



Office of the
Deputy Prime Minister

Creating sustainable communities



local e-gov

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2004 (IEG4)

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

Proforma for esd-toolkit entry

London Borough of Brent

Release: Final (1.0)

08 December 2004

IMPLEMENTING ELECTRONIC GOVERNMENT RETURNS 2004 (IEG4)

Introduction

This IEG4 return is an essential part of the national monitoring process for assessing electronic local service delivery capability against the 2005 target and supports the delivery of priority outcomes for local e-government. It is an important feedback mechanism for assessing progress towards realising the benefits from our investment in e-government and the use of IEG funding in individual local authorities. It is also an effective mechanism to help us identify national support and capacity needs for local authority e-government activity.

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

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

Building on the work undertaken by Sir Peter Gershon in his independent review of public sector efficiency¹, SR2004 sets the ODPM a new PSA target on local government:

- by 2008, improve the effectiveness and efficiency of local government in leading and delivering services to all communities

This equates to a target for local services of achieving 2.5% efficiency gains per year, amounting to at least £6.45bn per annum by 2007/08. Clearly, e-government will make a substantial contribution towards the achievement of this target. The ODPM is working in partnership with local authorities and their representative national organisations to help achieve the specified objectives, including a new request in this year's IEG4 return to provide a summary of efficiency gains arising from the implementation of local e-government.

The format of the IEG return is subject to extensive consultation. Last year, this helped to achieve a 100% return rate of IEG3 submissions from local authorities. As last year, the format of the IEG4 return is intended to simplify the return process for local authorities through a self-assessment approach. In order to maintain consistency with the statistical elements of IEG3, the table on BVPI 157 remains unchanged from last year. Successful completion of the IEG4 return also demands awareness of the ODPM's National Strategy for Local e-Government published in November 2002, deliverables from the National Project programme and the priority outcomes for local e-government². Further details on all of these areas can be found at the ODPM's local e-government portal website www.localgov.gov.uk.

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 proforma format for IEG4 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-

¹ See http://www.hm-treasury.gov.uk/media/879E2/efficiency_review120704.pdf

² See http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2004_0112

government. From this year through to 31 March 2006, all authorities will be able to input and maintain IEG data in real time via the esd-toolkit (www.esd-toolkit.org) allowing them to sign-off completion against the IEG self-assessment traffic lights as projects are actually implemented. For funding and risk management purposes, the ODPM will continue to set key dates in the calendar at which it intends to inspect the extent of progress and take action accordingly. These will include:

- June 2004 mid term IEG snapshot
- autumn 2004 deadline for approval of IEG4 funding in 2005/06.

“Excellent” CPA authorities are requested to continue to comply with requests for IEG data in order to assist in benchmarking national progress, to demonstrate their commitment to e-government and appropriate use of IEG capital grant. In particular, the fourth year of IEGs represents a crucial point of reference as local authorities move from the investment to the delivery phase of their local e-government programmes.

This proforma is intended to standardise Implementing Electronic Government (IEG) returns for 2004. It has been prepared for English County, District, Unitary Councils, London Boroughs, 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. An amended version of this IEG4 proforma is available to National Park Authorities reflecting their different priority outcome responsibilities. Please note that Fire & Rescue authorities are not required to submit an IEG4 return, although county councils with responsibility for this service should include fire and rescue data as part of their general return.

Priority Outcomes

Self-assessment against the priority outcomes for local e-government appears in this year’s IEG proforma for the first time³. The priority outcomes provide a focus for priority working within the Prime Minister’s target to reach 100% e-enablement of Government services by December 2005 (as measured by BVPI 157 for local government services). They do not seek to add to the requirements measured by BVPI 157, but rather ensure that the e-enablement of local authority services is delivered in a way that enhances the quality, convenience and availability of these services. Practitioner guidance on the interpretation of the priority outcomes is available from http://www.idea.gov.uk/transformation/?id=priority_outcomes. All enquiries on policy matters relating to the priority outcomes should be addressed to the local e-government team at the ODPM.

Funding

You should complete the IEG4 return on the basis that it will inform the distribution of a further £150,000 of local e-government capital funding from the ODPM to each local authority in 2005/06.

Completeness

Failure to complete any elements of the IEG4 proforma may result in the withholding of IEG4 funding for 2005/6. You should consult with relevant members of the ODPM’s local e-government team for clarification of what is required or to request assistance.

Approval & Publication

It is important that the information contained in your completed IEG4 proforma is approved by the Council before submission and that adequate time for this is built into the timetable. Please note that the esd-toolkit entry process allows you to save a pdf copy of your IEG4 return to facilitate its approval by Members. You are also reminded to note any requirements for disclosure of this

³ see www.localgov.gov.uk/Nimoi/sites/ODMP/resources/Priority%20Outcomes%20for%202005.pdf

information on your public website, in line with your authority's approved Publication Scheme under the requirements of the Freedom of Information Act 2000.

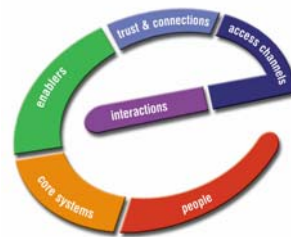
Submission

Please note that this year submissions will only be accepted online via the Electronic Service Delivery (ESD) toolkit supported by the Improvement & Development Agency (IDEA) (www.esd-toolkit.org)⁴. Councils must make individual submissions - partnership returns are not acceptable.

If your authority is not already an active user of the esd-toolkit, then you should allow adequate time to register and acquaint yourself with this facility prior to the submission deadline. Registration is free, and is both sufficient for the purposes of IEG4 submission and for obtaining a copy of the local Government Services List (LGSL) needed for BVPI 157 calculation.

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.

PROFORMA CONTENT



You are asked to summarise the plans and progress of your local authority according to the information requested below, as follows:

Section 1 – Priority Outcomes (self-assessment)

Section 2 – Change Management (self-assessment)

Section 3 – BVPI 157

Section 4 – Access Channel Take-Up

Section 5 – Local e-Government Implementation Costs

Section 6 – Local e-Government Programme Efficiency Savings

Please refer to www.localgov.gov.uk for further background information, including details of the priority outcomes guidance paper. Information on National Projects is available at www.localgovnp.org. Further information about local e-government is also available from the IDEA's Knowledge website at www.idea-knowledge.gov.uk.

