

Scrutiny Standing Panel Agenda



Customer Services and ICT Scrutiny Standing Panel Monday, 14th August, 2006

Place: Committee Room 1, Civic Offices, High Street, Epping

Time: 7.00 pm

Democratic Services Officer: S G Hill - Senior Democratic Services Officer
Tel: 01992 564249 Email: shill@eppingforestdc.gov.uk

Members:

Councillors Mrs M McEwen (Chairman), Mrs P K Rush (Vice-Chairman),
Councillor Mrs D Borton, R Church, M Cohen, P McMillan, Mrs C Pond, Mrs P Richardson,
Mrs P Smith, Mrs L Wagland and J M Whitehouse

<p>PLEASE NOTE THAT THIS MEETING IS OPEN TO ALL MEMBERS TO ATTEND</p>
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1. APOLOGIES FOR ABSENCE

2. NOTES OF THE LAST PANEL MEETING (Pages 3 - 4)

To consider and approve the notes of the last meeting of the Panel. (attached)

3. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

(Head of Research and Democratic Services) To report the appointment of any substitute members for the meeting.

4. DECLARATION OF INTERESTS

(Head of Research and Democratic Services). To declare interests in any items on the agenda.

In considering whether to declare a personal or a prejudicial interest under the Code of Conduct, Overview & Scrutiny members are asked pay particular attention to paragraph 11 of the Code in addition to the more familiar requirements.

This requires the declaration of a personal and prejudicial interest in any matter before an OS Committee which relates to a decision of or action by another Committee or

Sub Committee of the Council, a Joint Committee or Joint Sub Committee in which the Council is involved and of which the Councillor is also a member.

Paragraph 11 does not refer to Cabinet decisions or attendance at an OS meeting purely for the purpose of answering questions or providing information on such a matter.

5. TERMS OF REFERENCE / WORK PROGRAMME (Pages 5 - 6)

(Chairman/Lead Officer) The Overview and Scrutiny Committee has agreed the Terms of Reference of this Panel and associated Work Programme. The current programme is attached..

6. WEBCASTING PILOT (Pages 7 - 14)

(Head of Research and Democratic Services) To consider the attached report.

7. REPLACEMENT OF THE LOCAL TAXATION AND BENEFITS ICT SYSTEM (Pages 15 - 18)

(Head of Finance) To consider the attached draft Cabinet report.

8. E-GOVERNMENT (Pages 19 - 88)

(Head of ICT) To consider the attached report.

9. CORPORATE CONTACT CENTRE - PROGRESS REPORT

10. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE

To consider which reports are ready to be submitted to the Overview and Scrutiny Committee at its next meeting.

11. FUTURE MEETINGS

The next scheduled meeting of the Panel is on 16 October 2006 at 7.30 p.m.

EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF CUSTOMER SERVICES AND ICT SCRUTINY STANDING
PANEL
HELD ON MONDAY, 12 JUNE 2006
IN COMMITTEE ROOM 1, CIVIC OFFICES, HIGH STREET, EPPING
AT 7.00 - 9.13 PM

Members Present:	(none), Mrs P K Rush (Vice-Chairman), R Church, Mrs C Pond, Mrs P Smith, Mrs L Wagland and J M Whitehouse
Other members present:	Mrs D Collins, S Metcalfe and Mrs J H Whitehouse
Apologies for Absence:	Councillor Mrs D Borton, M Cohen and Mrs P Richardson
Officers Present	V Evans (Customer Services Manager, ICT), P Haywood (Joint Chief Executive), A Scott (Head of Information, Communications and Technology) and S G Hill (Senior Democratic Services Officer)
Also in attendance:	B Cox (Foresight Consulting)

1. NOTES OF THE LAST PANEL MEETING

The notes of the meeting of the ICT and E-Government Scrutiny Standing Panel held on 23 January 2006 were agreed.

2. WELCOME AND CHAIRMANSHIP OF THE MEETING

The Panel noted that Councillor Mrs K Rush had declined to chair the Panel and that Councillor Mrs McEwen (the Vice Chairman) had agreed to chair the meeting pending review by the main Scrutiny Committee. It was further agreed that Councillor Rush should be Vice Chairman for the meeting.

3. SUBSTITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

No substitutes had been appointed.

4. DECLARATION OF INTERESTS

No declarations of interest were made.

5. TERMS OF REFERENCE / WORK PROGRAMME

The Terms of Reference and Work Programme were noted. The next IEG return would v=come to the next Panel meeting.

6. CUSTOMER SERVICES TRANSFORMATION PROGRAMME (CSTP) - PROGRAMME PLAN

The Panel received a presentation from Foresight Consulting on the proposed phased implementation of the Customer Contact Centre. The Panel also received a report to the Cabinet on the proposed implementation plans and it's financing.

The Panel made the following comments on the report:

- (1) The Cabinet should consider how the Council interacts with Parish and Town Councils once the Contact Centre is established;
- (2) The Cabinet should consider how the customer facing aspects of main contractors (e.g. waste collection, leisure centres) will work to ensure that there is a defined 'hand-off' of enquiries, without customers being passed back and forth between the Council and the contractor and that the existence of the centre be taken into account whenever future contracts are developed or renewed;
- (3) That the Project Board give careful consideration to the separation of business and customer calls to ensure smooth implementation;
- (4) The public information and relations aspects to the new contact centre should be included in the proposed implementation plan;
- (5) There needs to be careful consideration to the type of staff that are to be employed in the contact centre, particularly not under-estimating the salaries of such staff;
- (6) That the Head of Human Resources should bring forward his plans for staff consultation and plans for staffing aspects of the centre for the Panel to consider;
- (7) That members of the Scrutiny Panel should be involved in any proposed visits to other authority contact centres;
- (8) That it is important that the contract and programme plan for the programme be constructed in such a way to provide sensible 'break' points;
- (9) That the Scrutiny Panel be involved in determining the 'customer experience';
- (10) That the choice of consultants to the project is crucial to its success;
- (11) That the report should give a greater idea of the gains in implementing the centre and give clarity to the key decision points of the programme; and
- (12) That the Cabinet should consider recommending the supplementary estimates to the Council for approval in stages.

It was noted that the report would now stand referred to the Cabinet. Further reports would be made to the Panel at each meeting. It was agreed that dates for member visits would need to be arranged as soon as possible.

7. REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE

- (i) Customer Contact Centre – Progress.

8. FUTURE MEETINGS

Noted that the next scheduled meeting was on 14 August 2006 at 7.00 p.m.

Overview and Scrutiny Work Programme – 2006/07
(Extract) As at August 2006

Item	Report Deadline/Priority	Progress/Comments	Programme of Future Meetings
<i>Customer Services and ICT Standing Panel</i>			
(1) Customer Contact Centre		Report on Customer Services Transformation Programme Plan considered on 12 June 2006	14 August, 16 October, 12 December 2006, 7 February, 19 April 2007.
(2) Review of Council's IEG Strategy		Report on IEG6 to be submitted to the Panel in Summer 2006	

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Report to Customer Services and ICT Panel

Date of meeting: 14 August 2006

Portfolio:

Subject: Webcasting Pilot

Officer contact for further information: S G Hill

Committee Secretary: S G Hill (ext 4249)

SCRUTINY



Recommendations/Decisions Required:

- (1) To receive a progress report on the Webcasting Pilot;
- (2) To consider the proposed protocol on the Webcasting system and recommend its adoption with amendments as considered necessary;
- (3) To consider measures to be introduced for planning meetings; and
- (4) To receive an evaluation of the pilot at the Panel meeting on 12 December 2006 with view to considering options for any continuation of the webcasting contract for further periods.

Report:

1. The Council decided that in order to increase public access to its democratic process and agreed to implement a webcasting pilot, as part of its 2005/6 e-Government Strategy, for a period of one year by entering into a service contract with a specialist webcasting company. The value of this leasing contract was also agreed at the time and set at £17,000.
2. Since that decision officers have progressed the pilot by:
 - (i) negotiating and completing a contract for the pilot;
 - (ii) overseeing the technical installation of the webcasting system including its fixed installation in the Council Chamber;
 - (iii) implementing officer training for webcast operators;
3. The system is now live and ready to use. It is the intention that "soft" testing will commence in August with a publicised launch in September at a Full Council meeting.
4. Simon Hill, Senior Democratic Services Officer, will be present at the meeting to explain the system to members and to talk through some of the implications for the council in introducing this technology.

