for these purposes and together with a one-stop shop website and initiatives such as [The Southern Broads Quality Charter](#) will enable us to contribute in strengthening and developing local economies.

2. Self-Assessment of Local e-Organisation

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	
<p>Local e-organisation:</p> <p>Black = Not part of current local e-government strategy or not applicable</p> <p>Red = Preparation & planning – to include projects that are being planned or being piloted</p> <p>Amber = Implementation stage – roll out of approved projects</p> <p>Green = Fully implemented – projects completed & implemented</p> <p>e.g. for progress against a particular element you might enter:</p>	2001/02	2002/03	2003/04	2004/05	2005/06	<p>Comment</p> <p>e.g. “black” status may include elements on the proforma that are not planned, or awaiting the outcome of ODPM National Project work or partnership activity, or areas on the proforma that are not applicable to particular types of authority. Limited areas of “black” are perfectly acceptable on this proforma as a reflection of local circumstances and prioritisation of e-government work and investment.</p> <p>e.g. “red” status should be applied to all elements on the proforma where work is at the research stage, being piloted before wider rollout across the authority/partnership, or planned but not yet approved for funding.</p> <p>e.g. “amber” status should be applied to all elements on the proforma where work has been approved for funding and is actively being implemented.</p> <p>e.g. “green” status should be applied to all elements on the proforma where projects have been actioned and implemented or particular standards achieved with plans for extended rollout on an enterprise-wide basis, i.e. across the authority/partnership.</p>
	Red	Red	Amber	Amber	Green	

<p>Interactions</p> <p>Note: The Best Value Performance Indicator (BVPI) 157 provides a measure of the number of types of interactions (or contact) between the citizen and the council that are enabled for electronic delivery as a percentage of those that are available.</p> <ul style="list-style-type: none"> Progress towards 2005 target for the 100% e-enablement of local services 	Red	Amber	Amber	Amber	Green	Solid progress towards electronic government is being made. Timescale creep with joint projects has slowed development of dependant in-house projects, however, all are still on target for completion by 2005 deadline.
<p>Access Channels</p> <p>Note: Access channels are the various routes through which people might contact, or be contacted by, local service providers to undertake electronically enabled interactions.</p> <ul style="list-style-type: none"> Publication of approved strategy for development of access channels Local service websites (tailored to achievement of transactional status for corporate “.gov.uk” website) Specialist portals for local authority services in two-tier area. Contact centres (e-enabled & dealing with at least 80% of incoming telephone calls to the local authority) 	Green	Green	Green	Green	Green	<p>The Authority published its strategy for the development of access channels as part of its IEG2 statement. There are no plans to produce a further approved strategy; instead the preference is to target individual projects as a way of developing access channels.</p> <p>The new Website aims to be a focal point for the Authority offering online services, such as payment of navigation tolls, to achieve transactional status. The website will make use of the technology jointly procured for the National Park portal.</p> <p>We are working with the Norfolk Connect Partnership to include our website in the specialist Norfolk portal, and with the other NPAs in developing the National Park portal.</p> <p>Although we receive too few calls to merit cost of a call centre, we have implemented a one number point of contact phone system to optimise call handling. A move to new headquarters will allow the purchase VoIP telephony systems that can be integrated with CRM and Knowledge Management applications providing further improvements to organisational effectiveness.</p>