In relation to Section 1 below, it is recognised that local authorities in two-tier areas may not have a statutory responsibility for service delivery in some of the areas listed. It is not the intention to ask district councils to deliver service provision outcomes for schools, or for county councils to deliver outcomes for benefits. However, a minimum requirement in terms of meeting a priority

⁴ IEG4 returns submitted by email will only be accepted for National Park Authorities, the Greater London Authority, the London Development Agency and Transport for London who are not catered for through esd-toolkit arrangements.

outcome for an authority with no direct statutory service responsibility is to offer appropriate (deep) hyperlinks to the relevant web pages of the local district or county councils that do provide the service. In practice, authorities in two-tier areas will need to work in partnership to establish protocols covering the deep linking responsibilities within the ODPM's Priority Outcomes. This information should then be 'traffic-lighted' on the proforma accordingly.

Please add any explanatory or qualifying notes in the comment column, as appropriate.

Not all the elements in the proforma checklist in Section 2 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 "red" in 2005/06.

Name of Authority: London Borough of Brent

IEG Contact Name: Rav Roberts

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Telephone No: 020 8937 1426

Local Context - Brent's e-Government Progress

Major projects funded in 2003/4 included: the new Care Management system for Social Services; IT Facilities for Members pilot (including laptops and secure remote access via ADSL broadband); Electronic Document Management developments in Education, Environmental Services and Housing; and further progress on the Council's Customer Relationship Management (CRM) system. Key infrastructure elements such as the data network, security and Internet connections are also being upgraded or replaced.

Below is a summary of the progress made by the various Service Areas highlighting some of the Council-wide benefits that Brent's e-Government Programme has provided.

e-Government Progress in Environment

In delivering Environment's e-Government projects, consideration was given to matching resources to the corporate strategy priorities in order to secure high standards of service and increased customer satisfaction.

Creating a Quality Environment and Service Excellence

A range of on-line 24/7 services such as the provision of service information, on-line applications, on-line payments and the booking of appointments have been developed to make it easier for customers to access services.

An interactive business information website where the focus is on helping the customer to understand Council requirements has also been developed by providing cross cutting information on regulatory services. The provision of information and electronic transactions will contribute towards meeting more than 50% of Environmental Services BVPI 157 targets and will demonstrate service improvements within the Comprehensive Performance Assessment framework. By registering on Brent's E-Mail alert system the following can be done :

- Be kept informed about & track planning and licence applications as they occur
- submit complaints and objections online
- receive regular updates on what's happening in Brent

Supporting children and young adults

The development of an interactive sports database and website has enabled the Council to promote and encourage the use of its sports facilities, local sports clubs and recreational facilities in parks. This also enhanced the recent Best Value Review inspection by the Audit Commission.

e-Government Progress in Social Services

Implementation of Oracle Financials for Social Services

The Oracle Financials implementation was assisted by e-Government funds, and has been a significant factor in improved financial management in Social Services.

Frameworki Implementation

A new Care Management and Workflow database system across Social Services to replace the previous SSID system which no longer complied with Government requirements. Frameworki went live this year. It provides the primary electronic client data capture mechanism within Social Services, enabling improvements in service delivery to clients, as well as the ability to measure performance.

Frameworki provides the 'backbone' system for Social Services to meet wider e-Government requirements relating to Health & Social Care particularly the development of Electronic Social Care Record (ESCR), and local inter-agency information sharing such as Child Protection Register information as well as supplying data and information to other local and London wide systems. Frameworki therefore provides the essential foundation to comply with the recommendations of the Victoria Climbié report.

The key benefit is the improvement of service delivery to vulnerable people in our community through partnership working and better information sharing.

Brent is a partner organisation in the West London Alliance (WLA) that is taking part in the Electronically Sharing Client Data (ELSID) project. The aim of this project is to quickly and securely share Social Services information, (subject to proper Data Protection and Caldicott requirements) between partner organisations via an extranet. The system will use similar security to e-payments, and will be administered and legislated through well defined protocols and procedures. The system builds on the extranet concept used by the Hammersmith and Fulham/Department of Health demonstrator project JET.

e-Government Progress in Education, Arts and Libraries

Document Management

E-government funding has provided the infrastructure for Electronic Document Management to be implemented and rolled out across Education, Arts & Libraries. Document management will enable speedy transfer and tracking of enquiries from members of the public and will improve response times.

Recruitment of Newly Qualified Teachers (NQT) - CD-ROM

E-government funding has enabled the service to distribute an information pack, evaluation form and application form to newly qualified teachers on the Internet and on CD-ROM. Providing this information in electronic format has enabled the service to reach a greater number of prospective teachers, and more NQTs now show an interest in teaching in Brent. (The number of applications from NQTs increased by 42% over last year, and 90% of all applications were prepared and submitted electronically).

Centralised LEA data systems

E-government funding has enabled the LEA to purchase centralised data systems to rationalise the management and flow of data across the LEA and schools. The system will be fully operational in September 2004 and will reduce, by more than 50%, the demand placed on schools to provide data to the Council. Having a central source of data on all pupils and the school workforce will reduce duplication and enable speedier responses to requests for information and data from members of the public and partners of the LEA.

Brent Resource and Information Network

E-government funding has provided Brent citizens with BRAIN, the "Brent Resource and Information Network" bringing community information to the London Borough of Brent. It is managed by Brent Council, Brent Library Service, in partnership with the local community.

Brent Libraries - Online Catalogue/Services

The Brent Library Service online catalogue allows users to search for, reserve and renew items. It also shows what items users have on loan. Users can also search for artefacts in the Grange Museum, records in the Brent Archive, and photographs of historical Brent. Each of Brent's twelve libraries has computers with free internet access.

TheSeer XML Arts Database

The London Borough of Brent and the Royal Borough of Kensington and Chelsea have undertaken the Arts Information Project to provide a website containing Arts related information within both boroughs.

e-Government Progress in Housing

Repairs Contact Centre (BHP)

E-government funding provided the infrastructure for a Repairs Contact Centre that recently went live. With the improved management systems, incoming phone calls can be processed more efficiently with an emphasis also on improved customer response times and satisfaction.

