



**Broads Authority**

The Broads - a member of the  
National Park family

# **IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 (IEG5)**

***“Meeting the targets for e-government”***

***Proforma for National Park Authorities***

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## **Local Context**

The Authority's IEG programme is already contributing to corporate efficiency gains. As highlighted in our IEG4 submission, we expect to make productivity rather than cash releasing efficiency gains. We are a relatively small organisation and demands on the Authority's staff have increased disproportionately to head count over recent years. IEG has provided the Authority with the means to implement new software and systems, and re-engineer business processes which has led to improved services to end users – both the general public and internally - and generate productivity gains which have reduced the pressure on staff allowing them to divert their time to other tasks.

For example, the roll out of broadband to all remote sites and offices has provided fast and secure connectivity to the entire network. This allows users to work from any site and there has been a steady increase in the number of staff able to work from home. The corporate intranet provides improved communication channels, allowing staff access to all corporate documents from a single location and ensures consistent, up to date information. The system allows for fast searching and retrieval of documents, replacing conventional inefficient paper based filing systems.

Provision of internet, as well as intranet, access at our information centres allows staff to provide significantly improved information to our customers. The implementation of an EPoS (electronic point of sale) system and in particular the automated back-office processing of stock and financial transactions has greatly improved productivity

The majority of benefits for our customers will be as a result of our investment in a replacement website. This is our major project for 2005. We are working with usability and accessibility specialists to provide a fully accessible front and back-end website. While there is a lot of debate regarding accessibility, the authority genuinely believes it has appointed a company who will provide a fully AAA compliant accessible site. This company's credentials include advising on the usability and accessibility of the Number 10 Downing Street website.

The new website will deliver considerably more information than we have been able to before, is due to go live in mid December and is the main vehicle for delivering our Priority Outcomes and BVPI targets. We anticipate that the majority of these targets will be met by 31 December, with a limited number requiring completion in January. Good 'G' Priority Outcomes are scheduled for delivery by 31 March 2006.

In the coming year we will replace our current tolls collection system with one that allows online customer record management and payment of tolls. A corporate GIS (graphical information system) will provide an advanced system for the interrogation and presentation of map-based data. Other developments, in particular rolling out document management system to the remainder of the organisation are planned, and will be required to refine and extend the use of systems implemented under IEG, bringing improved levels of service and greater choice to both our internal and external customers. The Authority expects to relocate its main offices and bring the planning service in-house in 2007 ensuring that the focus on e-service delivery continues well beyond the 2006 deadline.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Current Status	Anticipated Status at 31/12/05	Anticipated Status at 31/03/06	Comment
<p><b>Local e-organisation:</b></p> <p><b>Red</b> = Preparation &amp; planning – to include projects that are being planned or being piloted</p> <p><b>Amber</b> = Implementation stage – roll out of approved projects</p> <p><b>Green</b> = Fully implemented – projects completed &amp; implemented</p> <p>e.g. for progress against a particular element you might enter:</p>	Red	Amber	Green	<p>e.g. “red” status should be applied to all elements on the proforma where work is at a primary or 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. Please note that all “R” and “G” numbered priority outcomes listed in Section 1 are expected to be “green” by 31 December 2005 and 31 March 2006 respectively. This includes a requirement for deep-linking in relation to non-statutory functions.</p>

<b>Outcome &amp; Transformation Area Description</b>	<b>Current Status</b>	<b>Anticipated Status at 31/12/05</b>	<b>Anticipated Status at 31/03/06</b>	<b>Comment</b> <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.	Green	Green	Green	
R2 Online facilities to be available to allow applications by land managers for access restrictions.	Green	Green	Green	Links provided to Norfolk and Suffolk county councils who have responsibility for this function
R3 Online facilities to be available to allow inspection of Tree Preservation Order designations and applications for licenses (including guidance material).	Amber	Green	Green	TPO related information and services will continue to be handled by district council partners beyond April 2007, when the planning service will be brought in-house. Links will be created from our own website to relevant district council 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	Green	Green	This will be achieved through information on our website and links to the relevant Rural Development Service web pages.
<b>E1</b> 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 <sup>1</sup> (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Green	Green	Green	An A-Z of Authority services based on IPSV taxonomies is a feature of our new website.
G2 Access to a range of online educational resources, activities and opportunities for youth and school groups to learn about the National Park.	Green	Green	Green	Educational information and resources are available via our website. Links are provided to additional resources via the Broads Futures project ( <a href="http://www.norfolkesinet.org.uk/pages/view.page.asp?uniqid=3321">http://www.norfolkesinet.org.uk/pages/view.page.asp?uniqid=3321</a> ).

