



IMPLEMENTING ELECTRONIC GOVERNMENT IEG4 RETURN - 2004

*Approved by the Portfolio Holder for Resources
15th December, 2004*

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

INTRODUCTION

This document forms part of the national monitoring process for assessing electronic local service delivery capability against the 2005 e-government target and supports the delivery of priority outcomes for local e-government.

It summarises the plans and progress of the Isle of Wight Council as follows:

- Context
- 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

Summary Information

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CONTEXT

Overall Aim

1. The Council's aim is to provide:
 - The best service to the island communities
 - The best environment in which local communities can flourish
 - The best setting for staff to deliver top quality services

Approach

2. We have begun some far-reaching and dramatic steps to ensure that residents of the Isle of Wight receive joined-up services. The Primary Care Trust (PCT), St Mary's National Health Trust (the Island hospital trust) and the Council's Adult and Community Services are to join as a Health and Social Care Trust for the Island, with far-reaching consequence for all of the Council.
3. There is a vision of one ICT, Human Resources and Corporate Services function to serve this new body. This will require careful integration of staff and systems, and has had some short-term effect on the e-government programme, but for a long-term improvement.
4. To deliver the capacity and capability necessary to meet these challenges, the Council is actively identifying the benefits that could accrue from working with a Strategic Partner.
5. A strong history of successful in-house development has meant success for the Council's web site (*HantsNet Best Public Service Site 2004*), and a roll-out of an in-house CRM system to front-facing services such as Libraries and Leisure Centres, building on public preference identified in a series of public surveys.
6. Work is directed both to improving access to services (by increasing the choice of channels and extending availability) and by re-engineering processes to give end-to-end workflow as well as realising the efficiencies that comes with improved ways of working.

Schools

7. The Island's EduWight site is dedicated to providing resources to parents, teacher and governors, with secure areas. Where required, schools are being supported in setting up and maintaining their own web sites, hosted by the council if required.

Community Information

8. Community groups are encouraged to register their activities on the council's website, giving contact details and links to their own web sites. A content management system has been developed which is to be made available to such groups to enhance this information and additional focused websites (such as the local crime and disorder site) have been developed to meet specific needs. The public are able to register for email notifications of local information and events according to personal preferences.

Democratic Renewal

9. The Council encourages the establishment of parish and town councils and supports this with hosted and linked websites across the island.
10. The council has developed an Island Youth Parliament supported by web technology, SMS and on-line voting. This has focused young energy, giving a platform for young people to air their concerns about the environment.
11. The council's on-line forums are extremely well used and generate extensive debate on a wide range of local and national issues.

Local environment

12. The council provides a wide range of information about the local environment on its web site, including high quality information about areas of outstanding natural beauty. Visitors to the website are able to subscribe for email notification of local planning applications according to their personal preferences and planning applications, letters of objection and support and decision notices are all available on-line. Online forms allow reporting of potholes and other environmental issues.

E-procurement

13. Some areas such as ICT already use electronic procurement extensively and work is in progress to implement procurement cards, electronic procurement and associated electronic invoicing payment on a corporate basis. Particular attention is being given to ensuring local businesses can take advantage of electronic procurement processes once these are fully in place.

E-payments

14. The council has had a fully integrated on-line payments system in place for billed services for a number of years and this is being extended to ad hoc payments across all parts of the authority. The ability to pay for services on-line has been praised by many Island visitors.

Libraries, Sports & Leisure

15. The public have been able to view the library catalogues, renew borrowings and make reservations for some considerable time. The island CRM system is being rolled out to libraries and leisure services to enable them to extend their role as service centres. Work is scheduled to enable on-line booking for all sports and leisure services.

Transport

16. The public can access information about all modes of transportation via the council's web site including walking, driving, sailing, cycling, trains and boats. Visitors can access local transport timetables, including those of bus, train and ferry companies and can also subscribe for email notifications of local road works.