Mobile Working and Asset Management Systems

E-Government funding will be used to provide mobile working for surveyors and management of planned maintenance.

Neighbour Relations Team Casework Database

E-Government funding is being used to develop a system to provide a Casework Database for the Neighbourhood Relations Team that offers access to the community.

e-Government Progress in Corporate Services

Customer Relationship Management (CRM) system

The Customers Come First initiative places customer service at the centre of Brent's drive to achieve excellent CPA status by 2006. The Customer Relationship Management (CRM) system is an essential element of providing IT facilities to support the interaction between the Council and the public. Brent is building on its involvement in the CRM Pathfinder project, by further key participation in the CRM, Knowledge Management and LAWS (Local Authority Web Sites) national e-Government projects. Initial implementation of the CRM system has focussed on the One Stop Shops and Contact Centre but the new corporate Complaints module will extend its use across the council and further integration between CRM, Document Management, online payments and electronic forms is planned. The new online authentication system will allow the public to access their own information on the CRM system in a secure manner over the Internet.

The Council's Website

The Council's Website is now 80,000 pages (and growing!), and is a key element in the delivery of e-Government as it provides the main channel for self-service access to the Council. By providing an authoritative, single source of information the website allows internal staff to provide the right information first time, to reduce failures and minimise repeat contacts. Coupled with the public availability of up-to-date service information and online transactions the website plays a major role in improving customer satisfaction and reducing staff workloads.

Brent has continued to be in the SOCITM Top 20 Local Authority websites for the 4th year running, and has now achieved the highest level of 'Transactional' status. Additionally, the Brent website was recently only one of seven Local Authority websites nationwide to gain SOCITM 'Transactional' status for **business** access.

Brent is working with the WLA to develop a Poly-Hierarchical Navigation System (PHS), which is a new way to help users find information about council services in just 3 clicks of a mouse. It recognises that users do not understand council jargon and may not have English as a first language. In addition, it is truly Poly-Hierarchical i.e. information can be found in more than one part of the navigation tree. PHS was built through the collaboration of the web managers from the WLA, with the specific focus of developing a web navigation system for local authorities. PHS builds upon the work of some existing projects, such as APLAWS.

IT Facilities for Members Pilot

Members have been given laptops and printers, with secure remote access via ADSL broadband as part of the IT Facilities for Members pilot.

A survey of the participants of the pilot shows that the service has largely been operating successfully, with the key findings from the survey being:

- Members being generally in agreement that the provision of this type of IT facility was essential for Councillors.
- All pilot Members are already using the facilities to communicate with their constituents and carry out work-related research on the Internet. (Additionally, most thought that the laptop and Internet connection had significantly increased their ability to fulfil their council duties).

Data Network Upgrade & Installation of a VPN

The existing data network was installed in 1994 and is rapidly becoming incapable of supplying the capacity to meet increasing service needs. The upgrade is a major redesign of the whole network which will result in significantly greater capacity and resilience across the borough and improved facilities for remote and home working.

The Virtual Private Network (VPN) allows secure remote access to the new systems, and is being utilised by Members in the IT for Members project and staff working from home or other remote locations.

The upgrade project includes a significant increase in bandwidth for the Council's links with the Internet and improved resilience for the website.

e-Forms

Brent currently provides 157 e-Forms that users can complete and submit online, and a further 150 downloadable forms as well. <http://www.brent.gov.uk/formdir.nsf> . These are for reporting and requesting information.

e-Payments

Users can currently securely pay for over 50 Services online. The services are diverse and include Council Tax payments, paying Parking Fines and Housing Rent.

Usability

Brent Council is committed to providing its online services to all sections of the public. Our website is being designed to follow the accessibility guidelines issued by the World Wide Web Consortium (W3C) and the Royal National Institute for the Blind (RNIB). Additionally, the Brent website has been developed for maximum accessibility to as many users as possible. Brent has taken into consideration blind and visually impaired people by providing a complete speech-enabled website with 'Free to download' software.

| Traffic Light Status: availability against 31 December 2005 target date for local e-government | Current Status | Anticipated Status at 31/03/05 | Anticipated Status at 31/12/05 | Anticipated Status at 31/03/06 | Comment |
|--|----------------|--------------------------------|--------------------------------|--------------------------------|---|
| <p>Local e-organisation:</p> <p>Red = Preparation & planning – to include projects that are being planned or being piloted</p> <p>Amber = Implementation stage – roll out of approved projects</p> <p>Green = Fully implemented – projects completed & implemented</p> <p>e.g. for progress against a particular element you might enter:</p> | | | | | <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> |
| | Red | Amber | Green | Green | |

Section 1 – Priority Outcomes (self-assessment)⁵

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

| Outcome & Transformation Area Description | Current Status | Anticipated Status at 31/03/05 | Anticipated Status at 31/12/05 | Anticipated Status at 31/03/06 | Comment <i>You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area</i> |
|--|----------------|--------------------------------|--------------------------------|--------------------------------|---|
| R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry ⁶ | | | | | Requirement being met for all London Boroughs by the Schools Admissions Project |
| R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children ⁷ . | | | | | Information is available on both Education and Social Services website. |
| G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools | | | | | The London Portal Project will work with the Schools Admissions project to meet this requirement |
| E1 If already 'green' on R1, R2 & G1 above, please comment on agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children in comment column opposite. Otherwise, leave this row blank. | | | | | |
| R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List ⁸ (see www.laws-project.org.uk). | | | | | A-Z directory available. Already migrated to LGSL (which can easily be mapped to LGCL) |
| R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community. | | | | | A WebMail version of the Criminal Justice IT (CJIT) System is currently being trialled |
| G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events | | | | | Available through BRAIN, Brent's Community Website. Links to Job Vacancy sites being investigated |

⁵ See http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2004_0112 and <http://www.idea.gov.uk/knowledge>

⁶ Owing to the long lead-in time, school admissions systems will need to be in place by March 2006 at the latest.

⁷ i.e. young people who cannot live with their families and are in the care of Social Services (referred to by the DfES as Children in Public Care).