<sup>1</sup> Authorities using alternative service taxonomies (e.g. seamlessUK) should plan for migration to the LGCL by December 2005.

<b>E2</b> 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.				
<b>R5</b> Public access to online reports, minutes and agendas from past NPA meetings, including future meetings diary updated daily	Green	Green	Green	This information is being managed by our new Document Management System and is automatically uploaded to our new website.
<b>R6</b> 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.	Green	Green	Green	Members' biography pages are available on our new website.
<b>G3</b> 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.	Green	Green	Green	We now provide online consultations via our website. The site also has an Update Me feature which allows visitors to sign up for email alerts on nominated topics.
<b>G4</b> Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Amber	Amber	Green	In the short term it is unlikely that the Authority will publish video and audio files. An alternative will be the provision of MS PowerPoint presentations relevant to the work of the Authority.
<b>E3</b> 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.				
<b>R7</b> Online facilities to be available to allow receipt and processing of planning applications.	Amber	Green	Green	Until we take the planning function in-house in 2007 planning applications will continue to be submitted to and processed by our district council partners. We are reliant on these partners to provide these online facilities. Deep links to their pages are provided from our own website.
<b>G5</b> Public access to corporate Geographic Information Systems (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.	Green	Green	Green	The National Park Web Portal ( <a href="http://www.nationalparks.gov.uk">www.nationalparks.gov.uk</a> ) 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.

<b>E4</b> 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.				
<b>R8</b> Online facilities to be available to allow appropriate e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber	Green	Green	This work is continuing following the upgrade of our financial management system in 2005.
<b>G6</b> Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Amber	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.
<b>G7</b> Regional co-operation on e-procurement between local councils.	Amber	Amber	Amber	Collaboration with Norfolk CC. However as a relatively small authority, we are reliant on Norfolk CC and the local district councils to lead in this area.
If already 'green' on R8, G6 & G7 above, please comment on progress towards providing:  <b>E5</b> Access to virtual e-procurement 'marketplace';  <b>E6</b> 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;  <b>E7</b> 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.				
<b>R9</b> 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	Green	Green	e-payments facility being provided via our new website. Initially payments will be taken for events, publications and goods. This will be extended to the payment of navigation tolls following integration with an updated tolls management system.
<b>G8</b> Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber	Amber	Green	It should be possible for efficiency savings and improved collection rates for tolls payments. Monitoring will take place once this facility has been deployed.

<b>E8</b> 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.				
<b>R10</b> Online facilities to be available to allow ordering of books and leaflets from publications catalogue.	Amber	Green	Green	e-shopping catalogue facility is being provided by our new website.
<b>R11</b> Online facilities to be available to allow public inspection of 'What's On' guide to local events and activities, updated daily.	Green	Green	Green	What's on guide published on existing website. Our new website allows for daily updates of events and activities together with the facility of e-booking.
<b>G9</b> 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.	Green	Green	Green	Ongoing. Improvements to ICT infrastructure have been made to support IEG. All our sites and offices now have broadband connectivity, allowing for fast and consistent delivery of services.
<b>E9</b> 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.				
<b>R12</b> 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	Our website provides full details on how to access this information with links to local public transport providers and other relevant sites (e.g. Norfolk CC's Passenger Transport Unit website).
<b>G10</b> GIS-based presentation of information on alternative ways for people to reach recreation attractions other than by car, including contact details and updated daily.	Amber	Amber	Green	
<b>E10</b> 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.				
<b>R13</b> 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	Green	Green	
<b>R14</b> Website information and service provision to be integrated with visitBritain ( <a href="http://www.visitbritain.com">www.visitbritain.com</a> ).	Green	Green	Green	NPA Portal working with VisitBritain to integrate with Portal and NPA websites
<b>R15</b> Online facilities to be available to allow accommodation booking services and associated directory and information search facilities.	Amber	Green	Green	Links to tourism partner web sites (e.g. Visit Norfolk, North Norfolk DC, Waveney DC)

