



Broads Authority

The Broads - a member of the
National Park family

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2004 (IEG4)

***“Realising the benefits from our investment in
e-government”***

Proforma for National Park Authorities

local and regional government • housing • planning • fire • regeneration • social exclusion • neighbourhood renewal

Name of Authority: Broads Authority

IEG Contact Name: Steven Linford - IEG Project Manager

Email: steven.linford@broads-authority.gov.uk

Telephone No: 01603 610734

Local Context

Progress

The Broads Authority's e-government programme has progressed well in the 12 months since IEG3 submission. The technological infrastructure has been further reinforced to support the new systems implemented over the last year and those planned up to and beyond December 2005.

Our Visitor Centres are now equipped with touch-screen tills in addition to credit card payment facilities. These have improved the customer service we provide and helped streamline our stock control and accounting processes. Sales for goods and services are now processed much more quickly and efficiently. Items are scanned and transaction details automatically fed into back office financial systems that automatically adjust stock levels and allow for easy payment reconciliation.

There has been an excellent take up of payments for navigation tolls by credit card, with this year being the first season where toll payers have had this option. 25% of annual tolls and 50% of short visit licences were paid for by card in the period of February to August 2004 and it is anticipated that this will increase in 2005. The introduction of online payments should also increase the percentage of credit and debit card payments as customers are provided with the additional choice of payment via the Authority's web site from 2006.

The Authority has been actively involved in the National Parks Web Portal project with the site www.nationalparks.gov.uk now live. The portal provides a gateway into the national parks and a single source for visitors, students and those living and working within national parks to access information and discover more about Britain's national parks. Good economies of scale have been achieved by the 8 English national parks collaborating on this project. The portal is providing the partners with a high level of technology (software, hardware, development and hosting) required for redeveloping and extending their own web sites at a fraction of the cost it would cost an individual park. The Broads Authority is a full site member and as such will be using this technology to redesign and develop a new web site to complete the e-enablement of the services it provides.

Much of the content of our new web site will feed from our improved information systems. Our Information Management Architecture project encompasses document imaging, electronic document management, workflow and a corporate intranet solution. The intranet will be deployed to all staff and locations, and will provide one-stop direct access to all information. This will allow Visitor Centres and staff taking phone calls to provide accurate, consistent and up to date information in answering all queries (e.g. tourist information, events booking etc.).

Present

Delivering priority service outcomes denotes the next phase of IEG for the Authority. Achieving many of these outcomes is dependant on our new web site. However, a great deal of work to provide the necessary building blocks and systems required to integrate with the web site is already well under way. Our financial system is being upgraded to enable the processing of electronic ordering, invoicing and payments and a Countryside Access Management System (CAMS) has been installed to manage our public rights of way assets and data. Once fully deployed CAMS will feed information and map-based data regarding rights of way access, obstructions and restrictions to our website. Two further applications (replacement navigation toll system and events booking system) are in the planning stage. Both of these systems will need to be fully interoperable with the website.

Other areas of development will be required (e.g. online shopping and increased GIS based information) and some of these activities are being achieved through joint working via the National Park Web Portal. The task of delivering our new web site to meet all our priority outcomes involves several stages of development and implementation and will therefore be our major project throughout 2005. Where there are common requirements we will endeavour to work with the other national parks to achieve further economies of scale and transfer of skills and knowledge.

Beyond 2005

The Broads Authority is committed to its IEG programme and plans to consolidate all the newly implemented and upgraded systems introduced. As we move towards electronic government with greater numbers of and reliance on new ICT systems and technologies there is an increased level of support required. In addition to fully supporting these technologies there is a need to develop sufficient disaster recovery plans. A larger number of policies, procedures and guidance are required to manage the efficient use of these systems and we are working hard to ensure all staff are fully trained and comfortable with the systems we are delivering via IEG.