⁸ Authorities using alternative service taxonomies (e.g. seamlessUK) should plan for migration to the LGCL by December 2005.

| Outcome & Transformation Area Description | Current Status | Anticipated Status at 31/03/05 | Anticipated Status at 31/12/05 | Anticipated Status at 31/03/06 | Comment <i>You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area</i> |
|--|----------------|--------------------------------|--------------------------------|--------------------------------|---|
| E2 If already 'green' on R3, R4 & G2 above, please comment on agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives in the comment column opposite. Otherwise, leave this row blank. | | | | | |
| R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily. | | | | | Most of the requirements are implemented. Work in progress on the daily updates to meetings dairy |
| R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves. | | | | | Each Councillor already has a page of basic information. There are plans to extend the scope further by allowing facilities for Councillors to maintain their own content. |
| G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics. | | | | | Already have option to sign up on topics of interest for email alerts. Email consultation is in place. Further project to offer SMS alerts in progress |
| G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files). | | | | | West London Alliance (WLA) to undertake public consultation to gauge demand for streaming video. |
| E3 If already 'green' on R5, R6, G3 & G4 above, please comment on agreed baseline and targets for e-participation activities, including targets for citizen satisfaction in the comment column opposite. Otherwise, leave this row blank. | | | | | |
| R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling). | | | | | Public reporting is in place. Procurement and tracking of some environmental services is also in place. Brent is the leading authority for this Priority Outcome on the WLA |
| R8 Online receipt and processing of planning and building control applications. | | | | | Online submission, document viewing and status checking of planning applications in place. Online status checking for building control in progress. |

| Outcome & Transformation Area Description | Current Status | Anticipated Status at 31/03/05 | Anticipated Status at 31/12/05 | Anticipated Status at 31/03/06 | Comment <i>You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area</i> |
|--|----------------|--------------------------------|--------------------------------|--------------------------------|---|
| G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information. | Orange | Green | Green | Green | Basic functionality is currently available on the Internet. Project to develop more comprehensive data representations in progress |
| G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes. | Orange | Orange | Orange | Green | There is currently sharing of Trading Standards data (Business Planning) with London Borough of Harrow although there is currently no sharing of data for enforcement purposes. Brent is also investigating using the e-Trading Standards National Project outputs. |
| G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour. | Orange | Orange | Orange | Green | Integration between Planning, Regulation and Licensing planned. The interim solution is to extend Intranet GIS for highlighting anti-social behaviour. |
| E4 If already 'green' on R7, R8, G5, G6 & G7 above, please comment on agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank. | Light Green | Light Green | Light Green | Light Green | Light Green |
| R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment. | Orange | Orange | Green | Green | Online ordering for stationary & office supplies has been implemented. Ongoing plans for receiving invoices and e-payments |
| G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions). | Orange | Orange | Orange | Green | A sub-project of the London Portal will address this requirement. The outputs from the Working with Business National Project will also be examined. Additionally, the Brent website was recently only one of seven Local Authority websites nationwide to gain SOCITM 'Transactional' status for business access. |
| G9 Regional co-operation on e-procurement between local councils. | Orange | Orange | Orange | Green | Working in conjunction with WLA for Procurement Cards and the Avalon system |

| Outcome & Transformation Area Description | Current Status | Anticipated Status at 31/03/05 | Anticipated Status at 31/12/05 | Anticipated Status at 31/03/06 | Comment <i>You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area</i> |
|--|----------------|--------------------------------|--------------------------------|--------------------------------|---|
| <p>If already 'green' on R9, G8 & G9 above, please comment on progress towards providing:</p> <p>E5 Access to virtual e-procurement 'marketplace';</p> <p>E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;</p> <p>E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8);</p> <p>in the comment column opposite. Otherwise, leave this row blank.</p> | | | | | |
| <p>R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).</p> | | | | | <p>Work in progress to roll out e-Payments to all eligible services within the Council. Users can currently securely pay for over 50 services online. The services are diverse and include Council Tax payments, paying Parking Fines and Housing Rent.</p> |
| <p>R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.</p> | | | | | <p>Work in progress on implementing added value options around Online Payment facilities (e.g. checking balances).</p> |
| <p>G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.</p> | | | | | <p>A Return on Investment (ROI) Model has been developed demonstrating efficiency & cost savings for Council Tax e-payments. Defining of procedures and rolling the Model out to other areas in progress</p> |
| <p>G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.</p> | | | | | <p>Project for e-Billing Registration and e-Billing in place. Awaiting study on Secure Authentication method.</p> |
| <p>If already 'green' on R10, R11 G10 & G11 above, please comment on progress towards providing:</p> <p>E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone);</p> | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| <p>E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards);</p> <p>E10 Agreed baseline and targets for reductions in unit costs of payment transactions;</p> <p>in the comment column opposite. Otherwise, leave this row blank.</p> | | | | | |
| <p>R12 Online renewal and reservations of library books and catalogue search facilities.</p> | | | | | <p>Renewal and reservations of books and search facilities implemented</p> |
| <p>R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.</p> | | | | | <p>Booking of leisure facilities for in-house services is in place.</p> <p>All contracted out operations to be finalised – expected early 2006</p> |
| <p>G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.</p> | | | | | <p>Brent already has e-enabled back offices in Sports & Leisure and Library Services. Brent is currently awaiting outcomes from the London Connects Roadmap for Smartcard implementation</p> |
| <p>E11 If already 'green' on R12, R13 & G12 above, please comment on agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank.</p> | | | | | |
| <p>R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.</p> | | | | | <p>Links to the Transport for London Journey Planner are in place.</p> |
| <p>R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.</p> | | | | | <p>Basic public consultation facilities are in place but further development is required to link to e-Forms, policies and related reports. Survey results are already being published.</p> |
| <p>G13 E-forms for "parking contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.</p> | | | | | <p>E-Form for Parking Notices along with Email notification of appeal procedures in progress</p> |
| <p>G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.</p> | | | | | <p>Road works information is currently updated by the utilities companies via online submissions. Further integration development is required for the GIS presentation and Web interface.</p> |