<ul style="list-style-type: none"> Establishment of fully e-enabled one stop shops for face-to-face customer contact Use of mobile technology for home visits / supported access services Establishment of Interactive Digital TV service E-democracy – participation in the electoral modernisation pilots for electronic voting or electronic counting E-mail & Internet access provided for all Members Engagement with intermediaries re delivery of e-government services (e.g. Citizens Advice Bureaux) 	<p>Black</p> <p>Black</p> <p>Black</p> <p>Red</p> <p>Red</p> <p>Black</p>	<p>Red</p> <p>Red</p> <p>Black</p> <p>Red</p> <p>Amber</p> <p>Red</p>	<p>Red</p> <p>Amber</p> <p>Black</p> <p>Red</p> <p>Green</p> <p>Red</p>	<p>Amber</p> <p>Green</p> <p>Black</p> <p>Amber</p> <p>Green</p> <p>Amber</p>	<p>Green</p> <p>Green</p> <p>Black</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p>With our visitor centres online, giving access to internal systems, the Internet and Intranet, we have made significant progress in creating e-enabled one-stop shops.</p> <p>Field staff are equipped with mobile phones, PDAs and laptops. The advent of new systems e.g. corporate GIS is allowing them to become ‘mobile information centres’.</p> <p>Low priority given nature of Authority’s services. We have investigated the possibility of Interactive TV as part of the joint NPA web portal project and discovered that it is currently beyond our means. If viable in the future this is likely to be a partnership activity.</p> <p>Internet services are being developed to facilitate stakeholder feedback & involvement, social inclusion and access (within the specialist remit of NPAs).</p> <p>Direct access to members will be established via email and our new website.</p> <p>Development of Land Management Information System (LAMIS), jointly with other NPAs. Will provide ‘one-stop-shop’ access to relevant services and information to farmers, landowners and other interested parties. Also data-sharing work with planning agents, Parish Councils.</p>
<p>Trust & connections</p> <p>Note: For the public sector to share information easily and securely, it is essential to operate within a framework of technical and legislative standards.</p>						

<ul style="list-style-type: none"> • Use of Government Gateway (e.g. for secure authenticated transactions) (see http://www.govtalk.gov.uk/gateway_partnerlink) 	Black	Amber	Amber	Amber	Green	The National Park Portal project will use Government Gateway authentication processes for e-commerce. Once in place for the portal use by the Authority's website will be possible.
<ul style="list-style-type: none"> • 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	Amber	Green	All new systems will meet e-GIF compliancy.
<ul style="list-style-type: none"> • Adoption of Guidelines for UK Government Websites (see www.e-envoy.gov.uk/oeo/oeo.nsf/sections/webguidelines-handbook-top/\$file/handbookindex.htm) 	Red	Red	Amber	Green	Green	These guidelines have been researched and are being adopted in developing the Authority's new website.
<ul style="list-style-type: none"> • Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see http://www.w3.org/WAI) 	Red	Red	Amber	Green	Green	Social inclusion and access for all are key priorities for the Authority and accessibility guidelines will be adhered to in providing a compliant website.
<ul style="list-style-type: none"> • Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm) 	Amber	Green	Green	Green	Green	The Authority's Publication Scheme is available online. As more information is held and made available electronically the scheme will be reviewed and will evolve.
<ul style="list-style-type: none"> • Establishment of corporate information management policy (e.g. covering management of information assets, evidence for accountability, security, assurance, disaster & contingency planning) 	Red	Red	Amber	Green	Green	The Authority has commissioned Zurich Municipal Management Services to complete a Corporate Risk Assessment and Management Survey. The resulting output of their report will include a corporate information management policy, disaster recovery and contingency planning.

<ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.lcd.gov.uk/consult/datasharing/datashare.htm & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) Establishment of partnerships for the joint (aggregated) procurement of broadband services Compliance with BS 7799 on information security management 	<p>Black</p> <p>Black</p> <p>Red</p>	<p>Red</p> <p>Red</p> <p>Red</p>	<p>Red</p> <p>Amber</p> <p>Amber</p>	<p>Amber</p> <p>Green</p> <p>Green</p>	<p>Green</p> <p>Green</p> <p>Green</p>	<p>Principles of (Draft) Public Services Trust Charter are being adopted for inclusion within IT policies. The Authority will publish an e-Trust Charter and Data Sharing protocol.</p> <p>We are in discussions with both Norfolk CC and a private sector company regarding the provision of broadband services. It is anticipated that we will enter into partnership with one of these bodies; however, we are still at the early stages of negotiations.</p> <p>Compliance will be integral to the Corporate Information Management Policy and therefore part of the work carried out with Zurich Municipal Management Services.</p>
<p>Enablers</p> <p>Note: Enablers refers to the computer systems, or 'middle-ware', used to support access channel policy and provide the link to core business and information systems. You should only "green" traffic light the items below where enterprise-wide systems or policies have been implemented.</p> <ul style="list-style-type: none"> Use of smart cards to support service development & delivery Corporate use of Customer Relationship Management (CRM) software Corporate use of Geographic Information Systems (GIS) (e.g. for map-based data presentation) 	<p>Black</p> <p>Amber</p> <p>Red</p>	<p>Black</p> <p>Amber</p> <p>Red</p>	<p>Black</p> <p>Amber</p> <p>Amber</p>	<p>Black</p> <p>Green</p> <p>Green</p>	<p>Black</p> <p>Green</p> <p>Green</p>	<p>Not currently part of our e-Government strategy. Awaiting outcome of Pathfinder and National projects. If viable in the future this is likely to be a partnership activity.</p> <p>Joint procurement project with other NPAs.</p> <p>GIS is a key area for development within the Authority. GIS underpins almost all of the key data within the Authority's conservation section and work is taking place to capture additional data in the field, then making it available Authority wide and beyond using web technologies. As such, a system for corporate use is being acquired, and partnership projects</p>