Further development of systems is planned and will be required to refine and extend the use of systems as the Authority evolves, and to offer greater choice and improved levels of service to both our internal and external customers. The Authority expects to relocate its main offices in 2006-07 and bring the planning service in-house in 2007. These two projects alone will ensure that focus on e-service delivery continues well beyond the 2006 deadline.

Section 1 – Priority Outcomes (self-assessment)¹

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

Outcome & Transformation Area Description	Current Status	Anticipated Status at 31/03/05	Anticipated Status at 31/12/05	Anticipated Status at 31/03/06	Comment <i>You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area</i>
R1 Online facilities to be available to allow applications by the public for all NPA administered grants.	Red	Amber	Green	Green	
R2 Online facilities to be available to allow applications by land managers for access restrictions.	Red	Amber	Green	Green	
R3 Online facilities to be available to allow inspection of Tree Preservation Order designations and applications for licenses (including guidance material).	Red	Amber	Green	Green	Planning will come in house in April 2007. We are currently in discussion with district councils as to which elements of the planning function we will manage. It is yet to be decided whether we will take over TPOs. In the meantime links will be provided to relevant district councils' web pages.
G1 Development of web portal and/or e-enabled contact centre for advice on different sources of funding for agricultural and other land management projects which promote National Park purposes, ensuring full use is made of the England Rural Development Plan.	Amber	Amber	Green	Green	This may be achieved jointly by the NPAs via the GIS functionality of the NPA Web Portal
E1 If already 'green' on R1, R2, R3 & G1 above, please outline plans for integration with national systems to support online access management by land owners. Otherwise, leave this row blank.					
R4 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 ² (see www.laws-project.org.uk).	Amber	Amber	Green	Green	Great progress has been made towards our information centres becoming one-stop shops. This will continue with direct access provided to all our information systems –

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

² Authorities using alternative service taxonomies (e.g. seamlessUK) should plan for migration to the LGCL by December 2005.

					new web site, Intranet, Document Management System, National Park Web Portal – for all sites and staff.
G2 Access to a range of online educational resources, activities and opportunities for youth and school groups to learn about the National Park.	Amber	Amber	Green	Green	A project funded by the Sustainable Development Fund will provide greater and improved educational resources which will be made available online.
E2 If already 'green' on R4 & G2 above, please agree baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives in the comment column opposite. Otherwise, leave this row blank.					
R5 Public access to online reports, minutes and agendas from past NPA meetings, including future meetings diary updated daily	Amber	Green	Green	Green	This information is being managed by our new Document Management System and uploaded to our existing website. By mid 2005 documents will be automatically uploaded via our new CMS to our new website.
R6 Online facilities to be available to allow access to information on NPA Members, including details of appointing body, photograph, brief biographical details and contact email address.	Amber	Amber	Green	Green	These facilities are planned for implementation following the reduction in the Authority's membership in June 2005.
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Red	Amber	Green	Green	
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Red	Amber	Amber	Green	
E3 If already 'green' on R5, R6, G3 & G4 above, please agree baseline and targets for e-participation activities, including targets for citizen satisfaction in the comment column opposite. Otherwise, leave this row blank.					
R7 Online facilities to be available to allow receipt and processing of planning applications.	Red	Red	Green	Green	We have signed up to level 1 of the Planning Portal. It is anticipated that once signed up to level 2 the Portal will handle online processing of planning applications until the planning service is brought in-house in 2007.
G5 Public access to corporate Geographic Information Systems	Amber	Green	Green	Green	The National Park Web Portal