Supporting New Ways of Working

17. The council is keen to support new ways of working and is actively exploring ways of enabling people to work from home and on-the-move. The core ICT infrastructure is being updated to create a virtual private network, security systems are in place to ensure this is appropriately protected from inappropriate access and a number of pilot studies of tele-working are taking place. These are supported by appropriate policies and procedures.

18. In addition, the authority is moving towards new ways of working through the introduction of both CRM and electronic document management and workflow, as well as the move towards front-office / back-office working, supported by a new corporate call centre.

19. Members are making increasing use of appropriate technologies, including personal web pages.

Support for Vulnerable People

20. The council is actively progressing a joint health and social care trust building on the sharing of premises, working practices, information systems and data that has developed over a number of years. This is being supported by the implementation of a new and shared client database.

21. In addition social workers and other professionals supporting vulnerable people have provided mediated access to services by telephone since the early 90's.

Accessibility of Services

22. The council's aim is to provide a sophisticated range of self-help services for those who are able and willing to access services in this way, supported by high quality telephone and face to face services for other service users.
23. The Society of IT Managers (SOCITM) has categorised the council's web site as transactional and the council is continuing to build on this. The website is tightly integrated with the authority's CRM and electronic document management systems and is supported by a structured content management system which is available to publishers within and outside of the authority.
24. The council enhanced its telephone based services through the introduction of a corporate call centre during 2004 and this is forming the basis for the introduction of front office / back office working supported by the same CRM system that feeds the web site and face to face services.
25. The council is improving the provision of face to face services by consolidating the management of these into one service area, implementing CRM, an NVQ based customer care programme and investing in improvements in the physical appearance of its help centres. In addition, the range of service points is being extended in to libraries, tourist information offices and other areas.

High Take-up of Web Based Services

26. The council actively promotes the use of web based services through advertising and promotion and this resulted in a peak number of visitors in mid 2004 and the delivery of over a million unique pages delivered a month. This is resulting in a steady take-up of web based services as these are rolled out, with electronic payments, on-line planning applications and forums proving extremely popular at present.

Making it easy for citizens to do business

27. The council's web site includes a section specifically designed to help citizens do business on the island. This is supported by the use of the site for electronic tendering, on-line job vacancies and business sign-posting and will be supported by business related 'accounts' in the future.

Section 1 - Priority Outcomes (Self Assessment)

28. The Office of the Deputy Prime Minister published a series of e-government priorities during 2004 and this section describes the council's progress against these. The requirements fall into three categories:

- Required elements - mandatory and must be in place by December 2005
- Good elements - mandatory and must be in place by March 2006
- Excellent elements - optional once the above elements are in place

29. Progress is assessed on a traffic lights basis as follows:

- Red status - work is at a preliminary or research stage, being piloted before wider rollout across the authority or planned but not yet approved for funding.
- Amber status - applies to all elements where work has been approved for funding and is actively being implemented.
- Green status - applies to all elements 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.

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
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 ¹	Red	Amber	Green	Green	On-line forms are already provided on the Council's dedicated EduWight web site. The full integration with the Schools Information Management Systems (SIMS) depends upon Vendor Software updates. Given the tight-knit community on the Isle of Wight, there is not expected to be a high demand for a fully transactional service.

¹ Owing to the long lead-in time, school admissions systems will need to be in place by March 2006 at the latest.

R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children ² .	Amber	Amber	Green	Green	The "EduWight" portal has been in existence for a considerable time, and is a rich resource for parents, teachers and governors. It is part of the award-winning iWight.com site.
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	Red	Red	Amber	Green	The Council has been augmenting its award-winning web site with a CRM and Knowledge Management system. This is being rolled out to customer-facing contact points across the authority.
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. 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 ³ (see www.laws-project.org.uk).	Red	Amber	Green	Green	The iwight.com web site has consistently featured in the SOCITM Top 20 sites, and has just (November 2004) won the HantsNet "Best Public Sector" web site award. The data is available to the public. Work is in hand to tag the services with the LGCL taxonomy.
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.	Red	Amber	Green	Green	Considerable restructuring has taken place of LA and local agencies. Work is expected to pick up in the new year.
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	Amber	Amber	Green	Green	Users can input data into the Council's web site in two ways. For services, there is a structured data input sub-system which ensures data is collected in a consistent manner. There is also the ability to construct web pages using an in-house content management system. This has been made available to clubs and societies, roll-out to follow.