Protocol and Advice to the Public

5. A draft protocol (attached) has been developed to set out the main provisions including suspension of webcasts. In essence, the Research and Democratic Services will agree with the Chairman that a meeting will be webcast. This is then "booked" with the service provider Public-i. the webcast will then proceed with suitable warning notices placed on the agenda for that meeting and inside and outside the meeting room and the Chairman will make an announcement at the start of the proceedings.

6. The Chairman will have the discretion to terminate the webcast as set out in the protocol. Additionally, the Monitoring Officer will have a role in determining whether webcasts are subsequently removed from the archive of available meetings.

7. Members are asked to comment on the proposed protocol.

8. As part of the pilot will include Planning Subcommitte(s) a revised advice sheet has been developed particularly aimed at avoiding defamation at meetings. This also attached for members comments..

EPPING FOREST DISTRICT COUNCIL

**PROPOSED PROTOCOL FOR
WEBCASTING OF COUNCIL AND OTHER
MEETINGS**



Epping Forest District Council

Introduction

The Council has agreed that certain meetings should be the subject of live web transmission ('web casting'), or recorded for subsequent transmission. Fixed cameras are located within the Council Chamber for this purpose and there is a mobile unit for use in other locations

This protocol has been produced to assist the conduct of web cast meetings and to ensure that in doing so the Council is compliant with its obligations under the Data Protection Act 1998 and the Human Rights Act 1998. Accordingly the following will apply to all meetings to be web cast by the Council:-

Main provisions:

1. The Chairman of the meeting has the discretion to request the termination or suspension of the webcast if in the opinion of the Chairman continuing to webcast would prejudice the proceedings of the meeting.

This would include:

- (i) Public disturbance or other suspension of the meeting;
- (ii) Exclusion of public and press being moved and supported;
- (iii) Any other reason moved and seconded and supported by the Council/Committee or Subcommittee.

2. No exempt or confidential agenda items shall be webcast.

3. Subject to paragraph 4 below all archived webcasts will be available to view on the Council's website for a period of six months. Council meetings are recorded onto DVD, which will be stored in accordance with records management procedures.

4. Archived webcasts or parts of webcasts shall only be removed from the Council's website if the Monitoring Officer considers that it is necessary because all or part of the content of the webcast is or is likely to be in breach of any statutory provision or common law doctrine, for example Data Protection and Human Rights legislation or provisions relating to confidential or exempt information.

If the Monitoring Officer has decided to take such action she must notify all elected Members in writing as soon as possible of her decision and the reasons for it via the Bulletin

Council expects the Chair of the Council and the Monitoring Officer to ensure that Council meetings are conducted lawfully. Therefore, Council anticipates that the need to exercise the power set out above will occur only on an exceptional basis.

5. Any elected Member who is concerned about any webcast should raise their concerns with the Head of Research and Democratic Services

Agenda Front Sheets and Signage at Meetings

On the front of each agenda and on signs to be displayed inside and outside the meeting room there will be the following notice:-

WEBCASTING NOTICE

Please note: this meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed.

You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the Council's published policy.

Therefore by entering the Chamber and using the lower public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for web casting and/or training purposes. If members of the public do not wish to have their image captured they should sit in the upper council chamber public gallery area

If you have any queries regarding this, please contact the Senior Democratic Services Officer on 01992 564249.

Meetings of the Area Plans Subcommittees, District Development Control Committee, Licensing Committee and other 'Quasi Judicial' Hearings

In any correspondence notifying applicants, supporters or objectors of the meeting date on which an application will be heard, the following advice will be included if the particular meeting has been chosen to be web cast:-

"Please note that Council meetings may be filmed for live or subsequent broadcast via the Authority's Internet site. If you do not wish the hearing of your application to be filmed, please contact the Senior Democratic Services Officer to discuss their concerns. The Council will not film speakers if they do not wish to appear in the webcast"

Conduct of Meetings

At the start of each meeting to be filmed, an announcement will be made to the effect that the meeting is being or may be web cast, and that the Chairman may also terminate or suspend the web casting of the meeting, in accordance with this protocol. This will be confirmed by the Chairman making the following statement:-

"I would like to remind everyone present that this meeting will be broadcast live to the internet and will be capable of repeated viewing.

If you are seated in the lower public seating area it is likely that the recording cameras will capture your image and this will result in the possibility that your image will become part of the broadcast.

This may infringe your human and data protection rights and if you wish to avoid this you should move to the upper public gallery."

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Advice to Public and Speakers at Council Planning Subcommittees

Are the planning meetings open to the public?

Yes all our meetings are open for you to attend. Only in special circumstances are the public excluded.

When and where is the meeting?

Details of the location, date and time of the meeting are shown at the top of the front page of the agenda along with the details of the contact officer and members of the Subcommittee. A map showing the venue will be attached to the agenda.

Can I speak?

If you wish to speak **you must register with Democratic Services by 4.00 p.m. on the day before the meeting.** Ring the number shown on the top of the front page of the agenda. Speaking to a Planning Officer will not register you to speak, you must register with Democratic Service. Speakers are not permitted on Planning Enforcement or legal issues.

Who can speak?

Three classes of speakers are allowed: One objector (maybe on behalf of a group), the local Parish or Town Council and the Applicant or his/her agent.

What can I say?

You will be allowed to have your say about the application but you must bear in mind that you are limited to three minutes and if you are not present by the time your item is considered, the Subcommittee will determine the application in your absence.

IMPORTANT

You should also be aware that the meeting may be webcast live and available for subsequent viewing. You must limit your speech to planning based arguments and avoid anything that could be considered defamatory.

Can I give the Councillors more information about my application or my objection?

Yes you can but it must not be presented at the meeting. If you wish to send further information to Councillors, their contact details can be obtained through Democratic Services or our website www.eppingforestdc.gov.uk. Any information sent to Councillors should be copied to the Planning Officer dealing with your application.

How are the applications considered?

The Subcommittee will consider applications in the agenda order. On each case they will listen to an outline of the application by the Planning Officer. They will then hear any speakers presentations. The order of speaking will be (1) Objector, (2) Parish/Town Council, then (3) Applicant or his/her agent. The Subcommittee will then debate the application and vote on either the recommendations of officers in the agenda or a proposal made by the Subcommittee. Should the Subcommittee propose to follow a course of action different to officer recommendation, they are required to give their reasons for doing so. The Subcommittee cannot grant any application, which is contrary to Local or Structure Plan Policy. In this case the application would stand referred to the next meeting of the District Development Control Committee.

Further Information?

Can be obtained through Democratic Services or our leaflet 'Your Choice, Your Voice'

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Report to Cabinet



***Report Reference: C/nnn/2006-07.
Date of Meeting: 4 September 2006.***

**Epping Forest
District Council**

Portfolio: Finance, Performance Management, and Corporate Support Services.

Subject: Replacement of the Local Taxation and Benefits ICT System.

Officer contact for further information: Bob Palmer (01992 – 56 4279).

Democratic Services Officer: Gary Woodhall (01992 – 56 4470).

Recommendations:

- (1) That, in accordance with the Corporate ICT Strategy, an in principal decision is made to replace the ICT system for the Local Taxation and Benefits service;**
- (2) That, quotations be obtained using the Catalist system that is managed by the Office of Government Commerce; and**
- (3) That a detailed report covering the financial implications of replacing the ICT system is submitted to Cabinet after quotations have been obtained.**

The Customer Services and ICT Panel considered this report at their meeting on 14 August. Panel's comments are contained within the consultation section of this report.

Report:

1. Cabinet agreed the Corporate ICT Strategy for 2006/2008 on 19 December 2005. The strategy highlighted that the e-Government initiative was starting to have wider implications on the technical design and capabilities of many Council core business systems. This is due to the requirements set down by Central Government to allow the 'citizen' to access information and carry out transactions directly through the Council's website without the need for officer intervention. The technologies required to support this way of providing services are not currently in place.
2. The first areas that are being target by this requirement are Housing Benefits and Council Tax/NNDR. The Council is required under the ODPM's 'priority service' outcomes to be in a position where it can offer its customers online access to individual benefit claims and Council Tax and NNDR account information (priority outcomes G11 and R11). Central Government is assisting in this process by providing a common method of authentication for customers across all Government agencies. This method of access and authentication is called 'Government Connect' and it is the same system that central government currently uses for authenticating people who submit online tax returns. This system will handle all the issues of authenticating identity and gives the Council the assurance that it is safe to let citizens access and view information and participate in transactions with regard to their Council Tax/Benefit account.