(GIS) for map-based data presentation of data used to monitor the distribution and loss of hedgerows, trees or habitats, density of walls, extent of heather moorland and the potential visibility impact of proposed developments.					(www.nationalparks.gov.uk) is providing public access to our map-based data. Additional GIS layers relevant to our national park (e.g. fen habitats, grazing marshes, ESAs, mooring sites etc.) will be created and made available via our website.
E4 If already 'green' on R7 & G5 above, please agree baseline and targets for take-up of planning services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank.					
R8 Online facilities to be available to allow appropriate e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Red	Amber	Green	Green	These facilities to be provided by our finance system following its upgrade Dec 04 / Jan 05.
G6 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Red	Red	Amber	Green	As a very small Authority we operate a cross-departmental account for each of the businesses we deal with. The linking of our DMS with our finance package will further enhance this.
G7 Regional co-operation on e-procurement between local councils.	Red	Red	Amber	Green	Collaboration with Norfolk CC.
If already 'green' on R8, G6 & G7 above, please comment on progress towards providing: 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); in the comment column opposite. Otherwise, leave this row blank.					
R9 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Amber	Amber	Green	Green	e-payments facility being provided by the National Parks Web Portal. This will be integrated into our new website to handle

					payments to the Authority.
G8 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Red	Amber	Amber	Green	Monitoring to take place once e-payments facility deployed.
E8 If already 'green' on R9 & G8 above, please agree baseline and targets for reductions in unit costs of payment transactions in the comment column opposite. Otherwise, leave this row blank.					
R10 Online facilities to be available to allow ordering of books and leaflets from publications catalogue.	Amber	Amber	Green	Green	e-shopping catalogue facility to be provided by the National Parks Web Portal
R11 Online facilities to be available to allow public inspection of 'What's On' guide to local events and activities, updated daily.	Amber	Amber	Green	Green	What's on guide published on existing website. Our new website will allow for daily updates of events and activities together with the facility of e-booking.
G9 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.	Amber	Amber	Green	Green	Ongoing. Improvements to ICT infrastructure have been made to support IEG. This will continue as more systems are deployed and availability of broadband increases.
E9 If already 'green' on R10, R11 & G9 above, please agree baseline and targets for take-up of visitor services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank.					
R12 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.	Amber	Amber	Green	Green	
G10 GIS-based presentation of information on alternative ways for people to reach recreation attractions other than by car, including contact details and updated daily.	Red	Red	Amber	Green	
E10 If already 'green' on R12 & G10 above, please agree baseline and targets for reduction in car use in the column opposite. Otherwise, leave this row blank.					
R13 Online facilities to be available to allow public inspection of information on access opportunities and restrictions, including notification of restrictions and obstructions on rights of way.	Amber	Amber	Green	Green	Data from Countryside Access Management System (CAMS) used to manage and maintain rights of way will be made available online.
R14 Website information and service provision to be integrated with	Amber	Green	Green	Green	NPA Portal working with VisitBritain to

visitBritain (www.visitbritain.com).					integrate with Portal and NPA websites
R15 Online facilities to be available to allow accommodation booking services and associated directory and information search facilities.	Red	Amber	Green	Green	Integration with tourism partner web sites.
G11 Public access to interactive maps utilising Scalable Vector Graphics, e.g. showing the locations of services, tourism facilities and recreation opportunities and linked to real-time data such as local weather reports.	Green	Green	Green	Green	National Park Web Portal GIS module to be incorporated within Authority website to provide access to map-based information. Links will also be provided to real-time data such as webcams on navigation launches (in conjunction with the BBC http://www.bbc.co.uk/norfolk/webcams/norwich_mobile.shtml)
E11 If already 'green' on R13, R14, R15 & G11 above, please comment on progress towards providing SMS text services, e.g. on weather and ground conditions, safety information (lakes, waterways and uplands), special events in the comment column opposite. Otherwise, leave this row blank.					
R16 Email and Internet access provided for all NPA Members and staff that establish a need for it.	Amber	Amber	Green	Green	Email and internet access is provided for all staff. Access for all Members will be provided following the reduction in membership June 2005.
R17 ICT support and documented policy for home/remote working (teleworking) for NPA Members and staff.	Amber	Amber	Green	Green	Policy to be published early 2005
R18 Online facilities to be available to allow access to home/remote working facilities to all NPA Members and staff that satisfy the requirements set by the authority's published home/remote working policy.	Amber	Amber	Green	Green	Home working facilities to be made available following approval of Request of Flexible Working and Home Working polices.
G12 Establishment of e-skills training programme for NPA Members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Amber	Amber	Green	Green	ECDL being implemented for staff and Members.
E12 If already 'green' on R16, R17, R16 & G12 above, please agree targets for baseline and efficiency savings arising from the introduction of new ways of working in the column opposite. Otherwise, leave this row blank.					
R19 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	Amber	Amber	Green	Green	All projects working towards this outcome

