IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2003 (IEG3)

London Borough of Brent

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1   Priority Services

1.1   Introduction

This section details some of the authority's approved 2003/4 e-Government projects, and on how our e-Government programme addresses the seven shared priorities[1]. Brent's own Corporate Strategy is also closely aligned with these priorities. It is built on five cross-cutting themes, and our e-Government strategy has been developed to support them. The themes correlate with the objectives of customer service, social inclusion, democracy, accountability and the seven shared priorities for local government and are:

- Supporting children and young people
- Promoting quality of life and the green agenda
- Regeneration and priority neighbourhoods
- Tackling crime and community safety
- Achieving service excellence.

Key approved e-Government developments for 2003/4 include:

1.2   Raising Standards Across Our Schools

- A central pupil database to enable educational achievement for individual pupils to be tracked and schools' performance to be monitored. Development of three modules: Special Educational Needs, Educational Psychology and School Improvement monitoring and assessment is included.

- Development of a Schools Extranet to enable school specific information to be communicated electronically. As an example, Brent teachers will be able to submit and download lesson plans appropriate to Brent's cultural and demographic make-up.

- Digitisation and web-enablement of catchment area maps for primary and nursery schools including links with the Brent Property database. These website facilities will enable residents to link their address directly with the relevant catchment area.

1.3   Improving the Quality of Life of life of children, young people, families at risk and older people

- By the 1st April 2004 a new integrated Care Management system will have been implemented by Social Services as a basis for meeting the Information for Social Care – Electronic Social Care Record (ESCR) requirement as well as providing the Social Care element of the NHS Integrated Care Record System (ICRS). Social Services is also considering implementing an integrated multi agency access Child Protection system which may be a module of the new main Care Management system, or a separate product which is then integrated with the Care Management system. Both of these systems will be able to interface with Geographic Information Systems to assist in the analysis of trends and demographics in order to plan the promotion of healthier communities and reduce health inequalities.

1.4   Promoting Healthier Communities/Narrowing Health Inequalities

- Brent will be further developing its BRAIN community website and Healthy Living Zone to promote health awareness to the socially disadvantaged, who will be able to freely access this information at libraries and 22 NW London Online centres across the borough.

- Development of a Sports and Leisure website to give customers a comprehensive list of sports and leisure opportunities within the borough as well as providing a mechanism to request "where's my nearest football pitch or swimming pool?" online. Online booking and payment facilities will be available.

1.5   Creating Safer and Stronger Communities

- The BRAIN Community website is working with the Metropolitan Police to provide an online crime reporting system using e-mail alerts and SMS text messages. Aims of the project include making crime prevention / detection a community issue, and encouraging the community to report crimes and incidents.

- Brent is working on a Community Cohesion e-Government project with six other WLA boroughs. This includes the development of an online portal to facilitate the sharing of information and intelligence, with a particular focus on reducing community tensions.

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[1] See Appendix 2, Section 8.1

1.6   Transforming our Local Environment

- e-enabling all services makes them more efficient and accessible, and contributes directly towards achieving the Council's Green Travel plan[2].

- GIS and online incident reporting will be further developed and promoted so that remedial or preventative action can be taken against graffiti, abandoned vehicles, missed bin collections, fly tipping, and crime.

- An Online Planning Application project is key in delivering the benefits of planning information to customers and communities. The project includes the scanning of planning drawings onto internal systems to enable viewing via the Internet.

- Development of an online skips, hoarding and building materials licensing system.

1.7   Meeting Local Transport Needs More Effectively

The Council is planning further development of its "Journey Planner" facility on its website, and is aiming to reduce the need for travel by car by:

- Promoting working from home for Council staff. This will include the provision of broadband ADSL, notebook computers, and secure access for all Councillors.

- Further developing the Council's IT facilities so that much of the citizen's business with the Council can be done by phone or on-line, saving the need for travel to Council offices, while at the same time helping to improve overall efficiency.

1.8   Promoting the Economic Vitality of Localities

- Development of a business information database for use by residents, businesses and staff. The database will include the borough's demographics, links to the Council's e-forms and payment systems, and life episodes such as starting a business.

- Streamlining of information and transactions across services, with the single focus of making it easy for the customer to do business with Brent. These developments include web access for online requests, auto-generated e-reminders, and online tracking of case progress.

1.9   Conclusion

Brent has improved the infrastructure of its e-Government initiative by appointing a dedicated team to manage the e-Government programme. The programme will use the OGC's Managing Successful Programmes methodology, which will enable better programme assurance, outline how business change will be managed, and require every project to outline future benefits and describe how these benefits will be realized and measured. All projects will follow PRINCE 2 methodology, supported by a Brent PRINCE 2 resource Intranet website.