3. This is obviously a major change in the way the Council currently handles a customer's account where all current system access is done via an officer of the Council. However, the main issue for the strategy was the fact that the Council's Benefits and Council Tax/NNDR system (Orbis) was not designed to allow connection to the 'Government Connect' solution.
4. Given the above circumstances, the strategy concluded that the only viable way forward for the mandated requirement to be achieved was to change the current Benefits and Local Taxation System to one of the three currently 'Government Connect' compliant solutions. Therefore the Head of Finance, in consultation with the Head of ICT, was asked to review the current Benefits and Local Taxation System with a view to migrating to a new solution within the next 18 to 24 months; co-terminus with the end of the current contract for these systems.
5. A further concern that has arisen since the strategy review is that the only other English authority that used the Orbis system has now purchased an alternative system and is migrating off of Orbis. Scottish authorities predominantly use the Orbis system, and Epping Forest District Council now remains the only English local authority using the product. Whilst there are many similarities between the English and Scottish systems, there are different legislative requirements, particularly with Council Tax and National Non-Domestic Rates, which mean bespoke work has to be undertaken for Epping Forest as the only English local authority using Orbis. This is not acceptable in terms of risk management and also makes any development work cost-prohibitive. This has meant that the overall Orbis product has not developed in line with other systems on the market.

Procurement

6. Procurement like this would normally require an open tender exercise that was fully compliant with EU regulations. However, contract standing order C14 provides an exception for consortia, public supply agencies etc. This standing order states that "The procedures for invitation of tenders by the Council need not apply where special arrangements have been entered into by any consortium, collaboration or similar body of which the Council is a member or under which the Council is entitled to benefit by virtue of its status as a public authority." In accordance with contract standing order C14, the proposal here is to make use of the Catalist system.
7. Catalist is a catalogue based procurement scheme that was originally established in 1997 to provide public sector organisations with a simplified means of procuring a wide range of ICT services from a variety of providers. The scheme is now managed by OGCBuying.solutions, which is an executive agency of the Office of Government Commerce. Any public sector contracting authority can enter into the scheme and use the framework agreements to place orders. There is no limit on the value or number of orders that can be placed through the scheme as Catalist contracts were awarded in accordance with the EU Procurement Directives.
8. Procuring ICT services can be a time consuming and costly process. Catalist reduces the time and costs associated with procurement by offering a pre-tendered call off facility. The scheme provides the following benefits:
 - Compliance with EU procurement legislation
 - Ability to call off urgent requirements quickly
 - Ability to split large complex projects into manageable chunks
 - Competitive fee rates (regularly benchmarked by an independent specialist)

- Wide choice of skills and services across multiple categories
- Ease of ordering
- Sound contractual protection based on best practice
- E-commerce facilities
- Comprehensive management information

Statement in support of recommended action:

9. The recommended actions are necessary to comply with the Corporate ICT Strategy. The Council's licence to use the Orbis system expires on 30 June 2008 and so steps must be taken to procure and implement a replacement.
10. The use of Catalist is proposed here as a quicker and cheaper alternative to the traditional procurement model.

Options for Action:

11. The only other option would be to seek to extend the Orbis licence and not procure a replacement at this time. As Epping Forest District Council is now the only English authority using the system, it is quite possible that Anite would not wish to extend the licence as to do so would commit them to maintaining a system that is not economically viable. Even if it were possible to obtain an extension, to do so would place the Council in a very vulnerable position as the supplier could demand very high costs for developments that proved necessary to comply with English legislation. An extension would also go against the Corporate ICT Strategy and delay the achievement of priority outcomes.
12. The other procurement option would be to conduct a traditional tendering exercise. However, this would be a slower and more costly exercise and so is not recommended.

Consultation undertaken:

The Customer Services and ICT Panel considered this report at their meeting on 14 August 2006. The Panel's comments are:

Resource Implications:

Budget Provision: As stated in recommendation three, a full report on the financial implications will be made after quotations have been obtained. During the previous procurement exercise quotes ranging from £792,000 to £829,000 were obtained for a new system and the necessary data conversion exercise. It should be noted that these quotes also included a document management system, and as [Anite@Work](#) has now been adopted as the corporate ERDMS this requirement will not be included again. To help finance any purchase £240,000 of Implementing Electronic Government funds are available.

Personnel:

Land: Nil.

Community Plan/BVPP reference: CP3 (a) and CP3 (c).

Relevant statutory powers: N/A.

Background papers: None.

Environmental/Human Rights Act/Crime and Disorder Act Implications: None.

Key Decision Reference (if required): N/A.

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Customer Services and ICT Scrutiny Standing Panel



**Epping Forest
District Council**

Date of meeting:

**Portfolio: Customer Services, Media, Communications and ICT
Cllr S Metcalfe**

Subject: e-Government

Officer contact for further information: Adrian Scott – Head of ICT

Committee Secretary:

Recommendations/Decisions Required:

To note the IEG 6 Government Return that was submitted to the Office of the Deputy Prime Minister (ODPM) on 10th April 2006 (Appendix 1).

To note the Council's progress in delivering the requirements of the priority service outcomes (Appendix 1 – Section 1) and the BVPI 157 (Appendix 1 – Section 3) as reported in the IEG return.

To note and consider the outstanding 'priority service outcome' and BVPI indicators (Appendix 2)

To note the Council's e-Government Strategy (Appendix 3).

To note and consider the introduction from Central Government of the National e-Service Delivery Standards and the introduction of the recently announced "Transformational Government" strategy.

Report

1. Central Government started the e-Government initiative in October 2001. The main focus for this initiative is to use modern information and communication technology (ICT) to improve the quality, efficiency and accessibility of public services.
2. Central Government, in order to monitor progress with the e-Government initiative and assess the required level of capital grants to support it, has placed a duty on all local authorities to produce an annual IEG Government return that sets the Council's current status for electronically enabling 100% of all interactions with the Public by March 2006. The return process is completed electronically online in a prescribed format.
3. The IEG Government return has in the past been the mechanism that allowed all local authorities to gain access to Central Government funding by way of the IEG capital grant. These grants and the e-Government initiative have now come to an end (March 2006) and the Council will not be required to submit any further IEG returns. The Department for Communities and Local Government (DCLG) is now using the IEG6 return as a key reference document in the audit process for assessing how related grant funding has been used.
4. The two major elements of the IEG return are firstly the Best Value Performance Indicator 157 (percentage of e-enabled interactions) this has a prescribed list of interactions; know as the Local Government Service List (LGSL). This list was formulated by Central Government and

the Improvement and Development Agency (IDeA). The LGSL contains all interactions that Central Government believe that Local Authorities should or could deliver electronically. The LGSL contains over 1000 interactions but many are not applicable to a District Council and these have been removed from the local list. The number of interactions now measured under BVPI157 total 550. The Council has, as of the 31st March 2006, electronically enabled 98% of these. The remaining 2% (13 interactions – appendix 2) that remain outstanding are being considered for enabling by the service areas responsible for delivery. The DCLG have given notice that BVPI 157 is no longer required and that it has been deleted from the national BVPI's for 2006/7.

5. The second major element of monitoring is the “Priority Service Outcomes” for e-Government. This is a list of some 78 e-Government priorities that are focused on direct outcomes. This list, again, sets out how Central Government sees e-Government being implemented in Local Authorities. This list is broken down into 3 categories; Required, Good and Excellent. The DCLG expects Local Authorities to deliver all the “required” and “good” categories by December 2005. Many Local Authorities have complained at the late introduction of “priority outcomes” (September 2004) and many do not believe at this late stage in the initiative that 78 new targets can be accommodated into their current e-Government plans. Members will see from the return that the Council has made good progress in addressing many of these priority outcomes. However, with the e-Government initiative coming to end it is unclear if any further monitoring of priority outcomes will be undertaken by central government.
6. The current IEG6 Government return is attached as appendix 1. This includes the Council current progress with “Priority Service Outcomes” and the BVPI 157 performance indicator.
7. The current e-Government Strategy is attached as appendix 3 for information.