Friday).					
R20 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green	Green	Green	Green	Obtree C4 CMS being used to redevelop the Authority's website.
G13 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Amber	Amber	Green	Green	
G14 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Amber	Amber	Green	Green	National Park Web Portal conforms to level AA. Our new website will conform to level AA as a minimum.
G15 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Amber	Amber	Green	Green	All new systems compliant. Any non-compliant systems are being replaced
E13 If already 'green' on R19, R20, G13, G14 & G15 above, please agree baseline and targets for efficiency savings based around improved accessibility of services and information in the column opposite. Otherwise, leave this row blank.					
R21 Online publication of Internet service standards, including past performance and commitments on service availability.	Amber	Amber	Green	Green	To be published via NPA Portal. Portal and individual NPA websites to use same infrastructure and therefore have identical hosting SLAs etc.
R22 Monitoring of performance of corporate website, or National Parks 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	Website performance and use have been monitored over previous years and measures published via IEG returns.
G16 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Green	Green	Green	Green	These targets also established and published via IEG returns.
G17 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Amber	Amber	Green	Green	These guidelines being adhered to for NPA Portal and Broads Authority website.
E14 If already 'green' on R21, R22, G16 & G17 above, please agree baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings in the column opposite. Otherwise, leave this row blank.					

R23 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customer's records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Red	Amber	Green	Green	This will be satisfied by integrating a CRM / contacts database within our Information Management Architecture / Document Management solution.
R24 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Red	Amber	Green	Green	
R25 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies	Red	Amber	Green	Green	
G18 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Red	Amber	Green	Green	As per R23 - anticipated that this may be satisfied as part of our Information Management Architecture / Document Management solution.
G19 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the NPA they have moved on one occasion and the NPA should then be able to update all records relating to that person to include the new address.	Red	Amber	Green	Green	As above
E15 If already 'green' on R23, R24, R25, G18 & G19 above, please agree baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology in the column opposite. Otherwise, leave this row blank.					

Section 2 – Change Management (self-assessment)

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

<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio/206757): 					
<ul style="list-style-type: none"> i) Member & officer e-champions 	Green	Green	Green	Green	Appointed in 2002
<ul style="list-style-type: none"> ii) e-government programme manager 	Green	Green	Green	Green	Permanent post created in 2002
<ul style="list-style-type: none"> iii) customer services management 	Green	Green	Green	Green	Director of Corporate Services has this role
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning 	Green	Green	Green	Green	
<ul style="list-style-type: none"> Establishment of an e-delivery board³ 	Green	Green	Green	Green	The Authority's IEG Steering Group was established in 2002 to fulfil this role
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme 	Green	Green	Green	Green	PRINCE2 used as project management methodology for managing all IEG projects.
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green	Green	Green	Green	Authority has agreed corporate risk management strategy and identified IEG strategy as part of its Strategic Risk Register
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green	Green	Green	Green	Web and internal consultation has taken place at a project level
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Red	Amber	Amber	Green	
<ul style="list-style-type: none"> Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act) 	Green	Green	Green	Green	This role fulfilled by Director of Corporate Services
<ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & 	Red	Red	Amber	Green	

³ i.e. the board that has overall responsibility for all the e-programmes in an authority as well as other governance issues such as overseeing the general management processes and the ICT architecture to deliver e-government.

⁴ Areas where benefits may be identified include policy or legal requirement (required), quality of service, internal management, process improvement (productivity or efficiency), Personnel or HR management, risk reduction, flexibility, economy, revenue enhancement or acceleration, strategic fit.