Brent's Customer Relationship Management system e-Shop underpins all our current and future e-Government activity, as online services are reorganized around customer needs and intentions. Brent is building on its involvement in the CRM Pathfinder project, by further key participation in the CRM, Knowledge Management and LAWS national projects. Further integration between CRM, Electronic Document Management & Workflow, online payments & e-forms is planned.

The Council has recently approved a major programme of funding for our e-Government plans, and has begun an ongoing campaign to publicise the benefits of e-Government to residents, businesses and staff.

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[2] Brent Council's Green Travel plan sets out the need to reduce the use of cars in Brent and promotes work-from-home initiatives. By providing services online, there is expected to be a reduction in travel to & between Council offices & One Stop Shops by residents, Council Members and staff.

2   Self-Assessment of Local e-Organisation[3]

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	
Interactions						
• Progress towards 2005 target for the 100% e-enablement of local services	**Red**	**Amber**	**Amber**	**Amber**	**Green**	Brent Council started using the ESD toolkit in December 2002.
Access Channels						
• Publication of approved strategy for development of access channels	**Red**	**Red**	**Amber**	**Amber**	**Green**	Brent is following national developments closely.
• Local service websites (tailored to achievement of transactional status for corporate ".gov.uk" website)	**Amber**	**Amber**	**Green**	**Green**	**Green**	Brent is working to achieve transactional status in 2003/4.
• Specialist portals for local authority services in two-tier areas	**Black**	**Black**	**Black**	**Black**	**Black**	Not applicable to London Boroughs.
• Contact centres (e-enabled & dealing with at least 80% of incoming telephone calls to the local authority)	**Green**	**Green**	**Green**	**Green**	**Green**	Brent has had a corporate contact centre since 1996.
• Establishment of fully e-enabled one stop shops for face-to-face customer contact	**Green**	**Green**	**Green**	**Green**	**Green**	Brent has had corporate one stop shops since 1992.
• Use of mobile technology for home visits / supported access services	**Red**	**Red**	**Amber**	**Green**	**Green**	Brent is developing several Environmental Services applications this year in order to provide officers working remotely with facilities to access and update information.
• Establishment of Interactive Digital TV service	**Red**	**Red**	**Red**	**Amber**	**Green**	Piloting a small Digital TV project this year. Also awaiting outcome of Digital TV National Project.
• E-democracy – participation in the electoral modernisation pilots for						We are keeping a watching brief on the National Project and

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[3] See Appendix 2, Section 8.2

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	
electronic voting or electronic counting	**Red**	**Black**	**Black**	**Amber**	**Green**	are keen to see how the LGOL-funded West London Alliance online consultation project can support e-democracy.
• E-mail & Internet access provided for all Members	**Green**	**Green**	**Green**	**Green**	**Green**	These facilities have been available for several years, and are now being extended to provide laptops and remote broadband access for all Members.
• Engagement with intermediaries re delivery of e-government services (e.g. Citizens Advice Bureaux)	**Red**	**Red**	**Red**	**Amber**	**Green**	Through the WLA, we are working with voluntary sector associations in West London as part of a community cohesion pathfinder project to see if we can help them offer electronic support to voluntary sector groups throughout West London.
Trust & connections • Use of Government Gateway (e.g. for secure authenticated transactions) (see http://www.govtalk.gov.uk/gateway_partnerlink)	**Black**	**Black**	**Black**	**Black**	**Red**	Awaiting consensus on availability to Local Government.
• Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk)	**Black**	**Red**	**Red**	**Amber**	**Green**	Work in progress.
• Adoption of Guidelines for UK Government Websites (see www.e-envoy.gov.uk/oee/oee.nsf/sections/webguidelines-handbook-top/$file/handbookindex.htm)	**Red**	**Red**	**Amber**	**Green**	**Green**	Brent Council is a member of the panel that drew up the website guidelines.
• Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see http://www.w3.org/WAI)	**Red**	**Red**	**Amber**	**Green**	**Green**	Work in progress.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	
• Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm)	Red	Red	Amber	Green	Green	Compliance will be achieved by January 2005.
• Establishment of corporate information management policy (e.g. covering management of information assets, evidence for accountability, security, assurance, disaster & contingency planning)	Red	Red	Amber	Green	Green	Under consideration.
• Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.lcd.gov.uk/consult/datasharing/datashare.htm & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf)	Red	Red	Amber	Amber	Green	Under consideration.
• Establishment of partnerships for the joint (aggregated) procurement of broadband services	Amber	Green	Green	Green	Green	Brent worked in partnership with other LEAs in The London Grid for Learning to procure broadband services for schools from a common supplier.
• Compliance with BS 7799 on information security management	Red	Red	Amber	Amber	Green	Work in progress.
Enablers						
• Use of smart cards to support service	Black	Red	Red	Red	Red	We are working with London Connects to explore deployment