<ul style="list-style-type: none"> Corporate ICT support and documented policy for home working (teleworking) by staff Use of telemetric systems for remote monitoring & signalling, e.g. helping older people remain in their homes Establishment of corporate Intranet Corporate use of Document Image Processing & Workflow systems Application of Knowledge Management (KM) systems & techniques for service improvement Establishment of corporate policy on electronic records management 	<p>Red</p> <p>Black</p> <p>Amber</p> <p>Amber</p> <p>Red</p> <p>Black</p>	<p>Red</p> <p>Black</p> <p>Amber</p> <p>Amber</p> <p>Red</p> <p>Red</p>	<p>Amber</p> <p>Black</p> <p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Amber</p>	<p>Green</p> <p>Black</p> <p>Green</p> <p>Green</p> <p>Amber</p> <p>Green</p>	<p>Green</p> <p>Black</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p>with other agencies, such as Norfolk CC are being investigated. The NPA web portal will also offer GIS functionality and access to Authority data.</p> <p>Additional resource for ICT support is in place. Home working is being reviewed and will be documented as part of the Authority's forthcoming Work Life Balance Policy.</p> <p>The Authority will continue to review the potential use of telemetry within the Broads. Presently the areas within which telemetry could currently be applied (e.g. monitoring of water levels) are the responsibility of other agencies. We will seek to work with these agencies</p> <p>A corporate Intranet has already been established. The site will evolve as other information services are implemented. For example, a link will be established with the DMS to allow search and retrieval of documents via the Intranet.</p> <p>The Authority is active within a joint National Park project in procuring a DMS via the CRM project. The selected system will cater for total document management and offer extensive workflow and knowledge management capabilities.</p> <p>The DMS project together with improved information systems and resources will provide enhanced knowledge management for an improved and consistent level of customer contact.</p> <p>This policy is being developed alongside improved information services and will be completed for the implementation of the DMS project.</p>
<p>Core Systems</p> <p>Note: Successful e-government comes from integrating corporate office support and processes with e-enabled services. Core systems refer to the core business processes of the e-enabled organisation.</p>						

<ul style="list-style-type: none"> Use of systems to enable e-procurement 	Black	Red	Amber	Amber	Green	We are monitoring outputs from the National e-Procurement Project and are working in partnership with Norfolk CC and District Councils in sourcing appropriate systems.
<ul style="list-style-type: none"> Upgrade of financial information systems to support e-government 	Amber	Amber	Amber	Green	Green	Our financial systems are XML enabled, however additional modules or replacement software may be required to fully support e-government.
<ul style="list-style-type: none"> Upgrade of office systems to support e-government, e.g. web-enabling legacy systems 	Amber	Amber	Amber	Green	Green	Replacement of non web-enabled systems is taking place (e.g. toll system, events booking). Most office systems have been upgraded or replaced over recent years.
<ul style="list-style-type: none"> Upgrade of Human Resources & payroll systems to support e-government 	Red	Red	Amber	Amber	Green	These services are currently outsourced to Broadland DC . The authority is reviewing how our systems integrate with these services.
<ul style="list-style-type: none"> Upgrade of asset management systems to support e-government 	Black	Red	Amber	Green	Green	Work has been carried out over the previous 12 months capturing and detailing all assets in the field. A countryside access management system with integral asset management is being jointly procured with Norfolk CC to hold this data. Other asset management systems and inventory are in the process of being upgraded.
<ul style="list-style-type: none"> Link to National Land & Property Gazetteer (NLPG) (http://www.nlpg.org.uk) 	Red	Red	Amber	Amber	Green	The six district councils within which the Authority's boundaries lie provide the development control service for the Broads area and will link directly to NLPG. The Best Value Review of the Authority's Planning Service has identified that future planning service delivery to be controlled by the Authority as a preferred option. This is subject to additional funding and alternative accommodation. When this occurs the Authority will link to NLPG.
<ul style="list-style-type: none"> Automated interface with National Land Information Service (NLIS) hub (http://www.nlis.org.uk) 	Red	Red	Amber	Amber	Green	As above
<ul style="list-style-type: none"> Upgrade of income collection systems to support e-government 	Black	Black	Red	Amber	Green	Navigation tolls will be collected via online payment through the new website integrated with back office financial systems.