<b>G11</b> 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.	<b>Green</b>	<b>Green</b>	<b>Green</b>	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 <a href="http://www.bbc.co.uk/norfolk/webcams/norwich_mobile.shtml">http://www.bbc.co.uk/norfolk/webcams/norwich_mobile.shtml</a> )
<b>E11</b> 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.				
<b>R16</b> Email and Internet access provided for all NPA Members and staff that establish a need for it.	<b>Amber</b>	<b>Green</b>	<b>Green</b>	Email and internet access is provided for all staff. Email access for Members will be provided via our new website.
<b>R17</b> ICT support and documented policy for home/remote working (teleworking) for NPA Members and staff.	<b>Green</b>	<b>Green</b>	<b>Green</b>	Policy has been adopted.
<b>R18</b> 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.	<b>Green</b>	<b>Green</b>	<b>Green</b>	Home working facilities are being made available to staff upon request in accordance with the Authority's Work Life Balance policy.
<b>G12</b> 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").	<b>Green</b>	<b>Green</b>	<b>Green</b>	ECDL being implemented for staff.
<b>E12</b> 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.				
<b>R19</b> 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).	<b>Amber</b>	<b>Green</b>	<b>Green</b>	All projects working towards this outcome
<b>R20</b> Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	<b>Green</b>	<b>Green</b>	<b>Green</b>	Obtree C4 CMS being used to redevelop the Authority's website.
<b>G13</b> 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	<b>Amber</b>	<b>Green</b>	<b>Green</b>	Investigating ISO 15489, records management policies and procedures.

<a href="http://www.pro.gov.uk/about/foi/map-local.rtf">www.pro.gov.uk/about/foi/map-local.rtf</a>				
<b>G14</b> Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see <a href="http://www.w3.org/WAI">www.w3.org/WAI</a> ).	Green	Green	Green	National Park Web Portal conforms to level AA. Our new website will conform to level AAA.
<b>G15</b> Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see <a href="http://www.egifcompliance.org">www.egifcompliance.org</a> & <a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a> ).	Green	Green	Green	All new systems compliant. Any non-compliant systems are being replaced
<b>E13</b> 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.				
<b>R21</b> Online publication of Internet service standards, including past performance and commitments on service availability.	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.
<b>R22</b> 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	Website performance and use have been monitored over previous years and measures published via IEG returns.
<b>G16</b> Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Green	Green	Green	These targets also established and published via IEG returns.
<b>G17</b> Adoption of recognised guidelines for usability of website design (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Green	Green	Green	These guidelines being adhered to for NPA Portal and Broads Authority website.
<b>E14</b> 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.				
<b>R23</b> 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.	Amber	Green	Green	This will be satisfied by integrating a CRM / contacts database within our Information Management Architecture / Document Management solution.

<b>R24</b> All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber	Green	Green	All contact via our website will be acknowledged and include unique reference numbers.
<b>R25</b> 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	Green	Green	
<b>G18</b> 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	Green	Green	As per R23 - anticipated that this may be satisfied as part of our Information Management Architecture / Document Management solution.
<b>G19</b> 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.	Amber	Green	Green	As above
<b>E15</b> 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"> <li>Appointment of people to the following key local e-government functions in your Council (see <a href="http://www.idea-knowledge.gov.uk/idk/aio/206757">http://www.idea-knowledge.gov.uk/idk/aio/206757</a>): <ul style="list-style-type: none"> <li>i) Member &amp; officer e-champions</li> <li>ii) e-government programme manager</li> <li>iii) customer services management</li> </ul> </li> <li>Inclusion of competency development of the above key functions</li> </ul>	Green	Green	Green	Appointed in 2002
	Green	Green	Green	Permanent post created in 2002
	Green	Green	Green	Director of Corporate Services has this role
	Green	Green	Green	

<sup>2</sup> 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.