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	
development & delivery						of smartcards at the West London or pan-London levels. Also awaiting output of National Project and evaluation of success of Transport for London's Oyster card.
• Corporate use of Customer Relationship Management (CRM) software	**Green**	**Green**	**Green**	**Green**	**Green**	Corporate CRM system implemented in 2002.
• Corporate use of Geographic Information Systems (GIS) (e.g. for map-based data presentation)	**Green**	**Green**	**Green**	**Green**	**Green**	Corporate use of GIS for several years.
• Corporate ICT support and documented policy for home working (teleworking) by staff	**Red**	**Red**	**Red**	**Amber**	**Green**	In conjunction with our WLA partners we have done some research in home-working policy, which we will implement before the end of 2005.
• Use of telemetric systems for remote monitoring & signalling, e.g. helping older people remain in their homes	**Black**	**Black**	**Red**	**Amber**	**Green**	Awaiting output of National Project.
• Establishment of corporate Intranet	**Green**	**Green**	**Green**	**Green**	**Green**	Intranet established in 1998. We have also established a WLA extranet which we are developing to support all WLA activities (not just e-government ones).
• Corporate use of Document Image Processing & Workflow systems	**Green**	**Green**	**Green**	**Green**	**Green**	Corporate EDM & Workflow systems implemented in 2000.
• Application of Knowledge Management (KM) systems & techniques for service improvement	**Black**	**Black**	**Red**	**Amber**	**Green**	Brent is part of the Knowledge Management National Project.
• Establishment of corporate policy on electronic records management	**Black**	**Black**	**Red**	**Amber**	**Green**	Work in progress.
Core Systems						
• Use of systems to enable e-procurement	**Black**	**Red**	**Red**	**Amber**	**Green**	Work planned.
• Upgrade of financial information systems to support e-government	**Red**	**Red**	**Amber**	**Amber**	**Green**	Work in progress.
• Upgrade of office systems to support e-government, e.g. web-enabling legacy systems	**Red**	**Amber**	**Green**	**Green**	**Green**	Work in progress in Brent. We are also participating in the LGOL-funded WLA partnership project to web-enable housing nominations on a sub-regional basis.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	
• Upgrade of Human Resources & payroll systems to support e-government	**Red**	**Red**	**Amber**	**Green**	**Green**	Work in progress.
• Upgrade of asset management systems to support e-government	**Black**	**Black**	**Black**	**Black**	**Black**	Upgrade not required, as existing system is adequate.
• Link to National Land & Property Gazetteer (NLPG) (http://www.nlpg.org.uk)	**Green**	**Green**	**Green**	**Green**	**Green**	Link implemented in 2001.
• Automated interface with National Land Information Service (NLIS) hub (http://www.nlis.org.uk)	**Amber**	**Amber**	**Amber**	**Amber**	**Green**	Work in progress.
• Upgrade of income collection systems to support e-government	**Red**	**Amber**	**Green**	**Green**	**Green**	Work in progress.
People						
• Circulation of National Strategy **checklist** to Chief Executive and all Councillors (see www.localegov.gov.uk/nationalstrategy)	**Black**	**Red**	**Green**	**Green**	**Green**	
• Establishment of formally constituted partnership working to help deliver e-government:						
- Local Strategic Partnership (LSP)	**Green**	**Green**	**Green**	**Green**	**Green**	
- Partnership working with other local authorities	**Green**	**Green**	**Green**	**Green**	**Green**	We have a well-established e-government partnership which is part of the formally constituted West London Alliance. This partnership is providing critical support in implementing our e-government programmes, not just through the LGOL-funded projects, but also through sharing best practice.
- Public Private Partnership (PPP)	**Green**	**Green**	**Green**	**Green**	**Green**	
• Incorporation of e-government into Community Strategy	**Amber**	**Amber**	**Green**	**Green**	**Green**	The principles of e-Government have been incorporated into the Community Strategy.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	
• Appointment of member & officer e-champions	**Amber**	**Amber**	**Green**	**Green**	**Green**	
• Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)	**Red**	**Amber**	**Amber**	**Green**	**Green**	
• Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures	**Red**	**Amber**	**Amber**	**Green**	**Green**	Work in progress.
• Use of customer consultation/research to inform development of corporate e-government strategy	**Green**	**Green**	**Green**	**Green**	**Green**	Brent Council has used MORI and other customer consultations to develop and prioritise e-Government requirements.
• Establishment of policy for addressing social inclusion within corporate e-government strategy	**Green**	**Green**	**Green**	**Green**	**Green**	
• Establishment of internal targets & measures for e-services, including:						
- Customer take up	**Red**	**Red**	**Amber**	**Green**	**Green**	Work in progress.
- Customer satisfaction	**Red**	**Red**	**Amber**	**Green**	**Green**	Work in progress.
- Value for money / cost effectiveness	**Red**	**Red**	**Amber**	**Green**	**Green**	Work in progress.
• Use of project management methodologies (e.g. PRINCE2)	**Red**	**Amber**	**Green**	**Green**	**Green**	Adopted in 2003 for e-Government projects.
• Establishment of e-skills training programme for staff (e.g. European Computer Driving Licence)	**Green**	**Green**	**Green**	**Green**	**Green**	Adopted in 2000.
• Use of networked technologies to support e-learning	**Green**	**Green**	**Green**	**Green**	**Green**	