What's Next? - Transformational Government

8. In November 2005 the Cabinet Office published a report entitled ‘Transformational Government (TG) enabled by Technology’ (previously circulated). Transformational government is effectively about transforming public services as citizens receive them and demonstrating how technology can improve the corporate services of government so more resources can be released to deliver ‘frontline’ services. This central government vision is almost identical to the e-Government vision introduced 4 years ago. However the focus has changed from introducing new technology, to using the now established technology to deliver a real improvement of both service delivery and the efficiency of administering the whole organisation. Also, there is clear message within the strategy that the real benefits will only be achieved through more joint delivery of services and the use of other service providers such as voluntary ‘third sector’ services.
9. In March 2006 the Government published the implementation plan to support the TG report. The plan includes a timetable for various action to be undertaken by central government departments as well as other public bodies including Local Government. Although at this stage it is unclear what the direct impact this will have on a District Council, it is clear that the TG agenda will have direct links to the Local Government White Paper that is due for publication in the autumn.
10. To support the main service improvement aims of TG the DCLG have been working closely with the IDeA to produce a set of Local Government e-Service Delivery Standards (NeSDS). The DCLG and IDeA believe that any Local Authority that is able reach the ‘excellent level’ defined in the NeSDS will have taken their organisation through a ‘transformation programme’ to achieve it and will be ready to engage fully with the TG agenda.
11. The first draft of the NeSDS's have now been published and are being considered by the Council's Website Development Board (Officer group) that reports to the Management Board. The date for the final version of these standards has not yet been confirmed. It is proposed that

the Head of ICT should report back to this panel with an impact assessment of adopting these standards after the final versions are published. To give an example of the approach taken within these standards the NeSDS for customer services is attached as appendix 4.

12. The Council has now received formal notice (25/7/2006) from the DCLG of Central Governments intention to move forward with its TG agenda. At this point it has set out the three key themes of TG that are:

- Services designed round the needs of citizens and businesses
- Shared services delivery
- Professionalism of ICT delivery

The DCLG is inviting all Local Authority Chief Executives, senior decision and policy makers to consultation events in the autumn 2006 to discuss the implications of the Transformational Government strategy on local government. The results of the consultation will be published and used to inform the next steps in implementation planning.

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IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG6)

"Meeting the targets for e-government"

Name of Authority: Epping Forest District Council

IEG Contact Name: Adrian Scott

Email: ascott@eppingforestdc.gov.uk

Telephone No: 01992 564457

Local Context

Epping Forest District Council is based on the London fringe and as a result has an urban/rural split community. This presents the Authority with different issues in terms of service delivery through its current channels and one that E-government may address to the benefit of all.

The Council is committed to achieving Central Government's target date of March 2006 for 100% electronic service delivery (ESD), but must point out that this will be done in accordance with the Council's own economic policies and business case justification. Central Governments capital based IEG grants are assisting the Council in implementing various new channels of access but this capital spend also puts considerable strain on the Councils limited revenue budgets. Obviously all E-government projects that are put forward will be subject to the resources available. Therefore the 100% target is very much determined locally by balancing both the customer needs and the economic reality of a District Council.

The Council's E-Government plan for 2005/6 is based on the many initiatives that are currently underway within the organisation. The plan is being achieved through a 'step by step' approach that allows each initiative to demonstrate its benefits and act as a pilot for later corporate adoption. This methodology has ensured that large investment is not made until clear corporate benefits can be realised. This is critical for a small organisation like Epping Forest District Council that suffers from limited resource and diverse business needs.

Central to the Council's strategy for e-government is the Essex Online partnership (EOLP) comprising of all District and Borough councils in the County, Essex Police, Essex Fire and Rescue, the Strategic Health Authority and the County Council. The aim of EOLP is for effective and joined up local government services making them more convenient and straightforward to use and access online, by collaboration we aim to reduce and share the costs of implementing e-government. The joint programme of work has contributed to;

- An integrated and secure County data infrastructure so we can share data and information about our customers and our services between our organisations
- Joining up our various customer services functions by integrating our telephony systems and establishing standards for the sharing of customer information
- Helping to drive forward the take-up of electronic procurement so we can purchase goods and services more effectively and more cheaply, this has also resulted in an improved Merchant Traders interest rates for all authorities.
- Tackling the issue of Broadband availability and promoting it as an enabler of e-government.

The Council believes that E-Government will lead to far more effective service delivery and can in the medium to long term deliver real efficiencies across the whole Local Government sector.

The Council's main E-Government projects for 2005/6 are:

Corporate Customer Contact Centre development. This new access channel will offer various access methods ranging from 'face to face' to internet self service. All access methods will be supported by a corporate Customer Relationship Management (CRM) system that is integrated (at the appropriate

level) into all of the relevant existing 'back office' ICT systems. This new single method of managing customer contact will offer significant improvements to the efficiency and effectiveness of the Council.

Implementation of an Electronic Records and Document Management System to enable all Council records to be made available in an electronic form. This project will ensure that records can be accessed easily and consistently across all services areas. This will not only streamline back office activity but will allow the far greater access to information by the public and other agencies.

Our successes during 2005/6 have to date involve mainly paper saving. For example, presenting council minutes and agendas online has already made some officer efficiency gains and saved money on our print bill. The same is true in making leaflets and information available online. Information is also more easily accessible, even out of normal office hours, via the website, which also allows residents and visitors to feedback comments and complaints. This in turn relieves some of the volume of phone calls we receive, although this is of course reliant on external factors.

The most important future benefit for citizens is access. A combination of an e-enabled website and contact centre will mean that citizens can gain access to information and services at any time, and also have most of their queries dealt with by the first person they speak to.

We have already begun promoting the website by adding the website address to all branding (for example, on the front of new refuse wheelie bins). We are also trying to create a more 'sticky' website by providing information beyond our own service such as local traffic news, news, weather, etc. This will hopefully make the site a first stop for anyone requiring local information and make using the site more natural for citizens

Section 1 - Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005. See <http://www.odpm.gov.uk/index.asp?id=1002882&PressNoticeID=1546> and <http://www.idea.gov.uk/knowledge>.