<sup>3</sup> 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.

<p>and training for staff affected by e-Government projects, within the Council's workforce development planning (for more information about the e-capacity Building Programme see <a href="http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&amp;XSL=standardcontent&amp;Key=1">http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&amp;XSL=standardcontent&amp;Key=1</a>)</p> <ul style="list-style-type: none"> <li>• Establishment of an e-delivery board<sup>2</sup></li> <li>• Use of formalised programme &amp; project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme</li> <li>• Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures</li> <li>• Use of customer consultation/research to inform development of corporate e-government strategy</li> <li>• Establishment of policy for addressing social inclusion within corporate e-government strategy</li> <li>• Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see <a href="http://www.socialinclusion.gov.uk/page.asp?id=583">http://www.socialinclusion.gov.uk/page.asp?id=583</a>)</li> <li>• Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures</li> <li>• Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see <a href="http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf">http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf</a> &amp; <a href="http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf">http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf</a>) and designation of an Information Sharing Officer</li> <li>• Establishment of partnerships for the joint (aggregated) procurement of broadband services</li> <li>• Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see <a href="http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf">http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf</a> &amp; <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>)</li> </ul>	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Amber</p> <p>Red</p> <p>Green</p> <p>Red</p> <p>Red</p> <p>Red</p> <p>Red</p>	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Amber</p> <p>Red</p> <p>Green</p> <p>Amber</p> <p>Red</p> <p>Red</p> <p>Amber</p>	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Amber</p> <p>Red</p> <p>Green</p> <p>Amber</p> <p>Red</p> <p>Amber</p>	<p>The Authority's IEG Steering Group was established in 2002 to fulfil this role</p> <p>PRINCE2 used as project management methodology for managing all IEG projects.</p> <p>Authority has agreed corporate risk management strategy and identified IEG strategy as part of its Strategic Risk Register</p> <p>Web and internal consultation has taken place at a project level</p> <p>The capacity of the Authority is such that we must rely on district and county councils in addressing these needs</p> <p>This role fulfilled by Director of Corporate Services</p> <p>To be investigated.</p> <p>Broadband services are already provided by BT to all our sites and offices. With Broadband widely available throughout our executive area partnerships for joint procurement have not been necessary.</p> <p>Local planning agents will be consulted to promote the take-up and efficiency of planning services.</p>
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<ul style="list-style-type: none"> <li>Compliance with BS 7799 on information security management</li> </ul>	Amber	Amber	Amber	It is unlikely that we will be able to fully comply with BS7799 in the short to medium term but will be working towards compliance.
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Implementation of Benefits Realisation Plan<sup>3</sup> for delivery of local e-government programme strategic objectives</li> </ul> </li> </ul>	Amber	Amber	Amber	To be considered as part of Annual Business Plan / 5 year Strategic Plan
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see <a href="http://www.esd.org.uk/standards/lgs/lgsi.doc">http://www.esd.org.uk/standards/lgs/lgsi.doc</a> &amp; <a href="http://www.authentication.org.uk/levels.asp">http://www.authentication.org.uk/levels.asp</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc</a>)</li> </ul> </li> </ul>	Amber	Amber	Green	
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc</a>)</li> </ul> </li> </ul>	Amber	Amber	Amber	Where necessary, authentication will occur using functionality provided by the CMS used to develop the NPA Portal and our own website. Links and registration with Government Connect will be via the NPA Portal once integration takes place.
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see <a href="http://www.tscheme.org">www.tscheme.org</a>) and which will work with Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>)</li> </ul> </li> </ul>	Amber	Amber	Amber	No plans for compliance presently. This may become more relevant as the number of e-business related transactions increases.
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Use of Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>) to support: <ul style="list-style-type: none"> <li>i) personalisation &amp; registration for services categorised at security levels '0' and '1' through the citizen account</li> <li>ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect</li> <li>iii) the bereavement journey &amp; closing of accounts (see <a href="http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp">http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp</a>)</li> <li>iv) citizen &amp; business authentication for services for services categorised at security levels 0-3</li> <li>v) registration &amp; authentication of employees for internal and cross-agency services</li> </ul> </li> </ul> </li> </ul>	Amber	Amber	Amber	Joint NPA decision to implement via NPA Web Portal when relevant services available. £20,000 has been allocated for this purpose.