3 BVPI 157

Data from the IDeA ESD Toolkit, which Brent adopted in 2002/3. The figures showing the e-enabled transactions are per year but the % figures are cumulative.

	Actual		Forecast		
BVPI 157 Interaction Type	**2001/2**	**2002/3**	**2003/4**	**2004/5**	**2005/6**
Providing information:					
Total types of interaction e-enabled	136	211	135	18	576
% e-enabled	23.61%	60.24 %	83.68 %	86.81 %	100%
Collecting revenue:					
total types of interaction e-enabled	0	0	8	0	10
% e-enabled	0.00%	0.00%	80%	80%	100%
Providing benefits & grants:					
total types of interaction e-enabled	0	0	8	0	12
% e-enabled	0.00%	0.00%	66.67%	66.67%	100%
Consultation:					
total types of interaction e-enabled	1	6	12	0	40
% e-enabled	2.50%	17.5%	47.50 %	47.50 %	100%
Regulation (such as issuing licences):					
total types of interaction e-enabled	0	29	26	3	74
% e-enabled	0.00%	39.19 %	74.32 %	78.38 %	100%
Applications for services:					
total types of interaction e-enabled	18	41	122	67	319
% e-enabled	5.64 %	18.50 %	56.74 %	77.74 %	100%
Booking venues, resources & courses:					
total types of interaction e-enabled	1	0	6	2	17
% e-enabled	5.88 %	5.88 %	41.18 %	52.94 %	100%
Paying for goods & services:					
total types of interaction e-enabled	0	0	63	0	83
% e-enabled	0.00%	0.00%	75.90%	75.90%	100%
Providing access to community, professional or business networks:					
total types of interaction e-enabled	3	4	17	0	39
% e-enabled	7.69%	17.95%	61.54%	61.54%	100%
Procurement:					
total types of interaction e-enabled	0	0	0	0	2
% e-enabled	0.00%	0.00%	0.00%	0.00%	100%
TOTAL:**TYPES OF INTERACTION E-ENABLED**					
% E-ENABLED*	159	291	397	90	1172
	13.57%	38.40%	60.00%	80.00%	100%

* The % e-Enabled totals are the BVPI targets declared to the Audit Commission – the Toolkit total for 2003/4 has been reduced from 72.3% to 60% to allow for anticipated project slippage in that year.

4   Access Channel Take-Up

E-enablement & Main E-Access Channel Take-Up	Actual ('000s)		Forecast ('000s)			Comment
	01/2	02/3	03/4	04/5	05/6	
Local Service Websites • Page impressions (annual) • Unique users, i.e. separate individuals visiting website (annual) • Number of e-enabled payment transactions accepted via website • Number of street light failure reports accepted via website • Abandoned vehicle reports accepted via website	6,057,803 270,342 80 41 125	8,060,353 408,382 221 63 124	10 million 600 k 1000 150 150	12 million 900 k 2000 500 150	15 million 1.4 million 4000 750 150	Expected to rise as e-forms and customer portal become available.
Telephone *(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres):* • Number of e-enabled payment transactions accepted by telephone • Number of street light failure reports accepted via telephone • Number of abandoned vehicle reports accepted via telephone	 590 1520 6646	 3458 1857 7917	 4900 2100 8000	 7500 2400 9500	 10,000 3000 11000	
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):* • Number of e-enabled payment transactions accepted via personal contact • Number of street light failure reports accepted via personal contact • Number of abandoned vehicle reports accepted via personal contact	 0 279 81	 0 28 587	 30,000 300 60	 40,000 300 100	 60,000 300 100	
Other Electronic Media *(e.g. BACS, text messaging):* • Number of e-enabled payment transactions accepted via BACS or other electronic form • Number of street light failure reports accepted via other electronic media	 450,000 0	 472,175 0	 500,000 0	 550,00 60	 600,000 100	SMS under consideration.
Non Electronic (e.g. cash office, post) • Number of payments accepted by cheque or other non-electronic form • Number of street light failure reports accepted via non-electronic form	 201,000 60	 108,500 58	 80,000 50	 70,000 42	 50,000 27	