⁵ Please note that the ODPM is currently working on a Government Connect Prospectus designed to support the implementation of the Government Gateway within Local Authorities.

http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf					
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Red	Red	Red	Red	Broadband services will be available throughout our executive area by mid 2005.
<ul style="list-style-type: none"> Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf) 	Red	Red	Amber	Green	Local planning agents will be consulted to promote the take-up and efficiency of planning services.
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Red	Amber	Amber	Green	
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan⁴ for delivery of local e-government programme strategic objectives 	Red	Amber	Amber	Green	
<ul style="list-style-type: none"> Completion of mapping of BVPI 157 services against approved security levels (0-3) (see http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Red	Red	Amber	Green	
<ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks (see http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc) 	Red	Amber	Amber	Green	
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) 	Red	Amber	Amber	Green	To be investigated as part of the web site provision for online transactions.
<ul style="list-style-type: none"> Use of Government Gateway⁵ (see http://www.gateway.gov.uk) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security level '0' 	Amber	Amber	Amber	Green	Joint NPA decision to implement via NPA Web Portal when relevant services available. £20,000 has been allocated for this purpose.

<ul style="list-style-type: none"> ii) citizen & business authentication for services for services categorised at security levels 1-3 iii) authentication of employees for cross-agency services iv) corporate approach to collection of e-payments v) cross agency secure transactions (Government to Government) • Government Gateway (see http://www.gateway.gov.uk) back-office connection in place (Department Interface Server) • connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s) • 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) • Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) • Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) • 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>Amber Amber</p> <p>Green</p> <p>Red</p> <p>Red</p> <p>Red</p>	<p>Amber Green</p> <p>Green</p> <p>Red</p> <p>Red</p> <p>Red</p>	<p>Amber Green</p> <p>Green</p> <p>Amber</p> <p>Amber</p> <p>Red</p>	<p>Green Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Red</p>	<p>As above</p> <p>Link exists from NPA Web Portal to be added to our new web site</p> <p>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.</p> <p>Our planning agents within local district councils currently undertake this role. It has yet to be determined whether they will continue maintaining these links once we take the planning service in-house.</p> <p>As above</p> <p>With the exception of offering certain educational resources we do not provide specific services for children.</p>
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Section 3 – BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01⁶ of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	Actual			Forecast	
		2001/2	2002/3	2003/4	2004/5	2005/6 ⁷
Providing information: <ul style="list-style-type: none"> • Total types of interaction e-enabled • % e-enabled 	94%	26 44%	26 73%	26 79%	26 90%	26 100%
Collecting revenue: <ul style="list-style-type: none"> i. total types of interaction e-enabled • % e-enabled 	87%	2 0%	2 25%	2 50%	2 50%	2 100%
Providing benefits & grants: <ul style="list-style-type: none"> ii. total types of interaction e-enabled 1.0 % e-enabled 	78%	4 0%	4 25%	4 25%	4 25%	4 100%
Consultation: <ul style="list-style-type: none"> 2.0 total types of interaction e-enabled • % e-enabled 	86%	11 18%	11 55%	11 73%	11 73%	11 100%
Regulation (such as issuing licences): <ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	76%	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 	83%	17 44%	17 38%	17 38%	17 50%	17 100%
Booking venues, resources & courses: <ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	78%	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 	80%	3 0%	3 17%	3 50%	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 	82%	2 0%	2 0%	2 75%	2 100%	2 100%

⁶ This updates Version 2.0 to include National Park Authority services and represents the 'core' list which will remain unchanged until April 2006 and will provide a common baseline for calculating BVPI 157 and reporting figures in IEG returns.

⁷ It is anticipated that authorities will base their annual BVPI 157 actuals/estimates on the position at the 31st March in each financial year (i.e. year end), with the exception of 2005/6 when the position at 1st January 2006 is required.