² 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).

³ Authorities using alternative service taxonomies (e.g. seamlessUK) should plan for migration to the LGCL by December 2005.

E2 If already 'green' on R3, R4 & G2 above, comment on agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. Otherwise, leave this row blank.					
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green	Green	Green	Green	Searchable Minutes and Agendas have been available for a considerable time.
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.	Red	Green	Green	Green	Members web pages linked to the content management system are currently being piloted.
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.	Amber	Amber	Green	Green	The web site makes use of surveys but recognises that the results are not representative of the Island as a whole. The Citizens Profile page already has the option for users to subscribe to be notified of road works or planning applications. The next step will be to include additional topics of public interest.
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Red	Red	Amber	Green	Multi-media resources will be targeted to meet demand. This will be balanced against other bandwidth requirements.
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. 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).	Red	Amber	Green	Green	Online public reporting has been developed for a number of areas, and work continues across all services. There are some dependencies on third-party application vendors.
R8 Online receipt and processing of planning and building control applications.	Amber	Amber	Green	Green	Online viewing of planning applications, comments and decision notices are already available. Funding and technology issues may have an impact on the integration of CRM and back office planning systems.

G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Red	Red	Red	Amber	Funding constraints prevent the Council moving towards a corporate GIS. Nevertheless, individual applications will allow the presentation of GIS information.
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Red	Red	Amber	Green	Due to the Islands unique position, inter-council data sharing is not a priority.
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.	Red	Amber	Green	Green	Appropriate technology has been procured to enable officers and other agencies to access appropriate data to improve decision making.
E4 If already 'green' on R7, R8, G5, G6 & G7 above, comment on agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise, leave row blank.					
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber	Amber	Amber	Amber	An e-procurement project, involving replacement of core financial systems, has been deferred, due to the joint initiatives of Strategic Partnering and a Health and Social Care Trust. Three 'point solutions' (e-market place, procurement cards, and e-tendering) are being progressed which will allow substantial progress in the meantime.
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).	Red	Red	Amber	Green	This will build upon the existing structure of the CRM and Citizen Panel.

G9 Regional co-operation on e-procurement between local councils.	Red	Red	Amber	Green	The council anticipates working with other authorities nationally as part of its e-procurement and e-marketplace projects
If already 'green' on R9, G8 & G9 above, please comment on progress towards providing: E5 Access to virtual e-procurement 'marketplace'; E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community; E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8); Otherwise, leave this row blank					
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).	Amber	Amber	Green	Green	Some of these features are already in place.
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.	Amber	Amber	Green	Green	This is already being piloted for council tax enquiries.
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Red	Amber	Amber	Green	Collection rates are already amongst the highest nationally. Investment will lead primarily to improvements in customer service.
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Red	Red	Amber	Green	

<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>Otherwise, leave this row blank</p>					
R12 Online renewal and reservations of library books and catalogue search facilities.	Green	Green	Green	Green	
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Red	Red	Green	Green	Funding and technology constraints may have an impact on the achievement of this requirement.
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.	Red	Red	Amber	Green	The council is progressing an integrated ICT infrastructure across all access channels. Basic smartcards are already in use for library and leisure users and the authority is monitoring progress on national cards before progressing this aspect further.
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.					
Otherwise, leave this row blank.					
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.	Amber	Amber	Green	Green	Links already point to local and national timetables. A local provider of interactive journey planning has been identified and will be implemented, funding permitting.
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.	Red	Red	Green	Green	Existing web infrastructure allows for online public consultations.