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
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.	Amber 01/07/2005	Amber 01/07/2005
	Comment: Owner: Essex County Council (ECC) - Category: Building on ECC projects. Essex County Council will be testing the new online schools admission at the beginning of April with a go live date of May. Currently there are downloadable application packs on the Essex County Councils website. Partners will deep link to the new online admissions portal.	
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 01/08/2005	Green 01/08/2005
	Comment: Owner: ECC - Category: Building on ECC projects. Essex County Council has made this information available on the ECC website, EOLP partners are linking to it.	
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	Green 01/01/2004	Green 01/01/2004
	Comment: Owner: ECC - Category: Building on ECC projects. : An e-enabled contact centre for schools is in place; this will be integrated with the ECC web site and the planned online schools admissions portal. EOLP partners are linking to this using Featurenet connectivity which saves the citizen re-dialling.	
If already 'green' on R1, R2 & G1 above please comment on E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.	Comment: (E1) ECC is measuring the take up of online school admissions from Feb 2006 as well as the educational attainment for Looked After Children.	
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 (see www.laws-project.org.uk).	Green 01/12/2005	Green 01/12/2005
	Comment: Owner: Joint - Lead: ECC Category: Feasibility Study. EOLP has adopted the Encore A-Z tool. Launch of the generic Essex version on the EOLP Portal took place in July 2005. Customisation for individual partners is currently under way. www.essexonline.gov.uk www.essexinfo.net	
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.	Green 31/12/2005	Green 31/12/2005
	Comment: Owner: Joint - Lead: ECC Category: New Project. Essex County Council as the lead authority is planning to implement the Integrated Children System, for which it has gained Beacon Status, with its partners across the County. As part of this, partners are using the Essex Extranet and secure e-mail for the exchange and sharing of information. However we are waiting for clarification on the ISA from the DfES before fully committing to any final technical solution.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
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.	Green 31/07/2005	Green 31/07/2005
	Comment: Owner: Joint - Category: New Project. Working with community services. Essex County Council is leading on the Encore Community Publish Solution and is hosting this for the EOLP partners. This also includes the promotion of job vacancies and events. www.essexinfo.net	
If already 'green' on R3, R4 & G2 above please comment on E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. Otherwise you may leave this row blank.	Comment: Owner: Joint - Category: Building on existing projects. EOLP is aiming to baseline the customer satisfaction response on "quality and accessibility of information on local organisations, clubs and groups", setting a target for improvement. Cost savings will be measured through consultation with organisations, clubs and groups on their perceived savings. Savings to the councils will be measured through collaboration of consultation.savings. Savings to the councils will be measured through collaboration of consultation.	
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 30/06/2005	Green 30/06/2005
	Comment: Owner: Epping Forest District Council - Category: New Project. The Council has implemented a solution from NTE called 'Modern.Gov' to address this issue locally. EOLP is investigating the best way to deep link to each others information.	
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.	Green 31/12/2005	Green 31/12/2005
	Comment: Owner: Epping Forest District Council - Category: New Project. The Council can offer Members this facility through its Committee Management System (Modern.Gov). Other EOLP partners are providing this through the Encore solution essexinfo.net	
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 01/05/2005	Green 31/03/2006
	Comment: Owner: Joint - Category: New Project. Essex County Council is leading on work that will be completed on a dedicated e-consultation web site to be used in partnership with other Essex Local Authorities and voluntary organisations. Currently online consultations are conducted on an ad-hoc basis.	
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Amber 01/05/2005	Amber 01/05/2005
	Comment: Owner: Epping Forest District Council - Category: New Project. The Council is currently implementing a webcasting solution from Ukcouncil. The Council is also making multimedia available to citizens via its website	
If already 'green' on R5, R6, G3 & G4 above please comment on E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. Otherwise you may leave this row blank.	Comment: Owner: Joint - Category: Building on existing projects. Uttlesford District Council are leading on a Stansted Online Consultation, which will involve EOLP partners by the end of Q3 2006	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
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).	Green 31/12/2005	Green 31/12/2005
	Comment: Owner: Epping Forest District Council - Category: Building on baseline projects. EOLP partners will make use of the Essextranet for secure communications. The Council has made available a number of e-forms to address the basic parts of this requirement and is currently considering the benefits of PARSOL compared with an online solution from Northgate the supplier of its Environmental Services System to address this issue.	
R8 Online receipt and processing of planning and building control applications.	Green 01/09/2005	Green 01/09/2005
	Comment: Owner: Epping Forest District Council - Category: New project. The Council has implemented a new Planning and Land Charges solution (Northgate) to address this issue.	
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber 01/04/2005	Green 31/03/2006
	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. The Council is considering the use of MapInfo to address this issue. This product will enable all appropriate Council GIS based data to be access by the public. EOLP is sharing non personal information that can be shared under the existing Essex Trust Charter.	
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Amber 01/12/2005	Green 31/03/2006
	Comment: Owner: Joint - Category: Building on existing projects. ECC Trading Standards are involved with the Regional and National projects for sharing information, as well as sharing information with their colleagues in the districts. The EOLP are investigating how GC can be used to facilitate the business processes between Trading Standards and Environmental Health. EOLP Partners are linking to the ECC website. http://www.essexcc.gov.uk/vip8/ecc/ECCWebsite/dis/gui.jsp?channelOid=16786&guideOid=18266 .	
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.	Green 01/09/2005	Green 01/09/2005
	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. The Council has selected Northgate to provide a Planning and Land charges system (R8) that will integrate with the existing Northgate Environmental Services System (regulation and licensing function). EOLP is using the Essextranet for secure messaging. EOLP has developed an information sharing protocol (The Essex Trust Charter).	
If already 'green' on R7, R8, G5, G6 & G7 above please comment on E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. A Baseline will be set on satisfactory implementation of the integrated MVM solution.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green 31/03/2005	Green 31/03/2005
	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. The Council has implemented a Purchase Order Processing System (POPS) as part of its Cedar E-Financials solution. PSA target to get 100% e-procurement by April 2005. EOLP has reached its target. The Council is now enhancing its e-procurement activity with the implementation of the IDEA Essex Market Place solution.	
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).	Amber 01/10/2004	Amber 01/10/2004
	Comment: Owner: Epping Forest District Council - Category: Feasibility Study The EOLP are to pilot work to assess how a 'single business account' (SBA) can be used between County and the Districts. This pilot will also consider the use of GC to assist the solution. The Council is currently establishing the framework for a corporate contact centre that would include the required environment for a 'single business account'. However, a clear business case for the SBA would be required before any further investment is made in this area.	
G9 Regional co-operation on e-procurement between local councils.	Green 01/05/2004	Green 01/05/2004
	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. The Council is a member of the Procurement Agency for Essex (PAE) that has been established to ensure procurement is managed as an Essex wide activity. EOLP is actively taking part in other regional activities.	
If already 'green' on R9, G8 & G9 above please comment on	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. The Council is currently implementing the Essex "marketplace". This is a local Essex version of the IDEa marketplace product.	
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;	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. EOLP partners taking part in the Essex "marketplace" are already carrying out a 6 monthly survey, measuring e-enabling activities and have completed a supplier engagement programme which communicated the benefits of e-procurement which is in line with those EOLP partners' objectives for economic development and regeneration.	
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	Comment: Owner: Epping Forest District Council - Category: Sharing experience. The Council will set its individual baseline and methods for tracking, setting targets and monitoring improvements. EOLP partners will share their experiences.	
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).	Green 31/03/2005	Green 31/03/2005
	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. The Council has established an automated (24 Hour) telephone payment service and has implemented an e-paments solution (Capita). EOLP is working with the recently released ROI model and Business Case Template to develop the EOLP Business Case for Government Connect for consideration by the Essex Chief Executives. This is linked to G8, R11, R23 and R27	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
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 01/04/2005	Amber 01/04/2005
	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. In line with the direction the Essex Chief Executives Association has set, EOLP is actively constructing a business case for Government Connect, focussed on better services to the Essex citizen and in support of transformational government targets including Gershon Efficiency savings. EOLP partners have all signed up for Government Connect and are working with a commercial sponsor to gain pilot status as an early adopter The Council is currently considering options to replace its Council Tax and Benefits system from its current supplier Anite PS in order to add this functionality. This solution would need the e-authentication system to be operation before implementation could start. This is linked to G8, R10, R23 and R27	
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber 01/04/2005	Amber 01/04/2005
	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. The Council is currently considering the best method to demonstrate both efficiency and savings.	
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/04/2005	Amber 01/04/2005
	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. In line with the direction the Essex Chief Executives Association has set, EOLP is actively constructing a business case for Government Connect, focussed on better services to the Essex citizen and in support of transformational government targets including Gershon Efficiency savings. EOLP partners have all signed up for Government Connect and are working with a commercial sponsor to gain pilot status as an early adopter.	
If already 'green' on R10, R11, G10 & G11 above please comment on	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. EOLP partners will share their experiences.	
E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).		
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment: Owner: Joint - Category: Building on existing projects. EOLP is going to evaluate the use of the ECC smartcard system.	
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment: Owner: Epping Forest District Council - Category: Sharing Experience. The Council will baseline its transaction costs and set targets to reduce the costs	
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 30/11/2004	Green 30/11/2004
	Comment: Owner: ECC - Category: Sharing experience. : EOLP partners are providing a link to the County's ELAN system which delivers this priority outcome. http://essexlibraries.essexcc.gov.uk/evs-app/Vubis.csp	
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 01/04/2005	Amber 01/04/2005
	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. The Council is currently outsourcing its Leisure Management function and the new provider (SLM Leisure) will provide a booking system. EOLP is investigating the best way to deep link to each others on line services.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
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.	Amber 01/04/2005	Amber 01/04/2005
	Comment: Owner: Joint - Category: Build on ECC smartcard project. Leading on this, Essex County Council has an integrated ICT system in Libraries to assist in the delivery of the service through mixed access channels. The Council is rolling out or piloting RFID, Smart Cards and electronic payments for Libraries to efficiently meet citizens requirements.	