vi)	corporate approach to collection of e-payments				
vii)	cross agency secure transactions (Government to Government)				
viii)	account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes				
ix)	common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)				
x)	GC Register (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a> )				
xi)	GC Exchange (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a> )				
•	Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a> ) back-office connection in place (Department Interface Server)	Amber	Amber	Amber	As above
•	Enable Directgov (see <a href="http://www.direct.gov.uk">www.direct.gov.uk</a> ) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see <a href="http://www.localgov.gov.uk/localdirectgov/ieg5">http://www.localgov.gov.uk/localdirectgov/ieg5</a> )	Amber	Amber	Amber	Investigating this. As our website complies with the e-GMS we assume this should be achievable.
•	Reciprocal connection to Directgov (see <a href="http://www.direct.gov.uk">http://www.direct.gov.uk</a> ) from corporate website and partnership portal(s)	Green	Green	Green	Link exists from our website and the NPA Web Portal
•	Introduction of Digital Interactive TV services (see <a href="http://www.digitv.org.uk">http://www.digitv.org.uk</a> )	Red	Red	Red	As identified in our IEG3 submission Digital Interactive TV is considered a low immediate priority.
•	Establishment of dedicated telephone contact centre(s) services	Red	Red	Red	This is planned for 2007 to coincide with a move to new office accommodation and communications system.
•	Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see <a href="http://www.lcd.gov.uk/foi/foidpunit.htm">http://www.lcd.gov.uk/foi/foidpunit.htm</a> & <a href="http://www.pro.gov.uk/recordsmanagement/access/default.htm">http://www.pro.gov.uk/recordsmanagement/access/default.htm</a> )	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.
•	Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see <a href="http://www.nlpg.org.uk">http://www.nlpg.org.uk</a> )	Red	Amber	Amber	Investigation required. We anticipate LLPG will be maintained by our local district councils rather than ourselves.
•	Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems	Red	Red	Red	

<ul style="list-style-type: none"> <li>• Connection to National Land Information Service (NLIS) at Level 3 (see <a href="http://www.nlis.org.uk">http://www.nlis.org.uk</a>)</li> <li>• Introduction and maintenance of an online service directory for Children's services for professionals working with children &amp; young people, and allowing public access where possible (for further information see <a href="http://www.dfes.gov.uk/isa">http://www.dfes.gov.uk/isa</a>)</li> </ul>	<p>Red</p> <p>Red</p>	<p>Amber</p> <p>Red</p>	<p>Amber</p> <p>Red</p>	<p>Any link to NLIS will probably be via our local district councils until the planning service comes in-house in 2007</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 2.01<sup>4</sup> of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit ([www.esd-toolkit.org](http://www.esd-toolkit.org)). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG4.5 % e-enabled position at 31 December 2005	Actual				Forecast
		2001/2	2002/3	2003/4	2004/5	2005/6 <sup>5</sup>
<b>Providing information:</b> • Total types of interaction e-enabled • % e-enabled	99%	26 44%	26 73%	26 79%	26 79%	26 100%
<b>Collecting revenue:</b> • total types of interaction e-enabled • % e-enabled	97%	2 0%	2 25%	2 50%	2 50%	2 100%
<b>Providing benefits &amp; grants:</b> • total types of interaction e-enabled • % e-enabled	96%	4 0%	4 25%	4 25%	4 25%	4 100%
<b>Consultation:</b> • total types of interaction e-enabled • % e-enabled	97%	11 18%	11 55%	11 73%	11 73%	11 100%
<b>Regulation (such as issuing licences):</b> • total types of interaction e-enabled • % e-enabled	94%	2 0%	2 0%	2 0%	2 0%	2 100%
<b>Applications for services:</b> • total types of interaction e-enabled • % e-enabled	97%	17 44%	17 38%	17 38%	17 38%	17 88%
<b>Booking venues, resources &amp; courses:</b> • total types of interaction e-enabled • % e-enabled	93%	4 50%	4 75%	4 75%	4 75%	4 100%
<b>Paying for goods &amp; services:</b> • total types of interaction e-enabled • % e-enabled	95%	3 0%	3 17%	3 50%	3 50%	3 100%
<b>Providing access to community, professional or business networks:</b> • total types of interaction e-enabled • % e-enabled	97%	2 0%	2 0%	2 75%	2 75%	2 100%
<b>Procurement:</b> • total types of interaction e-enabled • % e-enabled	95%	2 100%	2 100%	2 100%	2 100%	2 100%
• <b>TOTAL: TYPES OF INTERACTION E-ENABLED</b> • <b>% E-ENABLED</b>	<b>98%</b>	73 34%	73 53%	73 62%	73 62%	73 97%