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.	Red	Red	Green	Green	
G14 GIS-based presentation of information on road works in the local area, including contact details and updated daily.	Red	Red	Amber	Green	There are a number of regional solutions on the market place, and a clear position statement is awaited.
E12 If already ‘green’ on R14, R15, G13 & G14 above, please comment on agreed baseline and targets for customer satisfaction and efficiency savings. 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.	Red	Red	Green	Green	Funding and technology constraints may have an impact on the achievement of this requirement.
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.	Red	Red	Green	Green	The council is monitoring the relevant National Project and will implement the recommended solution as and when this becomes available.
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens’ homes.	Red	Red	Amber	Green	
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. Otherwise, leave this row blank.					

R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Red	Amber	Green	Green	Progress on this requirement may be affected by the recent decision to establish a joint Health and Social Care Trust with the local Primary Care and Hospital Trusts.
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for officers to information about individual 'care packages', including payments, requests for service and review dates.	Green	Green	Green	Green	Social Services have had electronic records for over a decade. Appropriate access over the telephone has been an integral part of the Social Care System.
G16 Systems to support joined-up working on children at risk across multiple agencies.	Amber	Amber	Amber	Green	The implementation of a new care system provides the necessary infrastructure.
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red	Red	Amber	Green	Delivery of this requirement may be limited by resource constraints.
If already 'green' on R18, R19, G16 & G17 above, please comment on E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57). Otherwise, leave this row blank.					
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green	Green	Green	Green	
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber	Amber	Green	Green	
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.	Amber	Amber	Green	Green	Delivery of this requirement may be limited by resource constraints.
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").	Green	Green	Green	Green	A dedicated ICT training suite is used to run an ECDL programme.

<p>If already 'green' on R20, R21, R22 & G18 above, please comment on:</p> <p>E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.</p> <p>Otherwise you may leave this row blank</p>					
<p>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 Friday).</p>	Amber	Green	Green	Green	Funding shortfalls may delay full integration between the CRM and professional services applications. However, extended opening hours are already in place for those services handled by the corporate CRM.
<p>R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.</p>	Green	Green	Green	Green	
<p>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).</p>	N/a	N/a	N/a	N/a	This element has been withdrawn as a formal requirement by the ODPM. The council will however continue to take this into account as part of its best practice standards.
<p>G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).</p>	Amber	Amber	Green	Green	
<p>G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).</p>	Amber	Amber	Green	Green	iwight.com is committed to the highest standards. It has twice been in the SOCITM "Top 20 Sites" and in November, won the HantsNet "Best Public Site" award.
<p>If already 'green' on R23, R24, G19, G20 & G21 above, please comment on:</p> <p>E17 agreed baseline and targets for efficiency savings based around improved accessibility of services and information.</p> <p>Otherwise, leave this row blank</p>					

R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Amber	Amber	Green	Green	Statistics are available internally. Work is in hand to present them in an easily understandable format for the public.
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.	Amber	Green	Green	Green	Statistics are available internally. Work is in hand to present them in an easily understandable format for the public.
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Red	Red	Amber	Green	
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Amber	Green	Green	Green	The council's web sites already meet the W3C, Bobby and Crystal Mark standards.
If already 'green' on R25, R26, G22 & G23 above, please comment on: E18 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. Otherwise, leave this row blank.					
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.	Amber	Amber	Green	Green	Funding constraints may limit the full integration with the CRM and the customer information held in the back office systems.
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber	Amber	Green	Green	Requires an upgrade to the council's e-mail systems.
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	Amber	Amber	Amber	Green	Requires an upgrade to the council's e-mail systems.