If already 'green' on R12, R13 & G12 above please comment on E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment: Owner: Epping Forest District Council - Category: Build on existing projects. EOLP partners are aiming to measure the on line take up of sports, library and leisure facilities, making use of customer tracking on a CRM type system or other type of functionality. EOLP is aiming to measure the customer satisfaction around the on line facilities as well as the cost savings balanced against alternative methods.	
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.	Green 01/12/2005	Green 01/12/2005
	Comment: Owner: ECC - Category: Sharing experience. EOLP Partners are linking to ECC micro site. http://www.essexcc.gov.uk/microsites/travel/public.htm and can also link to the national solution www.transportdirect.info	
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.	Amber 01/06/2005	Green 31/03/2006
	Comment: Owner: Joint - Category: Feasibility study. ECC are leading on work that will be completed on a dedicated e-consultation web site to be used in partnership with other Essex Local Authorities and voluntary organisations. Online consultations currently take place on an ad-hoc basis but will be replaced by a dedicated consultation web portal in May 2006.	
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.	Amber 01/04/2005	Amber 01/04/2005
	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. The Council is considering this issue with its parking provider(outsourced). EOLP are investigating the best way to deep link to each others on line services.	
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 01/01/2004	Green 01/01/2004
	Comment: Owner: ECC - Category: Building on existing project. Partners are linking to ECC micro site. http://www.essexcc.gov.uk/microsites/travel/public.htm	
If already 'green' on R14, R15, G13 & G14 above please comment on E12 Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment: Owner: Joint - Category: Building on existing projects. EOLP is aiming to baseline the customer satisfaction response in line with BVPI 103, on operational efficiency of the local transport service and set targets and standards. EOLP partners will monitor and publicise the standards.	
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.	Amber 01/10/2004	Amber 01/10/2004
	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. The Council is currently establishing the framework for a Customer Services Transformation Programme (CSTP) that would introduce CRM software. This The CRM software would link together existing technology to address this requirement. (see G8 and R11)	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
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.	Green 30/11/2005	Green 30/11/2005
	Comment: Owner: Epping Forest District Council - Category: New Project. The Council has made available online a Benefits Calculator. Benefit claim forms are available online for download.	
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 01/04/2005	Green 31/03/2006
	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. The Council is currently implementing a Benefits remote working system from its current software supplier Anite PS. This is being supported by DWP funding.	
If already 'green' on R16, R17 & G15 above please comment on	Comment: Owner: Epping Forest District Council - Category: Sharing Experience. The Council will e-enable the processing of Council Tax and Housing Benefits claims in line with BVPI 78, relating to the speed of processing and the renewals process. EOLP partners will share experiences.	
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 you may leave these rows blank.	Comment: Owner: Joint - Category: Building on existing projects. EOLP partners will put systems in place to ensure that once a claimant has been found eligible for Council Tax Benefit or Housing Benefit they will automatically be pre-qualified to receive other council-administered entitlements that apply to them, triggering automatic applications for services such as School Uniform Grants and Free School Meals. EOLP partners will be using Essextranet for secure messaging. EOLP are also investigating the best way to deep link to each others services. EOLP has developed an information sharing protocol (Essex Trust Charter).	
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 01/01/2002	Green 01/01/2002
	Comment: Owner: ECC - Category: Building on existing projects. : EOLP partners are linking to ECC website Vulnerable adults and Vulnerable children information. The information covers access to general social care information as well as information about the protection of children and adults. Vulnerable Adults http://www.essexcc.gov.uk/vip8/ecc/ECCWebsite/dis/gui.jsp?channelOid=15176&guideOid=20056&oid=20056 Children http://www.essexcc.gov.uk/vip8/ecc/ECCWebsite/dis/gui.jsp?channelOid=14181&guideOid=14859&oid=14859 Services for Children and Young People http://www.essexcc.gov.uk/vip8/ecc/ECCWebsite/display/channels/children_young_people_channel_686074_HealthAndCaring/index.jsp Services for people over 18 years of age General Information http://www.essexcc.gov.uk/vip8/ecc/ECCWebsite/display/channels/getting_a_community_care_service_channel_575961_HealthAndCaring/index.jsp	
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.	Green 01/10/2002	Green 01/10/2002
	Comment: Owner: ECC	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G16 Systems to support joined-up working on children at risk across multiple agencies.	Amber 01/12/2004	Amber 01/12/2004
	Comment: Owner: Joint - Lead ECC - Category: Feasibility study. This will be met by the use of the Essex Extranet and the NHSnet code of connection to exchange secure information. However we are waiting for clarification on the ISA from the DfES before fully committing to any final technical solution. Essex has recently obtained Beacon Status, with its partners, for its Integrated Childrens Services	
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber 31/03/2005	Amber 31/03/2005
	Comment: Owner: Joint - Category: Feasibility study. All local authorities have signed up to the Protection of Vulnerable Adult Scheme and we are working with our health partners on joint assesments as part of the NHS Connecting for Health programme that includes mobile working pilots. However this target is dependant on the timelines of the DfES integrated Children's System and the DOH SAP projects.	
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 you may leave this row blank.	Comment: Owner: ECC - Category: Building on existing projects. ECC will be measuring customer satisfaction in the social care area and agree a baseline and targets for improvement in the percentage of users/carers who said they got the help they needed quickly in line with BVPI 157. Customer satisfaction information will be published on the council website. The www.essexonline.gov.uk portal is deep linking to partners' on line services.	
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 31/10/2002	Green 31/10/2002
	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. The Council has provided email and internet access for all staff who have access to a computer. Members currently have access to two PC's in the members room that has internet and Email access if required.	
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green 31/12/2005	Green 31/12/2005
	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. The Council has in place the ICT infrastructure for home/remote working. This is currently used by staff and suppliers of Council services. The Council has established both a Remote Working and Home Working Policy. EOLP partners are looking at ECC's work life balance policies and await the update following DTI advice, then they can make use of parts or whole of the policies where needed.	
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.	Green 31/12/2005	Green 31/12/2005
	Comment: See comments in R21	
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 01/04/2001	Green 01/04/2001
	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. The Council has implemented a comprehensive corporate training programme that covers all aspects of Local Government training. The Council accesses the ECDL programme through ECC Human Resources team with funding from the Learning & Skills Council making it a very cost effective option.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<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>Comment: Owner: Epping Forest District Council - Category: Sharing Experiences. Essex County Council and Castle Point District Council are exploring possibilities of shared facilities. Partners will build on this experience.</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>	<p>Amber 01/04/2005</p>	<p>Amber 01/04/2005</p>
	<p>Comment: Owner: Joint - Category: Building on existing projects. The Council is currently establishing the framework for a Customer Services Transformation Programme (CSTP) that will include the option for extended hours of service. The EOLP A-Z services/Search delivered by Encore will aid this priority outcome as offering the citizen a way to discover what online services exist and dropping users off at the point of transaction This is linked to G8, R10, R11 and R27 .</p>	
<p>R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.</p>	<p>Green 01/10/2002</p>	<p>Green 01/10/2002</p>
	<p>Comment: Owner: Epping Forest District Council - Category: New Project. The Council has implemented a corporate content management system from Harlequin Ltd (Punch).</p>	
<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>	<p>Amber 01/04/2005</p>	<p>Green 31/03/2006</p>
	<p>Comment: Owner: Epping Forest District Council - Category: New Project. The Council will consider ISO 15489 as part of its ERDMS implementation. The Council has selected a system from Anite PS (Anite@work).</p>	
<p>G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).</p>	<p>Green 01/10/2002</p>	<p>Green 01/10/2002</p>
	<p>Comment: Owner: Epping Forest District Council - Category: Building on existing projects. The Council Content Management System complies with this standard.</p>	
<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>	<p>Green 01/04/2002</p>	<p>Green 01/04/2002</p>
	<p>Comment: Owner: Epping Forest District Council - Category: Building on existing projects. The Council requires all new systems (since April 2002) to comply with these standards. The Council is not attempting to gain compliancy with older legacy systems.</p>	
<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 you may leave this row blank.</p>	<p>Comment: Owner: Epping Forest District Council - Category: Sharing experience. EOLP partners will define a series of criteria to measure efficiency savings from improving accessibility to council services. EOLP partners are sharing experiences in how to achieve this.</p>	
<p>R25 Online publication of Internet service standards, including past performance and commitments on service availability.</p>	<p>Amber 01/08/2005</p>	<p>Amber 01/08/2005</p>
	<p>Comment: Owner: Epping Forest District Council - Category: Sharing experience. EOLP partners are sharing experiences in how to achieve this. The Council will consider this requirement during 2006.</p>	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
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 01/04/2004	Green 01/04/2004
	Comment: Owner: Epping Forest District Council - Category: New Project. The Council has implemented a system to monitor performance of its corporate website. EOLP partners are sharing experiences in how to achieve this.	
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 01/04/2005	Green 31/03/2006
	Comment: Owner: Epping Forest District Council - Category: New Project. EOLP partners are sharing experiences in how to achieve this.	
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Amber 01/04/2005	Green 31/03/2006
	Comment: Owner: Epping Forest District Council - Category: New Project. EOLP partners are sharing experiences in how to achieve this.	
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 you may leave this row blank.	Comment: EOLP partners will define a series of criteria to measure efficiency savings from the migration of local authority business from conventional to e-access channels. EOLP partners will share experiences in how to achieve this.	
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 customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Amber 01/04/2005	Amber 01/04/2005
	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. The Council is currently establishing the framework for a Customer Services Transformation Programme (CSTP). This requirement will be addressed by the implementation of an appropriate CRM system as part of this project. This is linked to G8, R10, R11 and R23. EOLP partners are sharing experiences in how to achieve this. EOLP is investigating the best way to deep link to each others services.	
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber 01/04/2005	Amber 01/04/2005
	Comment: Owner: Epping Forest District Council - Category: New Project. EOLP partners are sharing experiences in how to achieve this. Linked to CSTP in R27.	
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 01/04/2005	Amber 01/04/2005
	Comment: Owner: Epping Forest District Council - Category: New Project. EOLP partners are sharing experiences in how to achieve this. Linked to CSTP in R27.	
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.	Amber 01/04/2005	Amber 01/04/2005
	Comment: Owner: Epping Forest District Council - Category: Building on existing projects. See G8, R10, R11, R23 and R27	
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.	Amber 01/08/2005	Amber 01/08/2005
	Comment: Owner: Epping Forest District Council - Category: New Project. EOLP partners are sharing experiences in how to achieve this. Linked to CSTP in R27.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<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 you may leave this row blank.</p>		<p>Comment: Owner: Epping Forest District Council - Category: Sharing experience. EOLP partner Braintree District Council is leading on this. They have made efficiency savings through their Customer First programme. They have set targets for first point of contact resolutions in line with their Channel migration strategy encouraging citizens to move to lower cost self service methods of access. EOLP partners have access to the Braintree model and are sharing their experience in how to achieve this.</p>