| Outcome & Transformation Area Description | Current Status | Anticipated Status at 31/03/05 | Anticipated Status at 31/12/05 | Anticipated Status at 31/03/06 | Comment <i>You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area</i> |
|---|----------------|--------------------------------|--------------------------------|--------------------------------|--|
| E12 If already 'green' on R14, R15, G13 & G14 above, please comment on agreed baseline and targets for customer satisfaction and efficiency savings in the column opposite. Otherwise, leave this row blank. | | | | | |
| R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office. | | | | | One stop resolution of Council Tax Benefits via Contact Centres and CRM in place. Integration of CRM and Document Management / Workflow ongoing |
| R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms. | | | | | This requirement is met by two different parts: 1) Ability to check and calculate entitlement supplied via links to generic site. 2) Download forms via Welfare Rights page. |
| G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes. | | | | | This will be implemented by Summer 2005 for Housing and Council Tax benefits as part of the Council's Verification Framework plans. Technically, solutions based on 3G Cards connected to a laptop are viable |
| If already 'green' on R16, R17 & G15 above, please comment on progress towards providing: E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals. E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. in the comment column opposite. Otherwise, leave this row blank. | | | | | |
| R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres. | | | | | Available through the Brent Social Services Website and also through the existing contact centre |
| R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates. | | | | | The Emergency Duty Team have access to VPN network for remote Web access to support mobile working. |

| Outcome & Transformation Area Description | Current Status | Anticipated Status at 31/03/05 | Anticipated Status at 31/12/05 | Anticipated Status at 31/03/06 | Comment <i>You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area</i> |
|--|----------------|--------------------------------|--------------------------------|--------------------------------|--|
| G16 Systems to support joined-up working on children at risk across multiple agencies. | | | | | <p>Brent has implemented a new Social Services system, Frameworki, which provides the essential foundation to comply with the recommendations of the Victoria Climbié report.</p> <p>Brent is a partner organisation in the WLA that is taking part in the Electronically Sharing Client Data (ELSID) project. The aim of this project is to quickly and securely share Social Services information, (subject to proper Data Protection and Caldicott requirements) between partner organisations via an extranet.</p> <p>Brent is monitoring development of Child Protection onLine (CPoL), which provides authorised NHS staff with secure electronic access to a subset of the Child Protection Register (CPR) data of all participating Social Service Departments. Brent is also monitoring output from the RYOGENS National Project.</p> |
| G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field. | | | | | <p>Single Assessment Protocol (SAP) is being developed in the next version of Framework-i (Social Services System). ELSID is planned as an interim solution offering secure extranet access until the NHS CRS long term solution is available. This may entail using NHS Net / N3.</p> |
| E15 If already 'green' on R18, R19, G16 & G17 above, please comment on agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57) in the column opposite. Otherwise, leave this row blank. | | | | | |
| R20 Email and Internet access provided for all Members and staff that establish a need for it. | | | | | <p>Service Areas & Members already use home working – drafting of formal policy is in progress.</p> |
| R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff. | | | | | <p>Home working policy is being developed.</p> |
| R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy. | | | | | <p>Technological requirement has been met by development of VPN access to the council network. Awaiting Home Working Policy in R21.</p> |

| Outcome & Transformation Area Description | Current Status | Anticipated Status at 31/03/05 | Anticipated Status at 31/12/05 | Anticipated Status at 31/03/06 | Comment <i>You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area</i> |
|---|----------------|--------------------------------|--------------------------------|--------------------------------|---|
| G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen"). | | | | | ECDL (providing basic standards of IT literacy) & Advanced ECDL training established Brent has also made available over 25 e-learning courses on the Intranet for all staff to take. Modules include: 'Disability Discrimination', 'Introduction to E-Government' & 'Project Management'. |
| E16 If already 'green' on R20, R21, R22 & G18 above, please comment on agreed targets for baseline and efficiency savings arising from the introduction of new ways of working in the column opposite. Otherwise, leave this row blank. | | | | | |
| R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Fri). | | | | | There is a 24 hour online form for enquiries. Contact centre is available 8am-8pm and Saturday morning availability is in place. |
| R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management. | | | | | Content Management System in place. |
| G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf). | | | | | This will be evaluated in 2005 and implemented in 2006. |
| G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI). | | | | | Brent's website is being designed to follow the accessibility guidelines issued by the World Wide Web Consortium (W3C) and the Royal National Institute for the Blind (RNIB). Additionally, the Brent website has been developed for maximum accessibility to as many users as possible. Brent has taken into consideration blind and visually impaired people by providing a complete speech-enabled website with 'Free to download' software. The BRAIN Community website has RNIB accreditation. |

| Outcome & Transformation Area Description | Current Status | Anticipated Status at 31/03/05 | Anticipated Status at 31/12/05 | Anticipated Status at 31/03/06 | Comment <i>You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area</i> |
|--|----------------|--------------------------------|--------------------------------|--------------------------------|---|
| G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk). | Orange | Orange | Orange | Green | e-GMS compliant. e-GIF requires interoperability with all systems. Currently not 100%. e-GIF is currently in place for systems that need it. |
| E17 If already 'green' on R23, R24, G19, G20 & G21 above, please comment on agreed baseline and targets for efficiency savings based around improved accessibility of services and information in the column opposite. Otherwise, leave this row blank. | White | White | White | White | White |
| R25 Online publication of Internet service standards, including past performance and commitments on service availability. | Orange | Green | Green | Green | Server uptime statistics available. Online publication in progress |
| R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users. | Green | Green | Green | Green | Detail and summary statistics published on the Web site (updated monthly) |
| G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels. | Orange | Orange | Green | Green | Brent currently measures & has targets for customer take-up for our CRM system and our website. |
| G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk). | Green | Green | Green | Green | Recognised Guidelines have been adopted. |
| E18 If already 'green' on R25, R26, G22 & G23 above, please comment on agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings in the column opposite. Otherwise, leave this row blank. | White | White | White | White | White |
| R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customer's records, to deliver services across different channels, and enabling joined-up and automated service delivery. | Orange | Orange | Green | Green | CRM system is in place. Work proceeding on integration with access channels. Back Office integration is progress. |
| R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response. | Green | Green | Green | Green | All Brent e-forms and all enquiries via our CRM system generate a unique reference number. |

| Outcome & Transformation Area Description | Current Status | Anticipated Status at 31/03/05 | Anticipated Status at 31/12/05 | Anticipated Status at 31/03/06 | Comment <i>You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area</i> |
|---|----------------|--------------------------------|--------------------------------|--------------------------------|---|
| R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies | | | | | Solution will be rolled out from April 2005 and should be implemented fully by July 2005. Brent's Contact Centre already provides responses within one working day as a standard. |
| G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management. | | | | | Brent is currently integrating all critical systems with our Corporate CRM system using the open source middleware solution called LGOL-Net. One current project is focusing on integrating our Complaints, CRM and Electronic Document Management systems using LGOL-Net. However, it is unlikely that all backoffice systems will be integrated in the suggested timescales. |
| G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address. | | | | | Project to implement this outcome is in place with an estimated go-live date of Summer 2005. |
| E19 If already 'green' on R27, R28, R29, G24 & G25 above, please comment on agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology 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.