Procurement: <ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	73%	2 100%	2 100%	2 100%	2 100%	2 100%
<ul style="list-style-type: none"> • TOTAL: TYPES OF INTERACTION E-ENABLED • % E-ENABLED 	86%	73 34%	73 53%	73 62%	73 71%	73 100%

Section 4 – Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Industry definitions of page impressions⁸ and unique users⁹ are given in the footnotes below.

E-enablement & Main E-Access Channel Take-Up	Forecast ('000s)					Comment
	03/04	04/05	05/06	06/07	07/08	
Local Service Websites <ul style="list-style-type: none"> Page impressions (annual) Unique users, i.e. separate individuals visiting website (annual) Number of e-enabled payment transactions accepted via website Number of change of address notifications accepted via website 	1545	1950	2400	2700	3000	We anticipate a continued rise in the number of website users as the number of online services increases and users are directed from local and national portals. Predicted web transactions are based on the actual percentage take up of electronic payments following the introduction of card payments for toll payers.
	102	130	160	180	200	
	0	0	2	3.5	5.0	
	0	0	0.1	0.2	0.2	
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> <ul style="list-style-type: none"> Number of e-enabled payment transactions accepted by telephone Number of change of address notifications accepted via telephone 	0.3	0.7	1	0.8	0.7	The expected rise in take-up of online payments will result in a reduction in telephone transactions
	0.1	0.1	0.1	0	0	

⁸ **Unique User** (industry audit definition): According to IFABC Global Web Standards (www.ifabc.org) a Unique User is an "IP address plus a further identifier. Sites may use User Agent, Cookie and/or Registration ID." Note that where users are allocated IP addresses dynamically (for example by dial-up Internet Service Providers), this definition may overstate or understate the real number of individual Users concerned. A Unique User is at a minimum an IP address + the Browser ID with a unique address entering a website by any page and is counted once for the given period (the minimum audit period is one calendar month). The number of Unique Users is an indicator of a website's audience or reach.

⁹ **Page Impression** (industry audit definition): According to IFABC Global Web Standards (www.ifabc.org) a Page Impression is a "file or a combination of files sent to a user as a result of that user's request being received by the server." In effect, one request by a valid User should result in one Page Impression being counted. In most cases, a single request from a User causes the server to send several files to satisfy the request. For example, the server may send a .html file followed by several associated graphic images and audio files. A single request from a user may also cause the server to send additional .html files to build a frameset. The site must ensure that all additional, non-requested files are filtered out and excluded when counting the claimed number of Page Impressions.

<p>Face To Face (i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits):</p> <ul style="list-style-type: none"> • Number of e-enabled payment transactions accepted via personal contact • Number of change of address notifications accepted via personal contact 	0.2 0	1 0	1.5 0	1.5 0	1.5 0	Take up of e-enabled payments at our tourist information centres have been much lower than anticipated in our IEG3 statement; for 04/05 just 5% of all transactions were card payments.
<p>Other Electronic Media (e.g. BACS, text messaging):</p> <ul style="list-style-type: none"> • Number of e-enabled payment transactions accepted via BACS or other electronic form • Number of change of address notifications accepted via other electronic media 	0.7 0	1.2 0	1.2 0	1 0	1 0	These transactions are electronic payments via postal instruction for navigation tolls. We expect the numbers to decrease due to the take up of online payment options.
<p>Non Electronic (e.g. cash office, post)</p> <ul style="list-style-type: none"> • Number of payments accepted by cheque or other non-electronic form • Number of change of address notifications accepted via non-electronic form 	28 0.3	26.1 0.3	24.3 0.2	22.2 0.2	21.8 0.2	