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.

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<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): 		
i) Member & officer e-champions	Green 01/12/2002	Green 01/12/2002
	Comment: Current E-champion Member is : Councillor Stephen Metcalfe Current E-champion Officer is : Joint Chief Executives (Peter Haywood - Resources and John Scott - Community)	
ii) e-government programme manager	Green 01/12/2005	Green 01/12/2005
	Comment: A new post of Programme/Project Manager has been agreed as part of the recent review of the ICT staff structure. This post has now been successfully recruited and will start in January 2006. The post holder will take responsibility for the programme management of the Council's E-Government IT plans.	
iii) customer services management	Amber 01/04/2005	Amber 01/04/2005
	Comment: The Council is currently considering the introduction of a corporate customer contact centre. This new dynamic access channel would create the need for a specific customer services manager. Currently the Council has a fragmented approach to customer services.	
<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 (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1) 	Amber 01/04/2005	Green 31/03/2006
	Comment: The Council is at the early stages of developing a corporate competency framework that would cover this E-Government requirement.	
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 31/12/2005	Green 31/12/2005
	Comment: The Council has established a Customer Services Transformation Board that undertakes most elements of this task.	
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Green 01/04/2003	Green 01/04/2003
	Comment: The Council uses the appropriate elements of the PRINCE2 methodology for all ICT projects.	
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green 01/10/2002	Green 01/10/2002
	Comment: Risk management forms part of the corporate governance arrangements for the Council. Risk management forms part of all Council projects.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 01/10/2002	Green 01/10/2002
	Comment: The Council has undertaken consultation with the public in its e-government planning. This research indicated that most of the Council's customers would use this new channel for providing information. The Governments E-government agenda is comprehensive and any further consultation would at best merely determine those aspects of the agenda that the public would readily participate in.	
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Amber 01/04/2005	Green 31/03/2006
	Comment: This is being addressed in partnership with the LSP Economic Prosperity Action Group.	
<ul style="list-style-type: none"> Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialexclusion.gov.uk/page.asp?id=583) 	Red 30/11/2005	Red 30/11/2005
	Comment: This requirement is currently being considered.	
<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), including information sharing and data quality audit procedures 	Green 08/12/2004	Green 08/12/2004
	Comment: The Council has nominated an existing Senior Officer the responsibility for co-ordinating the implementation of both the Data Protection and Freedom of Information Acts. Beyond that the Council does not have sufficient HR resources to undertake this work.	
<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) and designation of an Information Sharing Officer 	Green 01/07/2004	Green 01/07/2004
	Comment: Essex Trust Charter has been formally agreed between all Essex Local Authorities	
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Green 01/06/2004	Green 01/06/2004
	Comment: The Council is a member of the Essex Broadband Partnership that consider the use and procurement of broadband services across Essex.	
<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) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal) 	Amber 01/12/2004	Green 31/03/2006
	Comment: The Council is working with Uttlesford District Council on the development of a Citizen Advice Bureau agency connection. This will give CAB advisors access to its Benefits and Revenue systems. The Council views that the use of e-enable services by intermediaries as the highest potential efficiency gain from e-government services.	
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Amber 01/04/2005	Amber 01/04/2005
	Comment: The Council has recently appointed an ICT Security Officer who will undertake a BS7799 scoping exercise to establish the implications of BS7799 on the Council's operations.	
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Amber 01/04/2005	Amber 01/04/2005
	Comment: The Council does not currently have sufficient Human Resources to undertake this area work.	






Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgs.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Amber 01/04/2005	Amber 01/04/2005
	Comment: The Council is currently increasing its ICT staff capacity to assist with this work	
<ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal) 	Amber 01/04/2005	Amber 01/04/2005
	Comment: The Council is currently increasing its ICT staff capacity to assist with this work	
<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) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Amber 01/04/2005	Amber 01/04/2005
	Comment: The Council does not currently have sufficient Human Resources to undertake this area work.	
<ul style="list-style-type: none"> Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account 	Amber 01/10/2005	Amber 01/10/2005
	Comment: In line with the direction the Essex Chief Executives Association has set, EOLP is actively constructing a business case for Government Connect, focussed on better services to the Essex citizen and in support of transformational government targets including Gershon Efficiency savings. EOLP partners have all signed up for Government Connect and are working with a commercial sponsor to gain pilot status as an early adopter	
<ul style="list-style-type: none"> ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect 	Amber 01/10/2005	Amber 01/10/2005
	Comment: In line with the direction the Essex Chief Executives Association has set, EOLP is actively constructing a business case for Government Connect, focussed on better services to the Essex citizen and in support of transformational government targets including Gershon Efficiency savings. EOLP partners have all signed up for Government Connect and are working with a commercial sponsor to gain pilot status as an early adopter	
<ul style="list-style-type: none"> iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp) 	Amber 01/10/2005	Amber 01/10/2005
	Comment: In line with the direction the Essex Chief Executives Association has set, EOLP is actively constructing a business case for Government Connect, focussed on better services to the Essex citizen and in support of transformational government targets including Gershon Efficiency savings. EOLP partners have all signed up for Government Connect and are working with a commercial sponsor to gain pilot status as an early adopter	
<ul style="list-style-type: none"> iv) citizen & business authentication for services for services categorised at security levels 0-3 	Amber 01/10/2005	Amber 01/10/2005
	Comment: In line with the direction the Essex Chief Executives Association has set, EOLP is actively constructing a business case for Government Connect, focussed on better services to the Essex citizen and in support of transformational government targets including Gershon Efficiency savings. EOLP partners have all signed up for Government Connect and are working with a commercial sponsor to gain pilot status as an early adopter	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
v) registration & authentication of employees for internal and cross-agency services	Amber 01/10/2005	Amber 01/10/2005
	Comment: In line with the direction the Essex Chief Executives Association has set, EOLP is actively constructing a business case for Government Connect, focussed on better services to the Essex citizen and in support of transformational government targets including Gershon Efficiency savings. EOLP partners have all signed up for Government Connect and are working with a commercial sponsor to gain pilot status as an early adopter	
vi) corporate approach to collection of e-payments	Amber 01/10/2005	Amber 01/10/2005
	Comment: The Council has implemented a corporate e-payment solution using a solution from Capita. The Council will however consider the use of Government Connect if this offers a cost effective route.	
vii) cross agency secure transactions (Government to Government)	Amber 01/10/2005	Amber 01/10/2005
	Comment: The Council being a member of the Essex Online Partnership (EOLP) had started work on using the former Government Gateway as its preferred authentication method. However, since the ODPM announced the new "Government Connect" project this work has been put on hold. The EOLP is waiting for further information from the ODPM before it proceeds.	
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Amber 01/10/2005	Amber 01/10/2005
	Comment: The Council being a member of the Essex Online Partnership (EOLP) had started work on using the former Government Gateway as its preferred authentication method. However, since the ODPM announced the new "Government Connect" project this work has been put on hold. The EOLP is waiting for further information from the ODPM before it proceeds.	
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Amber 01/10/2005	Amber 01/10/2005
	Comment: The Council being a member of the Essex Online Partnership (EOLP) had started work on using the former Government Gateway as its preferred authentication method. However, since the ODPM announced the new "Government Connect" project this work has been put on hold. The EOLP is waiting for further information from the ODPM before it proceeds.	
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber 01/10/2005	Amber 01/10/2005
	Comment: The Council being a member of the Essex Online Partnership (EOLP) had started work on using the former Government Gateway as its preferred authentication method. However, since the ODPM announced the new "Government Connect" project this work has been put on hold. The EOLP is waiting for further information from the ODPM before it proceeds.	
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber 01/10/2005	Amber 01/10/2005
	Comment: The Council being a member of the Essex Online Partnership (EOLP) had started work on using the former Government Gateway as its preferred authentication method. However, since the ODPM announced the new "Government Connect" project this work has been put on hold. The EOLP is waiting for further information from the ODPM before it proceeds.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server) 	Amber 01/04/2005	Amber 01/04/2005
	Comment: The Council is currently considering the use of the Government Connect as its single method of customer authentication and is negotiating with its current back office software suppliers the cost of providing the relevant connections to the Department Interface Server (DIS)	
<ul style="list-style-type: none"> Enable Directgov (see www.direct.gov.uk) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see http://www.local.gov.uk/localdirectgov/ieg5) 	Green 31/12/2005	Green 31/12/2005
	Comment: The additional overhead on Council Human Resources has been accommodated by the Council's Website Manager.	
<ul style="list-style-type: none"> Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s) 	Green 01/06/2004	Green 01/06/2004
	Comment: The Council and EOLP provide direct links from its web site to the direct.gov website	
<ul style="list-style-type: none"> Introduction of Digital Interactive TV services (see http://www.digitv.org.uk) 	Red 30/11/2005	Red 30/11/2005
	Comment: The Council has no current plans to use DTV. This will be kept under review.	
<ul style="list-style-type: none"> Establishment of dedicated telephone contact centre(s) services 	Amber 01/10/2004	Amber 01/10/2004
	Comment: The Council is currently developing a Customer Services Transformation Programme (CSTP) that will be spearheaded by a Customer Contact Centre. The CSTP is a Member lead initiative. The CSTP Programme Board is chaired by the Council's Member e-Champion.	
<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) 	Amber 01/12/2003	Green 31/03/2006
	Comment: Compliance with this new access to information legislation will evolve over the next two to three years, therefore it is not possible or prudent to claim compliance at this early stage.	
<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) 	Amber 01/04/2004	Green 31/03/2006
	Comment: The Council has implemented a corporate property gazetteer.	
<ul style="list-style-type: none"> Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems 	Red 30/11/2005	Red 30/11/2005
	Comment:	
<ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Amber 01/04/2003	Green 31/03/2006
	Comment: The Council has currently reached level 2 of NLIS. The Council is aiming to reach level 3	
<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) 	Amber 01/10/2005	Green 31/03/2006
	Comment: The Essex wide multi agency Information Sharing and Assessment (ISA) steering group is working to complete this.	