| Outcome & Transformation Area Description | Current Status | Anticipated Status at 31/03/05 | Anticipated Status at 31/12/05 | Anticipated Status at 31/03/06 | Comment <i>You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area</i> |
|---|----------------|--------------------------------|--------------------------------|--------------------------------|---|
| <ul style="list-style-type: none"> • Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio/206757: <ul style="list-style-type: none"> i) Member & officer e-champions ii) e-government programme manager iii) customer services management | | | | | Key Roles in place |
| <ul style="list-style-type: none"> • Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning | | | | | Training / Procedures in place |
| <ul style="list-style-type: none"> • Establishment of an e-delivery board⁹ | | | | | e-Government Steering committee set up |
| <ul style="list-style-type: none"> • Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme | | | | | Programme Support Office set up |
| <ul style="list-style-type: none"> • Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures | | | | | Corporate Risk strategy in place |
| <ul style="list-style-type: none"> • Use of customer consultation/research to inform development of corporate e-government strategy | | | | | Brent Council has used MORI and other Customer Consultations to develop and prioritise e-government requirements. |
| <ul style="list-style-type: none"> • Establishment of policy for addressing social inclusion within corporate e-government strategy | | | | | Social Inclusion within e-Government strategy |

⁹ 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.

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|---|----------------|--------------------------------|--------------------------------|--------------------------------|--|
| <ul style="list-style-type: none"> Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act) | Green | Green | Green | Green | Information Manager appointed |
| <ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) | Orange | Orange | Green | Green | In Progress |
| <ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services | Green | Green | Green | Green | Brent is working in partnership with other LEAs to use Adit as a common supplier of broadband services for all schools. |
| <ul style="list-style-type: none"> Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf) | Green | Green | Green | Green | Through the WLA, Brent has worked with voluntary sector associations in West London as part of a community cohesion pathfinder project to offer electronic support to voluntary sector groups throughout West London |
| <ul style="list-style-type: none"> Compliance with BS 7799 on information security management | Orange | Orange | Orange | Green | Work in progress |
| <ul style="list-style-type: none"> Implementation of Benefits Realisation Plan¹⁰ for delivery of local e-government programme strategic objectives | Green | Green | Green | Green | ROI Model for e-payments is being used |
| <ul style="list-style-type: none"> Completion of mapping of BVPI 157 services against approved security levels (0-3) (see http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) | Orange | Orange | Green | Green | Awaiting results of National Working Group |

¹⁰ 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.
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| Outcome & Transformation Area Description | Current Status | Anticipated Status at 31/03/05 | Anticipated Status at 31/12/05 | Anticipated Status at 31/03/06 | Comment <i>You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area</i> |
|--|----------------|--------------------------------|--------------------------------|--------------------------------|---|
| <ul style="list-style-type: none"> ▪ Planned compliance to HMG Security and authentication frameworks (see http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc) | | | | | Work in progress |
| <ul style="list-style-type: none"> ▪ Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) | | | | | There are no plans to undertake compliance as there is no viable business case for this. The website is currently Verisign compliant |
| <ul style="list-style-type: none"> ▪ Use of Government Gateway¹¹ (see http://www.gateway.gov.uk) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security level '0' ii) citizen & business authentication for services for services categorised at security levels 1-3 iii) authentication of employees for cross-agency services iv) corporate approach to collection of e-payments v) cross agency secure transactions (Government to Government) | | | | | Government Gateway is under consideration for authentication. Online payments system is already in place and does not require the Government Gateway |
| <ul style="list-style-type: none"> • Government Gateway (see http://www.gateway.gov.uk) back-office connection in place (Department Interface Server) | | | | | Please see above |
| <ul style="list-style-type: none"> • connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s) | | | | | Links to DirectGov in place |

¹¹ Please note that the ODPM is currently working on a Government Connect Prospectus designed to support the implementation of the Government Gateway within Local Authorities.

| Outcome & Transformation Area Description | Current Status | Anticipated Status at 31/03/05 | Anticipated Status at 31/12/05 | Anticipated Status at 31/03/06 | Comment <i>You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area</i> |
|--|----------------|--------------------------------|--------------------------------|--------------------------------|---|
| <ul style="list-style-type: none"> Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm) | Orange | Green | Green | Green | Work in progress |
| <ul style="list-style-type: none"> Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) | Green | Green | Green | Green | Links between LLPG and NLPG in place |
| <ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) | Orange | Orange | Orange | Green | Work in progress with suppliers. |
| <ul style="list-style-type: none"> Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) | Orange | Green | Green | Green | Work in progress |

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 2.01¹² of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org). The totals are discrete per year and percentages are cumulative.