5 Delivery of Key Technical Building Blocks & Priority Services

National Project Technical Building Blocks & Priority Service Areas	Use of outputs from ODPM Pathfinder Project (*please score between 1-5*)	Use of outputs from ODPM National Project (*please score between 1-5*)	Partnership working with other local authorities (*please score between 1-5*)	Other Means (*please score between 1-5*)	Comment (*please comment briefly on your plans for developing each named technical building block or priority service area*)
Websites	3	5	4		Brent Council is a member of the panel that drew up the website guidelines. Brent followed the APLAWS developments, and is participating in the LAWS National project. Brent is also a member of the London Connects and West London Alliance Web Manager groups which share best practice.
Smart cards	1	3	3		Awaiting output of National Project and evaluation of success of Transport for London's Oyster card. We are also keen to explore opportunities with partners such as the West London Alliance and London Connects.
Interactive Digital TV	2	3	3		Brent Council is working with Hillingdon Council in a 'BRAIN[4] Crimezone' project piloting a small Digital TV project this year. Also awaiting outcome of Digital TV National Project.
Mobile Technology (i.e. for home/site visits)		4			Brent is developing several Environmental Services applications this year to provide officers working remotely with facilities to access and update information. Brent will also be following the National Project closely when details become available.
Telemetry (i.e. remote, real time & signalling)		4			We will be observing the National Project outputs.
Customer Relationship Management (CRM)	5	5	5		Brent was a lead authority in the CRM Pathfinder, and is now involved in the CRM National Project. This year's projects will include Complaints and Security & Authentication modules for the CRM system, as well as integration of these to EDM, Workflow and Middleware systems.
Knowledge Management	1	4	5		Brent is part of the KM National Project in the CPA and Customer Facing workstreams.

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[4] BRAIN is the Brent Resource & Information Network, or Brent's Community Website.

National Project Technical Building Blocks & Priority Service Areas	Use of outputs from ODPM Pathfinder Project (*please score between 1-5*)	Use of outputs from ODPM National Project (*please score between 1-5*)	Partnership working with other local authorities (*please score between 1-5*)	Other Means (*please score between 1-5*)	Comment (*please comment briefly on your plans for developing each named technical building block or priority service area*)
Workflow	1	4			As previously mentioned, Brent will be expanding its EDM & Workflow functionality this year by linking both up to the CRM system. We will also be observing the National Project.
e-Procurement	1	4			Brent has appointed a new officer to study e-Procurement for the council, and this person will be observing the National Project.
Schools admissions		4			Observing National Project developments & outputs.
Local Planning Services	4	4			Observing National Project developments & outputs.
Electronic exchange of property information with Valuation Office Agency (VOA) for Council Tax & Business Rates		4			Observing National Project developments & outputs.
Working with business		4			Observing National Project developments & outputs.
Crime reduction / youth offending		4	5		Brent is working with 6 other boroughs in the West London Alliance[5] (WLA) on a Community Cohesion e-Government project whose aims include crime & youth offending reduction. Brent's Community site, BRAIN, is also working on a separate project with the Metropolitan Police with similar aims.
Claiming benefits		4			Observing National Project developments & outputs.
Local e-Government Standards & Accreditation	1	5			Observing National Project developments & outputs.
Fire Services		N/A			N/A
Trading standards		4			Following National Project developments & outputs.
Multi Agency Information Sharing	5	5	4		Brent sits on the ADSS Information Management Group tasked with investigating a pan-London portal and information sharing systems (e.g. ELSID, NOTIFY, CpoL). Brent is also observing FAME National Project developments & outputs, and is e-enabling housing nominations for the sub-region of West London with our

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[5] See Appendix 1 for a description of the West London Alliance

National Project Technical Building Blocks & Priority Service Areas	Use of outputs from ODPM Pathfinder Project (*please score between 1-5*)	Use of outputs from ODPM National Project (*please score between 1-5*)	Partnership working with other local authorities (*please score between 1-5*)	Other Means (*please score between 1-5*)	Comment (*please comment briefly on your plans for developing each named technical building block or priority service area*)
					WLA partners.
e-Democracy		5	3		Brent is working with other WLA boroughs on an e-Participation/Consultation project, as well as following National Project developments & outputs. Brent also participated in the EU EUROCITI e-democracy project.