People						
<p>Note: This part of the e-organisation model refers to the internal organisation and management practices of the council that are required to help deliver the people changes necessary for e-government.</p>						
<ul style="list-style-type: none"> • Circulation of National Strategy checklist to Chief Executive and all Councillors (see www.localegov.gov.uk/nationalstrategy) 	Red	Red	Amber	Green	Green	Additional booklets are being sourced. These will then be distributed to members, and new members will be issued with them in their induction pack.
<ul style="list-style-type: none"> • Establishment of formally constituted partnership working to help deliver e-government: <ul style="list-style-type: none"> - Local Strategic Partnership (LSP) - Partnership working with other local authorities - Public Private Partnership (PPP) 	Red	Amber	Green	Green	Green	The Authority is working in partnership with the other NPAs on 3 projects, with Norfolk CC and District Councils through the Norfolk Connect Partnership , and is part of the Norfolk County Strategic Partnership .
<ul style="list-style-type: none"> • Incorporation of e-government into Community Strategy 	Amber	Amber	Green	Green	Green	The Authority is committed to e-government and has incorporated IEG into its draft strategic plan – the Broads Plan
<ul style="list-style-type: none"> • Appointment of member & officer e-champions 	Red	Green	Green	Green	Green	E-champions have been appointed – Mr Shaun Tusting Member e-champion, Dr John Packman (Chief Executive) Officer e-champion
<ul style="list-style-type: none"> • Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act) 	Red	Green	Green	Green	Green	The Authority’s Director of Corporate Services was appointed to this role in December 2002.
<ul style="list-style-type: none"> • Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Black	Red	Amber	Green	Green	We have carried out a thorough risk assessment of our IEG programme. IEG will also be included as part of the Corporate Risk Assessment and Management Survey. Use of Prince2 will consolidate risk assessment by means of regular review.

<ul style="list-style-type: none"> • Use of customer consultation/research to inform development of corporate e-government strategy 	Black	Red	Red	Amber	Green	<p>Consultation/research mainly takes the form of customer surveys. The Authority is examining additional ways for consultation such as online feedback.</p>
<ul style="list-style-type: none"> • Establishment of policy for addressing social inclusion within corporate e-government strategy 	Red	Green	Green	Green	Green	<p>A formal policy has not been established, however social inclusion is a priority outcome for the Authority.</p>
<ul style="list-style-type: none"> • Establishment of internal targets & measures for e-services, including: <ul style="list-style-type: none"> - Customer take up - Customer satisfaction - Value for money / cost effectiveness 	Amber	Amber	Amber	Amber	Green	<p>Targets in all these areas are yet to be set. As work progresses with individual projects, realistic targets will be set and monitoring can take place to determine value for money and cost effectiveness. Measures will be developed in parallel with service development and implementation, during which process mechanisms for ensuring take up of e-services will be reviewed (see 'Better Connected 2003'; www.socitm.gov.uk)</p>
<ul style="list-style-type: none"> • Use of project management methodologies (e.g. PRINCE2) 	Black	Red	Amber	Green	Green	<p>All internal projects conform to Prince2 methodology. Prince2 is also being used for managing joint NPA projects.</p>
<ul style="list-style-type: none"> • Establishment of e-skills training programme for staff (e.g. European Computer Driving Licence) 	Black	Red	Amber	Green	Green	<p>The Authority is keen to promote and encourage training in e-skills for its staff. ECDL is being examined as a possible way of achieving this.</p>
<ul style="list-style-type: none"> • Use of networked technologies to support e-learning 	Black	Red	Amber	Green	Green	<p>Use of corporate Intranet will provide e-learning capabilities. Provision will also be made for staff who have expressed a preference for classroom based training.</p>