| BVPI 157 Interaction Type | Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005) | Actual | | | Forecast | |
|---|--|--------------|--------------|--------------|--------------|----------------------|
| | | 2001/2 | 2002/3 | 2003/4 | 2004/5 | 2005/6 ¹³ |
| Providing information: • Total types of interaction e-enabled • % e-enabled | 94% | 128 27.12 | 142 57.20 | 142 87.29 | 32 94.07 | 13 100.00 |
| Collecting revenue: • total types of interaction e-enabled • % e-enabled | 87% | 0 0.00 | 0 0.00 | 5 33.33 | 6 73.33 | 0 100.00 |
| Providing benefits & grants: • total types of interaction e-enabled • % e-enabled | 78% | 0 0.00 | 1 16.67 | 0 16.67 | 5 100.00 | 0 100.00 |
| Consultation: • total types of interaction e-enabled • % e-enabled | 86% | 1 2.94 | 3 11.76 | 14 52.94 | 1 55.88 | 1 100.00 |
| Regulation (such as issuing licences): • total types of interaction e-enabled • % e-enabled | 76% | 0 0.00 | 25 48.08 | 12 71.15 | 8 86.54 | 3 100.00 |
| Applications for services: • total types of interaction e-enabled • % e-enabled | 83% | 17 7.30 | 23 17.17 | 109 63.95 | 39 80.69 | 24 100.00 |
| Booking venues, resources & courses: • total types of interaction e-enabled • % e-enabled | 78% | 0 0.00 | 0 0.00 | 1 10.00 | 4 50.00 | 3 100.00 |
| Paying for goods & services: • total types of interaction e-enabled • % e-enabled | 80% | 1 1.41 | 1 1.41 | 54 77.46 | 5 84.51 | 2 100.00 |
| Providing access to community, professional or business networks: • total types of interaction e-enabled • % e-enabled | 82% | 3 3.06 | 46 50.0 | 13 63.27 | 25 88.78 | 100.00 |
| Procurement: • total types of interaction e-enabled • % e-enabled | 73% | 0 0 | 0 0 | 0 0 | 0 0 | 0 100.00 |
| • TOTAL: TYPES OF INTERACTION E-ENABLED • % E-ENABLED | 86% | 150 15.14 | 240 39.35 | 350 74.67 | 125 87.29 | 48 100.00 |

¹² 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.

¹³ It is anticipated that authorities will base their annual BVPI 157 actuals/estimates on the position at the 31st March in each financial year (i.e. year end), with the exception of 2005/6 when the position at 1st January 2006 is required.

Section 4 – Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Industry definitions of page impressions¹⁴ and unique users¹⁵ are given in the footnotes below.

| E-enablement & Main E-Access Channel Take-Up | Forecast ('000s) | | | | | Comment |
|--|-------------------|----------------|----------------|----------------|----------------|---|
| | 03/04 | 04/05 | 05/06 | 06/07 | 07/08 | |
| Local Service Websites | 13,147,241 | 14,461K | 15,908K | 17,498K | 19,248K | Forecast figures are based on 10% increments |
| • Page impressions (annual) | | | | | | |
| • Unique users, i.e. separate individuals visiting website (annual) | 75,283 | 82K | 91K | 1,00K | 1,10K | Forecast figures are based on 10% increments |
| • Number of e-enabled payment transactions accepted via website | 1061 | 8,800 | 17,600 | 35,200 | 70,400 | Forecast figures are based on 100% increment after 04/05 |
| • Number of change of address notifications accepted via website | 0 | 0 | 0 | 0 | 0 | Change of Address not accepted via Web |
| Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres):</i> | 0 | 0 | 44k | 50k | 50k | Brent is planning to take IVR payments over the phone, and estimate take-up to initially be approx. 150% higher than payments taken via the Internet (above) (based on data from the Brent Mori 2004 survey of Brent residents), and then to taper off. |
| • Number of e-enabled payment transactions accepted by telephone | | | | | | |
| • Number of change of address notifications accepted via telephone | 0 | 0 | 0 | 0 | 0 | Change of Address not accepted via phone |

¹⁴ **Unique User** (industry audit definition): According to IFABC Global Web Standards (www.ifabc.org) a Unique User is an "IP address plus a further identifier. Sites may use User Agent, Cookie and/or Registration ID." Note that where users are allocated IP addresses dynamically (for example by dial-up Internet Service Providers), this definition may overstate or understate the real number of individual Users concerned. A Unique User is at a minimum an IP address + the Browser ID with a unique address entering a website by any page and is counted once for the given period (the minimum audit period is one calendar month). The number of Unique Users is an indicator of a website's audience or reach.

¹⁵ **Page Impression** (industry audit definition): According to IFABC Global Web Standards (www.ifabc.org) a Page Impression is a "file or a combination of files sent to a user as a result of that user's request being received by the server." In effect, one request by a valid User should result in one Page Impression being counted. In most cases, a single request from a User causes the server to send several files to satisfy the request. For example, the server may send a .html file followed by several associated graphic images and audio files. A single request from a user may also cause the server to send additional .html files to build a frameset. The site must ensure that all additional, non-requested files are filtered out and excluded when counting the claimed number of Page Impressions.

| E-enablement & Main E-Access Channel Take-Up | Forecast ('000s) | | | | | Comment |
|---|------------------|-------|-------|-------|-------|--|
| | 03/04 | 04/05 | 05/06 | 06/07 | 07/08 | |
| Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits):</i> <ul style="list-style-type: none"> Number of e-enabled payment transactions accepted via personal contact | 0 | 0 | 35k | 42k | 45k | Brent is planning to enable the One Stop Shop to process e-payments from customers over the Intranet, and estimate take-up to initially be approx. 100% higher than payments taken via the Internet (above) (based on data from the Brent Mori 2004 survey of Brent residents), and then to taper off. |
| <ul style="list-style-type: none"> Number of change of address notifications accepted via personal contact | 0 | 0 | 0 | 0 | 0 | Figures for Change of Address via personal contact are not collected |
| Other Electronic Media (e.g. BACS, text messaging): <ul style="list-style-type: none"> Number of e-enabled payment transactions accepted via BACS or other electronic form | 641,237 | 705K | 775K | 853K | 938K | Forecast figures to be based on 10% increments |
| <ul style="list-style-type: none"> Number of change of address notifications accepted via other electronic media | 0 | 0 | 0 | 0 | 0 | Change of Address not accepted via BACS, etc |
| Non Electronic (e.g. cash office, post) <ul style="list-style-type: none"> Number of payments accepted by cheque or other non-electronic form | 283,846 | 255K | 229K | 206K | 186K | Forecast figures to be based on 10% decrements |
| <ul style="list-style-type: none"> Number of change of address notifications accepted via non-electronic form | 0 | 0 | 0 | 0 | 0 | Figures not available for Change of Address notifications via non-electronic media |