6 Resources

Resources	Actual (£'000s)		Forecast (£'000s)			Comment
	01/2	02/3	03/4	04/5	05/6	
• £200,000 IEG money in 2002/3 and 2003/4	0	£200k	£200k	?	?	2004/5 and 2005/6 amounts unknown.
• financial contributions from EU funding	0	0	0	0	0	
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB)	0	0	0	0	0	
• financial contribution from public-private partnerships	0	0	0	0	0	
• financial contribution to or from partnership projects undertaken with other organisations, including ongoing project work using ODPM Local e-Government Partnership Programme funding and work with other government departments or agencies that have an element of service e-enabling	£1 m £15k	£5k £15k £56.67k £2.5k	£5k £217k £183k £100k £7.5k	£5k		- All WLA partners contribute £5,000 p.a. to fund the post of partnership co-ordinator. - £1 million = CRM Pathfinder. - £15k = Amount received in LGOL partnership funding per authority for the development of a business case for the West London Alliance[6] (WLA) e-Government group. - £217k = BRAIN Crimezone Partnership Capital Grant funding. - £183k = capital from DoH IT Funding for new Social Services System - £15k & £56.67k = Amounts received in LGOL partnership funding per authority for two WLA e-Government projects: LOCATA and Online Consultation. - £100k = received from ODPM to develop a proof of concept for integration of Middleware, CRM and Electronic Document Management systems. - £2.5k & £7.5k = Amounts received per authority in the WLA partnership for the Home Office funded community cohesion pathfinder - Brent also benefits generally from the funding of London Connects

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[6] See Appendix 1 for a description of the West London Alliance

Resources	01/2	02/3	03/4	04/5	05/6	
• resources being applied from internal revenue and capital budgets to improve the quality of services through e-enablement	0	0 £100k £200k	£800k £250k £150k £100k £200k	£1.1 m £300k £100k £100k £200k	£1 m £300k £50k £100k £200k	£2.9 m = Revenue growth monies[7]. £850k[8] for replacement of Data Network. £300k[9] for CRM H/W, S/W & implementation. £400k in total available as SDF[10] loan. £800k in total Leasing[11] monies available.
• other resources (e.g. training) (please specify)	£25k £2k £5k 0	£27k £2k £5k 0	£30k £2k £5k £15k £4k	£34k £2k £5k £5k £7k £8k	£36k £2k £5k £5k £2k £5k	IT Training for new e-Government systems. Data Protection awareness training (online). Freedom of Information awareness training. IT Security Awareness training. Project Management training (including PRINCE2, MSP). ECDL Training for Councillors.
Sub total	£1.047 m	£613.17k	£2.0685 m	£1.866 m	£1.705 m	
• less current and projected savings produced from e-government investment	0	0	0	0	0	Brent has started using a 'Return on Investment' analysis tool on e-government projects that will take into account increased capacity of new systems, increased demand for services, as well as current and projected cost savings. However, like other strategic (as opposed to tactical) initiatives in the private and public sectors, savings are not always expected to accrue immediately.
TOTAL	£1.047 m	£613.17k	£2.0685 m	£1.866 m	£1.705 m	

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[7] Revenue growth monies for council-wide e-Government initiatives were approved by Executive on 21 July 2003.
[8] Capital budget
[9] Capital budget
[10] SDF = Systems Development Fund money, which is an interest free loan that needs to be repaid within 5 years
[11] Leasing can only be used for items that have a residual value (minimum 10%) at the end of 3 years.

7   Appendix 1: West London Alliance e-Government group

This appendix describes in more detail how the WLA e-government partnership will improve services and outcomes for citizens in West London.

7.1   Partnership overview

The West London Alliance is a partnership of the six West London Authorities that is led by all six chief executives and all six leaders. It has a number of different sub-groups of which e-government is one. This framework and leadership ensures that the e-government group is an unusually robust partnership because of the direction and high level support provided.

The e-government partnership has been reinforced by funding received from LGOL and as part of the Home Office funded Community Cohesion pathfinder for three specific projects. However the strength of the partnership comes not just from these large-scale projects but also from the momentum of implementing smaller projects and sharing best practice.

7.2   The projects

- We have one large cross-cutting project which will contribute to every single shared priority: the sub-regional online consultation project that has been funded by LGOL. This project will enable us to reach a new and wider audience to consult across authorities about issues in a genuinely sub-regional way – and therefore increase the chances of delivering services in the way that our citizens want throughout West London.

- There are two smaller areas which will likewise contribute to all seven shared priorities:

    - Our web user group now meets once a month to share best practice, content and ideas for working together; one recent output from this was the decision to share links to job vacancies on our websites – this resulted in a doubling of traffic to job pages throughout the partnership.

    - The development of the WLA extranet; we will be building on our existing extranet to ensure that it supports the work of the West London Alliance across a number of areas including transport and the sub-regional economy. Above all this will enable the partners in each service area to share the vital information, which could contribute to a more sub-regional approach to specific issues.

In addition, we have projects that contribute to specific shared priorities:

Shared priority	WLA e-Government group project
Promoting healthier communities by targeting key local services such as health and housing	- **Online Housing Nominations**: building on the success of Locata this will provide sub-regional housing options which will improve choice for Landlords and tenants alike - **ELSID**[12]: this Pathfinder project will define protocols and procedures for sharing information about clients between partner organizations. Sharing key information will allow for consistent care to be provided for Looked After Children when placed out of their borough.
Creating safer and stronger communities	- **Community Cohesion**: this is a sub-regional issue being tackled in a sub-regional way thanks to pathfinder funding from the Home Office; the WLA e-government group is investigating ways of communicating better with the voluntary sector as well as ways of sharing key information more effectively between partners.