3. BVPI 157

BVPI 157 Interaction Type	Actual		Forecast		
	2001/2	2002/3	2003/4	2004/5	2005/6
Providing information:					
<ul style="list-style-type: none"> • Total types of interaction e-enabled • % e-enabled 	26 44%	26 73%	26 81%	26 96%	26 100%
Collecting revenue:					
<ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	2 0%	2 25%	2 25%	2 50%	2 100%
Providing benefits & grants:					
<ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	4 0%	4 25%	4 63%	4 100%	4 100%
Consultation:					
<ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	11 18%	11 55%	11 64%	11 82%	11 100%
Regulation (such as issuing licences):					
<ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	2 0%	2 0%	2 0%	2 0%	2 100%
Applications for services:					
<ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	17 44%	17 38%	17 38%	17 62%	17 100%
Booking venues, resources & courses:					
<ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	4 50%	4 75%	4 75%	4 100%	4 100%
Paying for goods & services:					
<ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	3 0%	3 17%	3 17%	3 67%	3 100%
Providing access to community, professional or business networks:					
<ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	2 0%	2 0%	2 50%	2 100%	2 100%
Procurement:					
<ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	2 100%	2 100%	2 100%	2 100%	2 100%
<ul style="list-style-type: none"> • TOTAL TYPES OF INTERACTION E-ENABLED • % E-ENABLED 	73 34%	73 53%	73 60%	73 82%	73 100%

4. Access Channel Take-Up

E-enablement & Main E-Access Channel Take-Up	Actual ('000s)		Forecast ('000s)			Comment
	01/2	02/3	03/4	04/5	05/6	
Local Service Websites						We anticipate a gradual rise in the number of website users as the number of online services increases and users are directed from the local and national portals with which we are associated. The number of payment transactions appears low but equate to 40% of toll payments. We expect these figures to increase beyond 2006 with additional goods and services available online and increased customer confidence in the security of online transactions.
• Page impressions (annual)	570	1088	1350	1800	2250	
• Unique users, i.e. separate individuals visiting website (annual)	40	72.5	90	120	150	
• Number of e-enabled payment transactions accepted via website	0	0	0	3	5	
• Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via website	n/a	n/a	n/a	n/a	n/a	
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>						Figures for 2004/05 - 2005/06 static due to anticipated rise in take-up of online payments.
• Number of e-enabled payment transactions accepted by telephone	0	0	0.8	1.5	1.5	
• Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via telephone	n/a	n/a	n/a	n/a	n/a	
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>						Figures for 2003/04 reflect introduction of PDQ terminals in September 2003. 40% of transactions by visitor centres now via electronic payment and this figure has been taken into account when forecasting 2004/05 and 2005/06.
• Number of e-enabled payment transactions accepted via personal contact	0	0	0.5	18	24	
• Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via personal contact	n/a	n/a	n/a	n/a	n/a	
Other Electronic Media <i>(e.g. BACS, text messaging):</i>						These transactions are electronic payments via postal instruction for navigation tolls. We expect the numbers of these to grow through promotion of PDQ terminal, but then decrease due to take-up of online payment options.
• Number of e-enabled payment transactions accepted via BACS or other electronic form	0	0	1.5	3	2.5	
• Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via other electronic media	n/a	n/a	n/a	n/a	n/a	
Non Electronic <i>(e.g. cash office, post)</i>						
• Number of payments accepted by cheque or other non-electronic form	45	46	46.5	30.5	28	
• Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via non-electronic form	n/a	n/a	n/a	n/a	n/a	

5. Delivery of Key Technical Building Blocks & Priority Services

Councils are asked to indicate how key technical building blocks and priority services are to be developed and managed by indicating the relative usefulness of outputs from ODPM Pathfinder Projects, National Projects and/or partnership working with other local authorities and/or use of other means. A sliding scale from 1-5 (i.e. from 1=not useful, to 5=essential) should be used. More information about Pathfinder work and National Projects can be found at www.localgov.gov.uk.