Section 5 – Local e-Government Implementation Expenditure

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

| | Actual (£'000s) | Forecast (£'000s) | | | | Comment |
|--|---|---------------------------------|------------------|------------|------------|--|
| | 01/02 to 03/04 | 04/05 | 05/06 | 06/07 | 07/08 | |
| Programme Resources | | | | | | |
| • IEG capital grant | 400 | 350 | 150 | | | |
| • your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area | 10 1,000 15 217 183 71 10 | | | | | WLA, London Connects CRM Pathfinder LGOL Partnership for WLA BRAIN Crimezone DoH for Social Services LGOL Partnership for WLA projects WLA - Community Cohesion Pathfinder |
| • financial contribution from public-private partnerships | 0 | 0 | 0 | | | |
| • resources being applied from internal revenue and capital budgets ¹⁶ to implement e-government | 800 250 150 400 | 1,100 300 100 20 48 | 900 300 50 | 820 | 820 | Revenue Monies Data Network Replacement CRM Implementation SDF Loan Unspent amounts from previous years |
| • other resources (e.g. training) (please specify) | 15 15 6 | 15 | 15 | 15 | 15 | ECDL & e-Learning Training IT Security Awareness training Data Protection Training |
| • ODPM e-Innovations Fund capital grant | | | | | | |
| • financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding | 100 | | | | | CRM National Project proof of concept |
| TOTAL | 3,642 | 1,933 | 1,415 | 835 | 835 | |

¹⁶ Please show the actual capital expended in each year, not the annual cost of servicing the loan.

Section 6 – Local e-Government Programme Efficiency Gains¹⁷

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

| Efficiency Gains | Actual | Forecast (£'000s) | | | | Notes |
|--|----------------|-------------------|-------|-------|-------|-------|
| | 01/02 to 03/04 | 04/05 | 05/06 | 06/07 | 07/08 | |
| a) Cash Releasing Efficiency Gains | | | | | | |
| e-Procurement, of which: | | | | | | |
| • achieved through reductions in prices | | | | | | |
| • other gains from e-procurement | | | | | | |
| Corporate support (back office), of which: | | | | | | |
| • e-recruitment | | | | | | |
| • e-payments | | | | | | |
| • Other corporate support gains | | | | | | |

¹⁷ 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.

| | | | | | |
|--|--|--|--|--|---|
| Transactional services | | | | | <p>We will be reviewing cashable and non-cashable benefits as part of the more comprehensive Annual Efficiency Statement (AES) which will be submitted to the ODPM by April 2005. Part of the cashable saving will depend on other changes (e.g. organisational changes) that will take place around the Council, towards which e-Government will contribute. The cashable and non-cashable benefits that will accrue will only in part be a direct consequence of IT investment, and will become apparent after the AES review.</p> <p>Investment in e-Government is as much about responding to increased legislative, reporting and customer demands for e-services, and these do not necessarily give rise to cashable or non-cashable benefits. E-Government is also in large part to do with increasing the number of channels that citizens use to interact with the Council, and therefore no initial savings are expected. Over time customers may migrate to e-channels, but savings are not likely to accrue in the period. The recent Brent MORI survey (http://www.brent.gov.uk/mori2004) shows a marked increase in people using the Internet, but also shows an increase in people using all the other channels to contact and transact with the Council – there is therefore the potential that an increase in efficiency will lead to an increase in costs due to increased demand for services. Indeed, an increasing population, as Brent has, will lead to an increased demand for services.</p> <p>For a large part of the e-Government programme, meeting BVPI157 targets was paramount, as were considerations given to matching resources to the Corporate strategy priorities in order to secure high standards of service and increased customer satisfaction.</p> <p>We believe that a number of qualitative benefits will be brought about by the e-Government programme. Many e-Government projects will increase internal staff satisfaction by joining up systems leading to time saved through simpler processes, and reduced number of enquiries to follow up. This increase in staff satisfaction is likely to lead to a reduced level of absenteeism & an increase in staff retention. External customer satisfaction is likely to increase as well due to a more accurate (leading to less complaints) & speedier service, and more service requests being answered at initial point of contact. This will free up staff time to front-line services. The new Framework i system in Social Services will certainly increase legal compliance, and provide an improved quality of audit trail for compliance. As well as addressing the BVPI157 indicators, many e-Government projects are helping to address other BVPIs and departmental objectives, for example Customer Service's objective of serving all enquirers at the first point of contact. The e-Government project to implement a new data network will increase service stability, leading to a reduced level of system downtime & an enhanced level of back-up.</p> <p>Finally, it is important to bear in mind the opportunity costs of implementing e-Government solutions compared to the costs of not doing so.</p> |
| Productive time | | | | | |
| Sub total (cash releasing efficiency gains) | | | | | |

continued over page)

| | | | | | | |
|--|-------|-------|-------|-----|-----|--|
| b) Non Cash Releasing Efficiency Gains | | | | | | i.e. quality benefits to the organisation or enhanced outputs (e.g. improved service standards, improved service availability and accessibility, more timely delivery, reduction in internal processing errors through service automation) for the same cost |
| non-cash benefits (1) please specify | | | | | | |
| non-cash benefits (2) please specify | | | | | | |
| | | | | | | |
| Sub total (non cash releasing efficiency gains) | | | | | | |
| | | | | | | |
| TOTAL EFFICIENCY GAINS - GROSS | | | | | | |
| | | | | | | |
| LESS e-government implementation expenditure | 3,642 | 1,933 | 1,415 | 835 | 835 | |
| | | | | | | |
| TOTAL EFFICIENCY GAINS - NET | | | | | | |
| | | | | | | |

SUBMISSION

Please make sure that all IEG4 entries are completed on the esd-toolkit (www.esd-toolkit.org) **by midnight on Monday 20 December 2004.**

All general comments and enquiries regarding the IEG4 process should be addressed to:

Local e-Government
Office of the Deputy Prime Minister
Zone 3/C5
Bressenden Place
London SW1E 5DU

E-mail: localegov@odpm.gsi.gov.uk

Tel: 020 7944 4258

FURTHER INFORMATION

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

Details of National Projects can be found at <http://www.localegovnp.org>

Details of national infrastructure projects can be found at <http://e-government.cabinetoffice.gov.uk/Home/Homepage/fs/en> & <http://www.idea.gov.uk/lqih/>

Your regional IEG4 contacts at the ODPM are:

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

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

South West – 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, Yorkshire & Humberside - Chris Haynes – chris.haynes@odpm.gsi.gov.uk

PUBLICATION OF IEG RETURNS

The ODPM may wish to publish information in connection with IEG4 returns 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 IEG4 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.