<p>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.</p>	Red	Red	Amber	Green	Funding constraints may limit the full integration with the CRM and the customer information held in the back office systems.
<p>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.</p>	Red	Red	Amber	Amber	Funding constraints have prevented the implementation of a corporate Local Land and Property Gazetteer to date.
<p>If already 'green' on R27, R28, R29, G24 & G25 above, please comment on:</p> <p>E19 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.</p> <p>Otherwise, leave this row blank</p>					

SECTION 2 - Change Management (self-assessment)

This section provides information on advisory good practice outcomes relating to the internal organisation and management practices of the council to help deliver the people, systems and service management changes necessary for e-government. The information supplied here is used to inform national policy, but does not fall within the remit of the December 2005 target.

<ul style="list-style-type: none"> • Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio/206757): <ul style="list-style-type: none"> i) Member & officer e-champions ii) e-government programme manager iii) customer services management 	Green	Green	Green	Green	
<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 	Amber	Amber	Green	Green	
<ul style="list-style-type: none"> • Establishment of an e-delivery board⁴ 	Green	Green	Green	Green	
<ul style="list-style-type: none"> • Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme 	Amber	Amber	Green	Green	
<ul style="list-style-type: none"> • Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green	Green	Green	Green	
<ul style="list-style-type: none"> • Use of customer consultation/research to inform development of corporate e-government strategy 	Amber	Green	Green	Green	This is an ongoing process
<ul style="list-style-type: none"> • Establishment of policy for addressing social inclusion within corporate e-government strategy 	Amber	Amber	Green	Green	
<ul style="list-style-type: none"> • Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act) 	Green	Green	Green	Green	
<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) 	Amber	Amber	Green	Green	This is an ongoing task, as more agencies partner with the council.

⁴ 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.

<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Amber	Amber	Amber	Amber	Given the collapse of the Regional Aggregation Boards, work continues with our partners in the market place.
<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) 	Amber	Amber	Amber	Amber	This is an ongoing process. Housing issues are handled by the local Law Centre.
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Amber	Amber	Green	Green	An Information Security Manager has recently been appointed and will be progressing formal BS:7799 accreditation.
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan⁵ for delivery of local e-government programme strategic objectives 	Red	Amber	Amber	Amber	Again, this is expected to be a process of continuous improvement.
<ul style="list-style-type: none"> Completion of mapping of BVPI 157 services against approved security levels (0-3) (see http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Red	Red	Green	Green	Expected to be carried out by the Information Security Manager.
<ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks (see http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc) 	Red	Red	Green	Green	Expected to be carried out by the Information Security Manager.
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) 	Red	Red	Green	Green	Expected to be carried out by the Information Security Manager.
<ul style="list-style-type: none"> Use of Government Gateway⁶ (see http://www.gateway.gov.uk) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security level '0' 	Red	Amber	Green	Green	

⁵ 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.

⁶ 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.

ii)	citizen & business authentication for services for services categorised at security levels 1-3	Red	Red	Amber	Amber	
iii)	authentication of employees for cross-agency services	Red	Red	Amber	Amber	
iv)	corporate approach to collection of e-payments	Red	Amber	Green	Green	
v)	cross agency secure transactions (Government to Government)	Red	Red	Amber	Green	
•	Government Gateway (see http://www.gateway.gov.uk) back-office connection in place (Department Interface Server)	Red	Red	Amber	Green	Implemented through the Hampshire & Isle of Wight Partnership through access to HantsNet.
•	connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Red	Red	Amber	Green	There is a direct link to DirectGov on every page of the council's website.
•	Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm)	Amber	Green	Green	Green	Uses existing CRM and e-forms infrastructure.
•	Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)	Red	Red	Red	Red	Progress limited by funding constraints. Lack of progress at a National level could mean the business case is no longer attractive.
•	Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk)	Red	Red	Amber	Amber	See dependency on LLPG.
•	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)	Red	Red	Green	Green	