National Project Technical Building Blocks & Priority Service Areas	Use of outputs from ODPM Pathfinder Project (please score between 1-5)	Use of outputs from ODPM National Project (please score between 1-5)	Partnership working with other local authorities (please score between 1-5)	Other Means (please score between 1-5)	Comment (please comment briefly on your plans for developing each named technical building block or priority service area)
Websites	3	3	5	3	Output from the APLAWS pathfinder, LAWS National Project and the National Projects Road show have provided useful guidance, however certain elements - such as the Local Authority category list – do not fit with NPAs. We are in discussion with the esd-t%lkit with a view to establishing relevant services to the Authority. However, output from partnerships with the other NPAs and Norfolk CC for establishing joint portals is essential.
Smart cards	2	5	1	1	Output from the National Project is essential for us to determine the correct way forwards in the use of smartcards. Our participation will be most effective at the joining together stage, when we can adopt the national standard in our services.
Interactive Digital TV	2	5	1	1	The overall aim of the National Project "DigiTV" is to demonstrate how DiTV can be used as a channel to deliver local government services. It also aims to enable Local Authorities and Regional Development Agencies to have DiTV presence on any of the major platforms. Two of the products of the national project are: - How to Guide - everything you want to know about DiTV, from information on platforms, hardware and costs through to going live with a site. - Starter Kit - an entry-level product that gives you

					presence on any major platform. These will be essential in determining when and how we get involved in digital TV in the future.
Mobile Technology (i.e. for home/site visits)		5	5	2	Field staff are using PDAs, laptops and mobile phones, however, it is essential that we work in partnership with other authorities and government agencies to share knowledge and data for joined-up working. The National Project is still in development but will also be invaluable in providing direction.
Telemetry (i.e. remote, real time & signalling)		5	4	1	The Authority sees the potential for the use of telemetry in areas such as early warning systems of water levels and the security of lone working field staff. However, we do not propose to lead on this and will rely on the products of the national project to help us with local implementation. This will have to be in partnership with other local councils and government agencies (e.g. the Environment Agency) that currently have direct responsibilities in some of these areas.
Customer Relationship Management (CRM)	2	5	5	1	The Authority is working in partnership with the other NPAs in procuring a CRM system. Output from the CRM National Project will be used for guidance regarding best practices and standards.
Knowledge Management	4	5	4	4	Projects include the joint NPA extranet and DMS / CRM, as well as local intranet development. We await the progress of the 'How to Guides' for further guidance with KM. The National Project although in it's infancy will be followed by the National Parks to implement Knowledge Management on a broader scale.
Workflow	3	5	4	5	Workflow will be built into the joint CRM and DMS solutions purchased by the NPAs. Partnership working with other LAs will be necessary in certain areas (e.g. NLPG / NLIS). The National Project will be referred to for additional guidance and direction.
e-Procurement	3	5	5	1	We are collaborating with Norfolk CC and our district councils via the Norfolk Connect Partnership (NCP) in the area of e-procurement. The partnership is using National Project output for guidance.
Schools admissions		2	3	2	The Authority is limited in how it can contribute to schools admissions. However, local partnership through the

					Norfolk Community Strategic Partnership and the Norfolk Portal project may allow us to promote services to our local communities, or support such a service on our own portal.
Local Planning Services	3	5	5	2	<p>The Authority is the local planning authority, however, with the six local district councils providing the development control service for the Broads area we will be working in close partnership in developing planning services.</p> <p>PARSOL www.parsol.gov.uk is being monitored and will be utilized in adhering to standards and best practices. The authority will also link with the National Planning Portal. Output from these projects will be essential in directing the Authority as it progresses to achieve the targets outlined by The Best Value Review of the Authority's Planning Service.</p>
Electronic exchange of property information with Valuation Office Agency (VOA) for Council Tax & Business Rates		5	4	3	<p>NPAs will benefit from the National Project deliverable to “deliver better informed government policy, such as for ‘brown field’ development, and to exploit and maintain National Land Use Database statistics by improved and automated information flow to planning departments.”</p> <p>Additionally, although NPAs do not collect council tax or NNDR the work on integrating the wider land-related initiatives in local and central government, such as the National Land and Property Gazetteer (NLPG), the National Land Information Service (NLIS), the National Land Use Database (NLUD) and the Planning Portal will be useful. One product from this project is an XML schema for applications linking with NLPG data</p> <p>Definitely an area where working with County and Districts is essential to e-enable transactions and data flow.</p>
Working with business		5	5	5	<p>Working with business is fundamental to the Authority in creating stronger communities and promoting economic vitality. We will be guided by the National Project (http://www.workingwithbusiness.org.uk/), but also seek to work in partnership with Norfolk CC and the Norfolk</p>