<sup>4</sup> 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.

<sup>5</sup> It is anticipated that authorities will base their annual BVPI 157 actuals/estimates on the position at the 31<sup>st</sup> March in each financial year (i.e. year end), with the exception of 2005/6 when the position at 1<sup>st</sup> January 2006 is required.

## 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. Planning authorities should also complete the Local Service Website line for planning applications. 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<sup>6</sup> and unique users<sup>7</sup> are given in the footnotes below.

	Actual		Forecast			Comment
	03/04	04/05	05/06	06/07	07/08	
<b>E-enablement &amp; Main E-Access Channel Take-Up</b>						
<b>Local Service Websites</b>						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.
• Page impressions (annual)	1545	2328	2700	3000	3300	
• Unique users, i.e. separate individuals visiting website (annual)	102	145	180	200	220	
• Number of e-enabled payment transactions accepted via website	0	0	2	3.5	5.0	
• Number of change of address notifications accepted via website	0	0	0.1	0.2	0.2	
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	0	0	0	
<b>Telephone</b> <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>						The expected rise in take-up of online payments will result in a reduction in telephone transactions
• Number of e-enabled payment transactions accepted by telephone	0.3	0.7	1	0.8	0.7	
• Number of change of address notifications accepted via telephone	0.1	0.1	0.1	0	0	
<b>Face To Face</b> <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 &amp; home visits):</i>						
• Number of e-enabled payment transactions accepted via personal contact	0.2	1.1	1.5	1.5	1.5	
• Number of change of address notifications accepted via personal contact	0	0	0	0	0	
<b>Other Electronic Media</b> (e.g. BACS, text messaging):						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.
• Number of e-enabled payment transactions accepted via BACS	0	0	0	0.1	0.2	
• Number of e-enabled payment transactions accepted via text message or other electronic form	0.7	0.9	1.1	1	1	
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0	
<b>Non Electronic</b> (e.g. cash office, post)						
• Number of payments accepted by cheque or other non-electronic form	28	26.3	24.4	22.1	21.6	
• Number of change of address notifications accepted via non-electronic form	0.3	0.3	0.2	0.2	0.2	

<sup>6</sup> **Unique User** (industry audit definition): According to IFABC Global Web Standards ([www.ifabc.org](http://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.

<sup>7</sup> **Page Impression** (industry audit definition): According to IFABC Global Web Standards ([www.ifabc.org](http://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.