Section 3 – BVPI: 157

BVPI 157 is the name of a national best value performance indicator which measures progress against the different transaction types possible in an electronic government environment. All totals and percentages shown 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 ⁷
Providing information: <ul style="list-style-type: none"> Total types of interaction e-enabled % e-enabled 	94%		120 21%	213 34%	320 51%	630 100%
Collecting revenue: <ul style="list-style-type: none"> total types of interaction e-enabled % e-enabled 	87%		5 11%	1 5%	5 26%	19 100%
Providing benefits & grants: <ul style="list-style-type: none"> total types of interaction e-enabled % e-enabled 	78%		14 255	8 175	16 17%	48 100%
Consultation: <ul style="list-style-type: none"> total types of interaction e-enabled % e-enabled 	86%	Interaction types not collected in this format	36 13%	34 100%	34 100%	34 100%
Regulation (such as issuing licences): <ul style="list-style-type: none"> total types of interaction e-enabled % e-enabled 	76%		26 14%	13 8%	45 27%	168 100%
Applications for services: <ul style="list-style-type: none"> total types of interaction e-enabled % e-enabled 	83%		58 15%	17 3%	190 31%	613 100%
Booking venues, resources & courses: <ul style="list-style-type: none"> total types of interaction e-enabled % e-enabled 	78%		0 0%	1 11%	2 22%	9 100%
Paying for goods & services: <ul style="list-style-type: none"> total types of interaction e-enabled % e-enabled 	80%		7 4%	10 5%	60 28%	215 100%

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

Providing access to community, professional or business networks: <ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	82%	Interaction types not collected in this format	34 35%	21 20%	50 49%	103 100%
Procurement: <ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	73%		6 17%	0 0%	4 14%	28 100%
Totals <ul style="list-style-type: none"> • TOTAL: TYPES OF INTERACTION E-ENABLED • % E-ENABLED 	86%	64 16%	300 17%	318 17%	626 34%	1,867 100%

Section 4 – Access Channel Take-Up

This section shows public take-up of the main e-access channels that the council is investing in. Industry definitions of page impressions⁸ and unique users⁹ are given in the footnotes below.

E-enablement & Main E-Access Channel Take-Up	Forecast ('000s)					Comment
	03/04	04/05	05/06	06/07	07/08	
Local Service Websites <ul style="list-style-type: none"> Page impressions (annual) Unique users, i.e. separate individuals visiting website (annual) Number of e-enabled payment transactions accepted via website Number of change of address notifications accepted via website 	6,332 425 13.7 0.8	9,163 543 15 0.85	10,500 600 16 0.9	12,000 700 17 1	13,500 800 18 1	The lack of base data makes apportioning between electronic and non-electronic address notifications unsafe. Note also that the number of website payment transactions were inflated by the Isle of Wight Music Festival, with monthly sales rising from around 500 per month to 5,000 in the month of March 2004.
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres):</i> <ul style="list-style-type: none"> Number of e-enabled payment transactions accepted by telephone Number of change of address notifications accepted via telephone 	6.8 0	7.5	8.3	9.2	10.5	E-enabled payments have exceeded forecasts and future forecasts have been modified accordingly. The CRM solution to capture the enquiry type was introduced after 31 March 2004 and so these statistics are not available for last year.
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 Number of change of address notifications accepted via personal contact 	1.7 0	1.9	2.2	2.5	2.9	As above, payments have exceeded forecasts. The CRM solution to capture the enquiry type for address changes was introduced after 31 March 2004 and so these statistics are not available for last year.

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

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

<p>Other Electronic Media (e.g. BACS, text messaging):</p> <ul style="list-style-type: none"> • Number of e-enabled payment transactions accepted via BACS or other electronic form • Number of change of address notifications accepted via other electronic media 	169	175	185	195	57	<p>This figure takes into account all Council Tax and other payments through BACS.</p> <p>The CRM solution to capture the enquiry type for address changes was introduced after 31 March 2004 and so these statistics are not available for last year.</p>
<p>Non Electronic (e.g. cash office, post)</p> <ul style="list-style-type: none"> • Number of payments accepted by cheque or other non-electronic form • Number of change of address notifications accepted via non-electronic form 	1.6	1.6	1.6	1.6	1.6	<p>Information on change of circumstances does not specifically identify change of address. Non-electronic channels are likely to remain the channel of choice for a significant number of customers on the island.</p>

Section 5 – Local e-Government Implementation Expenditure

This section provides a summary of current and forecast expenditure on implementing electronic government up to 2007/08. For 2005/6 onwards, the table includes best estimates of revenue and capital expenditure. Cyclical spend related to the maintenance of the existing ICT infrastructure is excluded.