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[12] Electronically Sharing Client Database.

8   Appendix 2: Proforma Notes and Instructions

IMPLEMENTING ELECTRONIC GOVERNMENT RETURNS 2003 (IEG3)

Introduction

This IEG3 return is an essential part of the national monitoring process for assessing electronic local service delivery capability against the 2005 target and supports the aims of the National Strategy for local e-government (www.localegov.gov.uk). It is also an important feedback mechanism for assessing progress and the use of IEG funding in individual local authorities.

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

- introducing comprehensive performance assessments and action plans, and securing a progressive improvement in authorities' scores;

- overall annual improvements in cost effectiveness of 2% or more; and

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

The above performance targets also form part of the Public Service Agreement for Local Government and the ODPM is working in partnership with local authorities and their representative national organisations to help achieve the specified objectives.

The format of the IEG return is subject to extensive consultation. Last year, this helped to achieve a 100% return rate of IEG2 submissions from local authorities. This year, the format of the IEG3 return is intended to simplify the process further for local authorities and move towards a self-assessment approach. In order to maintain consistency with the statistical elements of IEG2, tables on BVPI 157 and resources remain unchanged from last year. Successful completion of the IEG3 return also demands awareness of the ODPM's National Strategy for Local e-Government published in November 2002 (www.localegov.gov.uk/nationalstrategy).

E-Government is a key tool in delivering local services. Within the CPA process, those councils that have not done well in achievement, investment, capacity or performance management may particularly need to consider the role that e-government can play in delivering improvements as part of a wider strategy for improvement planning.

The new proforma format for IEG3 returns complies with Government commitments to reduce service plan requirements for local authorities, whilst balancing the need for authorities to supply statistical information for the purpose of monitoring national progress on the implementation of local e-government. "Excellent" CPA authorities are requested to complete this plan in order to assist in benchmarking national progress and to demonstrate their commitment to e-government. In particular, the third year of IEGs represents an opportunity for self-assessment, benchmarking and measuring progress on key factors. The use of the IEG process to gather data on key areas was successfully pioneered in IEG2.

This proforma is intended to standardise Implementing Electronic Government (IEG) returns for 2003. It has been prepared for English County, District, Unitary Councils, London Boroughs, National Park Authorities, the Corporation of London, the Greater London Authority, London Development Agency, Transport for London who are subject to the Best Value Performance Indicator 157 and have been requested to prepare these statements.

[Separate guidance is being prepared for Single Purpose Fire Authorities in England on the preparation of IEG Statements for 2003.]

Funding

A formal announcement regarding IEG funding for 2004/5 and 2005/6 will be made later this year. You should complete this return on the basis that it will inform the distribution of £175 million of available capital funding from the ODPM for local e-government in 2004/5 and £96.5million in 2005/6.

Completeness

Failure to complete any elements of this proforma may result in the withholding of IEG3 funding for 2004/5. You should consult with relevant members of the ODPM's local e-government team for clarification of what is required.

Approval

It is important that the information contained in your completed IEG3 proforma is approved by the Council before submission and that adequate time for this is built into the timetable.

Submission

The deadline for the submission of IEG3 statements is **Monday 10 November 2003**.

Please submit them by e-mail to localegov@odpm.gsi.gov.uk. Copies of this IEG3 proforma can be found at www.localegov.gov.uk. An online version of this form can be accessed at the Improvement & Development Agency's (I&DeA) Electronic Service Delivery (ESD) toolkit (www.esd-toolkit.org).

Please do not hesitate to contact relevant members of the ODPM local e-government team should you require further information or clarification. Contact details can be found on the last page of this guidance.

8.1   Priority Services

In no more than 1,000 words, please give a summary of how e-government will improve services and outcomes for citizens in your authority in terms of the seven shared priorities for local government[13] and any additional local priorities, i.e.