## 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):

	Backward Look (£,000)		Forward Look (£,000)			Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
<b>Programme Resources</b>						
• IEG capital grant	400	300	100			
• ODPM Local e-Government Support & Capacity Programme capital grant						
• <b>your council's nominal pro rata share of</b> 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 <sup>8</sup> to implement e-government	56.5	68.5	62	75	75	Internal resources for expenditure on IEG projects
• other resources (e.g. training) (please specify)	1.5	2	2	5	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	-	-		50	-	Additional Defra funding for bringing planning in-house.
<b>TOTAL</b>	<b>458</b>	<b>370.5</b>	<b>164</b>	<b>130</b>	<b>80</b>	
• IEG capital grant allocated to partnership projects.	61.5	10	10	-	-	Partnership projects with NPAs

<sup>8</sup> Please show the actual capital expended in each year, not the annual cost of servicing the loan.

## Section 6 – Local e-Government Programme Efficiency Gains<sup>9</sup>

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government<sup>10</sup>. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)		Forward Look (£)						Notes
	04/05		05/06		06/07		07/08		
Efficiency gains	Annual gain	... of which cashable	Expected annual gain	... of which cashable	Expected annual gain	... of which cashable	Expected annual gain	... of which cashable	
<b>Corporate services</b> , of which:									Corporate Services includes, but is not limited to, Finance, HR (in respect of training; only the function, not the spend), ICT, Procurement (the function, not the spend), Legal Services, Facilities Management, Travel Services, Security Services and Marketing & Communications).
• e-recruitment	0.5	-	2	-	2	-	2	-	Includes administrative savings on staff time (where staff are reallocated), printing, postage and on advertising expenditure.
• e-payments	1	-	1.5	-	4	-	6.2	-	See <a href="http://www.epayments.org.uk/preparation/business_case/#doc3026">http://www.epayments.org.uk/preparation/business_case/#doc3026</a> .
• corporate services efficiencies not covered above	-	-	-	-	-	-	-	-	
<b>e-Procurement</b> , of which:									Procured goods and services include commodity goods and services as well as professional services, temporary labour and construction. It also includes sector specific markets for areas such as roads, social housing, social care, environmental services and police. See <a href="http://www.nepp.org.uk/">www.nepp.org.uk/</a> & <a href="http://www.idea-knowledge.gov.uk/idk/aio/70780">www.idea-knowledge.gov.uk/idk/aio/70780</a> .
• Service Specific	-	-	-	-	-	-	-	-	i.e. including Adult Social Services, Children's services, Culture and sport, Environmental services, Local transport, LA social housing, Non-school education services, supporting people.

<sup>9</sup> 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.

<sup>10</sup> See [http://www.odpm.gov.uk/stellent/groups/odpm\\_localgov/documents/page/odpm\\_localgov\\_032805.pdf](http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_localgov_032805.pdf).

<ul style="list-style-type: none"> <li>Cross-cutting e-procurement efficiencies not covered above</li> </ul>	0	-	15.8	-	21.6	-	32	-	
<b>Productive time</b> , of which:									The focus for this work stream is on increasing the productivity of front line staff and those who support them. Councils are expected to drive 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.
<ul style="list-style-type: none"> <li>Service Specific</li> </ul>	-	-	-	-	-	-	-	-	i.e. including Adult Social Services, Children's services, Culture and sport, Environmental services, Local transport, LA social housing, Non-school education services, supporting people.
<ul style="list-style-type: none"> <li>Cross-cutting productive time efficiencies not covered above</li> </ul>	5	-	10	-	20	-	40	-	
<b>Transactions</b>	2		5		12		17		The transactions work stream applies to those efficiencies that can be gained through such means as combining activities to produce more efficient ways of dealing with customers or streamlining processes, or making a major shift from manual to electronic processing. Transactions includes areas such as council tax collection, housing benefit administration and collection of non-domestic rates, 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.
<b>Miscellaneous efficiencies not covered above</b>									<b>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.</b>
<b>TOTAL EFFICIENCY GAINS - GROSS</b>	8.5	-	35.3	-	59.6	-	97.2	-	
<b>LESS e-government implementation expenditure</b>	370.5		282		90		80		i.e. as identified above in Section 5 - Local e-Government Implementation Expenditure
<b>TOTAL EFFICIENCY GAINS - NET</b>	(362)		(246.7)		(30.4)		17.2		