	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	-	-	-	-	-	
• financial contribution from public-private partnerships	-	-	-	-	-	Strategic partnership being explored
• resources being applied from internal revenue and capital budgets ¹⁰ to implement e-government	1,205	1,454	850	700	700	
• other resources (e.g. training) (please specify)	-	-	-	-	-	
• ODPM e-Innovations Fund capital grant	-	-	-	-	-	
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	10	-	-	-	-	Participation in national CRM project
TOTAL	1,615	1,804	1,000	700	700	

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

Section 6 – Local e-Government Programme Efficiency Gains¹¹

This section provides a best estimate summary of the efficiency gains that the council currently anticipates as a result of the implementation of local e-government.

Cash Releasing Efficiency Gains	Actual 01/02 to 03/04	Forecast (£'000s)				Notes
		04/05	05/06	06/07	07/08	
i.e. cash savings available for reinvestment.						
E-Procurement, of which:						
<ul style="list-style-type: none"> achieved through reductions in prices 	-	-	25	25	25	reductions in the costs of goods and services in real terms, after allowing for 2.5% inflation
<ul style="list-style-type: none"> other gains from e-procurement 	-	-	128	128	128	process efficiencies from e-enabling tendering, purchasing, the use of procurement cards and invoice processing
Corporate support (back office), of which:						
<ul style="list-style-type: none"> e-recruitment 	5	5	5	5	5	Includes administrative savings on staff time (where staff are reallocated), printing, postage and on advertising expenditure
<ul style="list-style-type: none"> e-payments 	50	10	20	30	30	
<ul style="list-style-type: none"> Other corporate support gains 	-	-	30	40	50	
<ul style="list-style-type: none"> Transactional services 	-	5	10	30	50	i.e. delivering efficiencies through the migration of appropriate customer groups towards more cost effective channels such as web-based interfaces and telephone contact centres, with staff reallocated accordingly
<ul style="list-style-type: none"> Productive time 	50	5	50	100	100	Efficiency savings from changes in working practice, for example by reducing the time spent by professionals in accessing and handling information, reducing time lost through high staff turnover by introduction of remote working / home working
Total cash releasing gains	105	25	268	358	388	

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

Non-Cash Releasing Gains	Actual 01/02 to 03.04	Forecast (£'000s)				Notes
		04/05	05/06	06/07	07/08	
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						
Admin efficiencies	-	-	20	50	50	On-line ordering from marketplace
Admin efficiencies	-	-	5	5	5	Procurement cards
Admin efficiencies	5,	5	5	5	5	Time savings in libraries due to on-line catalogue etc
Professional time	10	20	30	40	40	Improvements due to front office / back office working
Savings in telephony reinvested in infrastructure	-	5	10	10	10	
General efficiencies	-	5	5	5	5	Possible reductions in printing costs
Access channel efficiencies	5	20	30	40	-	Improvements in efficiency from self service
Process re-engineering efficiencies	-	50	50	50	50	Savings arising from BPR made possible by e-govt
Access channel efficiencies	-	-	-	-	20	Potential savings on authentication from smartcards
Total non-cash releasing gains	20	105	155	205	185	
TOTAL EFFICIENCY GAINS - GROSS	125	130	423	563	388	
LESS e-government expenditure	1,615	1,804	1,000	700	700	i.e. as identified above in Section 5 - Local e-Government Implementation Expenditure
TOTAL EFFICIENCY GAINS - NET	(1,490)	(1,674)	(577)	(137)	(312)	