Section 5 – Local e-Government Implementation Expenditure

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

	Actual	Forecast				Comment
	(£'000s)	(£'000s)				
Programme Resources	01/02 to 03/04	04/05	05/06	06/07	07/08	
• IEG capital grant	400	300	100	-	-	
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	-	-	-	-	-	
• financial contribution from public-private partnerships	-	-	-	-	-	
• resources being applied from internal revenue and capital budgets ¹⁰ to implement e-government	56.5	68.5	52	70	75	Internal resources for expenditure on IEG projects
• other resources (e.g. training) (please specify)	1.5	2	10	10	5	ICT support training & ECDL roll-out
• ODPM e-Innovations Fund capital grant	-	-	-	-	-	
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	-	-	120	10	-	Cost of bringing planning system in-house - subject to funding being confirmed by Defra.
TOTAL	458	370.5	282	90	80	
• IEG capital grant allocated to partnership projects.	61.5	40	10	-	-	Partnership projects with NPAs

¹⁰ Please show the actual capital expended in each year, not the annual cost of servicing the loan.

Section 6 – Local e-Government Programme Efficiency Gains¹¹

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

Efficiency Gains	Actual	Forecast (£'000s)				Notes
	01/02 to 03/04	04/05	05/06	06/07	07/08	
a) Cash Releasing Efficiency Gains						i.e. cash savings available for reinvestment.
e-Procurement, of which:						See www.nepp.org.uk/ & www.idea-knowledge.gov.uk/idk/aio/70780
• achieved through reductions in prices	0	0	15	20	30	i.e. reductions in the costs of goods and services in real terms, after allowing for 2.5% inflation
• other gains from e-procurement	0	0	0.8	1.6	2	i.e. process efficiencies from e-enabling tendering, purchasing, the use of procurement cards and invoice processing
Corporate support (back office), of which:						The definition of corporate support includes such activities as Finance, IT, HR (excluding the cost of training), asset management
• e-recruitment	0	0.5	2	2	2	Includes administrative savings on staff time (where staff are reallocated), printing, postage and on advertising expenditure
• e-payments	0	1	2.5	4	6.2	See www.e-payments.org.uk/modules.php?op=modload&name=Sections&file=index&eq=listsections&secid=5
• Other corporate support gains						
Transactional services	3	2	5	12	17	i.e. delivering efficiencies through the migration of appropriate customer groups towards more cost effective channels such as web-based interfaces and telephone contact centres, with staff reallocated accordingly

¹¹ i.e. Increases in output quality and quantity for the same cost, or sustained outputs for reduced cost, arising from the application of local e-government to automate business processes and improve managerial effectiveness. Only efficiency gains arising from investment to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target should be included. Savings arising from cyclical spend related to the maintenance of the existing ICT infrastructure should not be included.

Productive time	0	5	10	20	40	Driving through the benefits of e-Government investment in terms of changing working and management practices to maximise the amount of time that existing members of staff are engaged in productive work (with costs reallocated accordingly), e.g. by reducing the time spent by professionals in accessing and handling information, reducing time lost through high staff turnover by introduction of remote working / home working
Sub total (cash releasing efficiency gains)	3	8.5	35.3	59.6	97.2	
b) Non Cash Releasing Efficiency Gains						i.e. quality benefits to the organisation or enhanced outputs (e.g. improved service standards, improved service availability and accessibility, more timely delivery, reduction in internal processing errors through service automation) for the same cost
non-cash benefits (1) please specify	-	-	-	-	-	We see enormous benefits in being able to offer our customers the choice of when, where and how they access our services. The increased availability of accurate, consistent and up to date information to front-line staff allows more queries to be dealt with at the first point of contact thus making more efficient use of staff time. The Broads Authority being a relatively small organisation expects to make productivity gains rather than cash releasing efficiency gains.
non-cash benefits (2) please specify	-	-	-	-	-	
Sub total (non cash releasing efficiency gains)						
TOTAL EFFICIENCY GAINS - GROSS	3	8.5	35.3	59.6	97.2	
LESS e-government implementation expenditure	458	370.5	282	90	80	i.e. as identified above in Section 5 - Local e-Government Implementation Expenditure
TOTAL EFFICIENCY GAINS - NET	(455)					