- Raising standards across our schools
- Improving the quality of life of children, young people, families at risk and older people
- Promoting healthier communities by targeting key local services, such as health and housing
- Creating safer and stronger communities
- Transforming our local environment
- Meeting transport needs more effectively
- Promoting the economic vitality of localities

8.2   Self-Assessment of Local e-Organisation
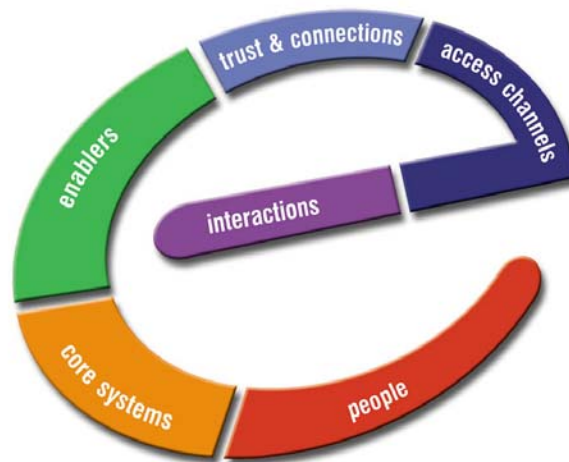
The National Strategy – Model of the local e-organisation

You are asked to summarise the plans and progress of your local authority according to the *six* parts of model of the local e-organisation, as presented in the ODPM's National Strategy for Local e-Government published in November 2002 (see www.localegov.gov.uk/nationalstrategy). The model provides a checklist of work areas against the e-organisation themes, or building blocks of local e-government - interactions, access channels, trust & connections, enablers, e-business and organisational development. Please refer to www.localegov.gov.uk for further description of the elements of this model, together with associated National Projects. Further information about these building blocks is also available from the I&DeA's Knowledge website at www.idea.gov.uk/knowledge. **Do not amend this form or append any items to it** and please restrict all explanatory notes to the comment column.

Not all the elements in the proforma checklist below will necessarily be a part of your local e-government strategy, but you are expected to be aware of all of these elements and have taken a corporate position in relation to them. It is recognised that your IEG strategy will reflect local priorities and customer preferences, but you are asked specifically to provide accompanying commentary on any areas of the proforma checklist that remain "black" in 2005/6.

Interactions Note: The Best Value Performance Indicator (BVPI) 157 provides a measure of the number of types of interactions (or contact) between the citizen and the council that are enabled for electronic delivery as a percentage of those that are available.

Access Channels Note: Access channels are the various routes through which people might contact, or be contacted by, local service providers to undertake electronically enabled interactions

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[13] See www.odpm.gov.uk/news/0207/0033.htm

Trust & Connections Note: For the public sector to share information easily and securely, it is essential to operate within a framework of technical and legislative standards.

Enablers Note: Enablers refers to the computer systems, or 'middle-ware', used to support access channel policy and provide the link to core business and information systems. You should only "green" traffic light the items below where enterprise-wide systems or policies have been implemented.

Core Systems Note: Successful e-government comes from integrating corporate office support and processes with e-enabled services. Core systems refer to the core business processes of the e-enabled organisation.

People Note: This part of the e-organisation model refers to the internal organisation and management practices of the council that are required to help deliver the people changes necessary for e-government.

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

8.3   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 recommended to validate your local list of interactions against the list of process area interactions for all customer facing local authority services contained in the IDeA's ESD toolkit (www.esd-toolkit.org).

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

8.4   Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in up to 2005/6, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions, plus street light failure reports / abandoned vehicles. (County councils and all-purpose authorities should complete figures for street light failure reports, whilst district councils should complete figures for abandoned vehicle reports). 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.

8.5   Delivery of Key Technical Building Blocks & Priority Services

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

8.6   Resources

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

SUBMISSION

Please make sure that your IEG3 return reaches us **by midnight on Monday 10 November 2003**.

We would prefer to receive responses by email at: **localegov@odpm.gsi.gov.uk**. You may also use the online form facilities at the I&DeA's ESD Toolkit - **www.esd-toolkit.org**.

General enquiries regarding the submission of IEG3 returns should be addressed to:

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

Tel: 020 7944 4258
Fax: 020 7944 3799

FURTHER INFORMATION

Details of the National Strategy for local e-government can be found at www.localegov.gov.uk

Details of national infrastructure projects can be found at www.e-envoy.gov.uk & www.idea.gov.uk/lgih

Your regional IEG3 contacts at the ODPM are:

Yorkshire & Humberside – Anne Wood – anne1.wood@odpm.gsi.gov.uk

East – Julian Bowrey – julian.bowrey@odpm.gsi.gov.uk

East Midlands – Caroline Stanger – caroline.stanger@odpm.gsi.gov.uk

South West, Fire Authorities – Peter Blair – peter.blair@odpm.gsi.gov.uk

London, South East, North East, National Parks - Janice Morphet – janice.morphet@odpm.gsi.gov.uk

North West, West Midlands - Chris Haynes – chris.haynes@odpm.gsi.gov.uk

PUBLICATION OF IEG STATEMENTS
The ODPM may wish to publish information in connection with IEG3 proformas in due course or deposit them in its own library or that of the Houses of Parliament. Information may also be published as part of a national database to allow other local authorities to use IEG3 data for benchmarking purposes. Should you wish any element of your proforma to be treated in confidence please clearly indicate this in your response. Nevertheless, all responses will be included in statistical summaries.