					Connect Partnership alongside direct links with local businesses.
Crime reduction / youth offending		1	3	5	The National Project is an online process for co-ordinating the gathering, sharing and analysis of concerns about children and young people who may become involved in crime. As such, NPA's are unlikely to be directly involved. NPA developments on this will come from work on social inclusion in the individual parks and joint working with other Authorities.
Claiming benefits		5	5	3	Benefits NP outputs will be monitored by the National Park Authorities for relevance in advising and assisting in grant-aid applications (e.g. Sustainable Development Fund). Partnership with local authorities and work with other agencies should take place to advise of additional funding and grant entitlement.
Local e-Government Standards & Accreditation	3	5	2	2	The National Parks are applying existing standards and protocols, and are awaiting the availability of Standards Body National Project Products for future guidance. These products are key to our awareness and adoption of accredited standards.
Fire Services		5	5	1	We are using the National Community Fire Safety Centre Toolbox and Fire Kills websites for direction on how to promote Community Fire Safety (CFS) and participate in Community partnerships for improved safety. Work is required on a local level to share data and information with projects like SurreyAlert .
Trading standards		1	1	1	National park authorities do not offer consumer advice or protection, however they could provide a new access channel for consumer information through electronic links. This cannot be achieved at present, as the national project partners do not cover any areas connected with the national parks.
Multi Agency Information Sharing	1	5	4	3	Some areas the National Project addresses (e.g. housing benefits, people at risk etc) are not directly relevant to the work of national parks. We believe outputs from other National Projects however; especially the Standards Body (e.g. names and address standards) will be essential when we are sharing information with other agencies.
e-Democracy		1	3	3	National parks not directly elected but public consultation and participation can benefit from IEG through bulletin boards, discussion forums, on-line surveys etc

6. Resources

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2005/6. This should include the standard elements in the table below and brief commentary on the use of IEG money. (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):

Resources	Actual (£'000s)		Forecast (£'000s)			Comment
	01/2	02/3	03/4	04/5	05/6	
<ul style="list-style-type: none"> £200,000 IEG money in 2002/3 and 2003/4 		200	200	200	200	Forecast includes projected IEG3 and IEG4 monies, supporting completion of 'traffic lights', plus further development work
<ul style="list-style-type: none"> financial contributions from EU funding 	-	-	-	-	-	
<ul style="list-style-type: none"> financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB) 	-	-	-	-	-	
<ul style="list-style-type: none"> financial contribution from public-private partnerships 	-	-	-	-	-	
<ul style="list-style-type: none"> financial contribution to or from partnership projects undertaken with other organisations, including ongoing project work using ODPM Local e-Government Partnership Programme funding and work with other government departments or agencies that have an element of service e-enabling 	-	(50)	(50)	(50)	(30)	Partnership projects with NPAs, Norfolk Connect Partnership and Norfolk CC to continue up to 2005.
<ul style="list-style-type: none"> resources being applied from internal revenue and capital budgets to improve the quality of services through e-enablement 	39.9	30	30	30	30	Internal resources for expenditure on IEG projects
<ul style="list-style-type: none"> other resources (e.g. training) (please specify) 	0	0	1.5	2	2	ICT training
Sub total	39.9	180	181.5	182	202	
<ul style="list-style-type: none"> less current and projected savings produced from e-government investment 	0	0	3.6	20.2	20.2	Projected savings – as calculated and stated in IEG2 submission
TOTAL	39.9	180	177.9	161.8	181.8	