Section 3 - BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01 of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG5 % e-enabled position at 31 December 2005	Actual				
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: ● Total types of interaction e-enabled ● % e-enabled	99 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 340 ● 100.00 %	● 340 ● 100.00 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 3 ● 100.00 %	● 3 ● 100.00 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	92 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 4 ● 100.00 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 29 ● 96.67 %	● 30 ● 100.00 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	90 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 7 ● 87.50 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 12 ● 10.17 %	● 107 ● 90.68 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	88 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 12 ● 92.31 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	91 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 17 ● 100.00 %	● 17 ● 100.00 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 16 ● 100.00 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 1 ● 100.00 %
Total: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 401 ● 72.91 %	● 537 ● 97.64 %

Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. Planning authorities should also complete the Local Service Website line for planning applications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Click on the light bulb icons for industry definitions of page impressions and unique users.

E-enablement & Main E-Access Channel Take-Up	Actual			Forecast	
	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	0	240,000	1,100,000	1,500,000	2,000,000
• Unique users, i.e. separate individuals visiting website (annual)	0	24,000	336,000	403,000	480,000
• Number of e-enabled payment transactions accepted via website	0	0	2,000	6,000	8,000
• Number of change of address notifications accepted via website	0	0	0	0	0
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	0	20	100
	Comment: The Council does not currently collect statistical information on change of address notifications.				
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>					
• Number of e-enabled payment transactions accepted by telephone	0	15,000	17,000	19,000	21,000
• Number of change of address notifications accepted via telephone	0	0	0	0	0
	Comment: Telephone payments are made via a 24 hour automated facility. The Council does not currently collect statistical information on change of address notifications.				
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>					
• Number of e-enabled payment transactions accepted via personal contact	0	0	1,000	2,000	4,000
• Number of change of address notifications accepted via personal contact	0	20,000	20,000	21,000	22,000
	Comment: The Council does not currently collect statistical information on change of address notifications. The figures given in this table are based				

	Actual			Forecast	
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
	on information retrieved from the Revenues and Benefits system reagrding changes of address				
Other Electronic Media (e.g. BACS, text messaging)					
• Number of e-enabled payment transactions accepted via BACS	422,000	445,000	457,000	471,000	472,000
• Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	0	0	0
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0
	Comment: The Council does not currently collect statistical information on change of address notifications.				
Non Electronic (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	247,000	217,000	195,000	185,000	175,000
• Number of change of address notifications accepted via non-electronic form	0	0	0	0	0
	Comment: The Council does not currently collect statistical information on change of address notifications.				

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):

Programme Resource	Backward Look (£)			Forward Look (£)	
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment:				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	Comment:				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	98,000	0	0	0	0
	Comment: This and future central government funding is essential if the current developments in electronic service enablement is to succeed. These initial projects still require investment in order for them to evolve into the full vision for 2006. The EOLP is a key driver for delivering the shared vision of e-government for all Essex local authorities.				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
• resources being applied from internal revenue and capital budgets to implement e-government	1,010,000	300,000	300,000	300,000	300,000
	Comment: The Council maintains a high level of financial commitment for ICT projects through its 5-year capital programme. Although these resources are applied to all ICT projects (new infrastructure, applications and ongoing upgrades) this does contribute to the overall e-government programme.				
• other resources (e.g. training) (please specify)	55,000	15,000	15,000	0	0
	Comment: £40k in 2003/4 for a new training facility. £15k growth per annum over 3 years to sustain partnership working and e-government related revenue implications.				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	Comment: No Comment				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	0	0	0	0	0
	Comment: No Comment				
TOTAL	1,563,000	665,000	465,000	300,000	300,000

Section 6 - Local e-Government Programme Efficiency Gains

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

	Backward Look (£)			Forward Look (£)		
	04/05	05/06	06/07	07/08	Expected annual gain	Expected annual gain
Efficiency Gains	Annual gain	Annual gain	Expected annual gain	Expected annual gain	Expected annual gain	Expected annual gain
	...of which cashable	...of which cashable	...of which cashable	...of which cashable	...of which cashable	...of which cashable
Corporate services, of which:						
• e-recruitment	0	0	1,000	2,000	2,000	2,000
	Comment: Savings will result from less reliance on paper based media					
• e-payments	0	0	0	0	0	0
	Comment:					
• corporate services efficiencies not covered above	0	15,000	15,000	15,000	15,000	15,000
	Comment: Savings will result from less reliance on paper based media					
e-Procurement, of which:						
• Service specific	0	0	0	0	0	0
	Comment:					
• Cross-cutting e-procurement efficiencies not covered above	14,328	17,000	0	0	0	0
	Comment: Introduction of a corporate procurement contract for staff recruitment and advertising.					
Productive time, of which:						
• Service specific	0	0	0	0	0	0
	Comment:					

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
	Annual gain	..of which cashable	Annual gain	..of which cashable	Expected annual gain	..of which cashable	Expected annual gain	..of which cashable
Efficiency Gains								
● Cross-cutting productive time efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
Transactions	45,261		17,400	17,400	0	0	0	0
	Comment: Collection rates for Council Tax and Non Domestic Rates have been improved by the introduction of an e-payment solutions. Other gains have arisen in the Housing Service through the introduction of swipe cards in the rent collection process.							
Miscellaneous efficiencies not covered above	700	500	0	0	0	0	0	0
	Comment: Small efficiencies have been made by the introduction of an e-publishing initiatives in the Planning and Economic Development Service.							
TOTAL EFFICIENCY GAINS - GROSS	60,289	60,089	49,400	49,400	16,000	16,000	17,000	17,000
LESS e-government implementation expenditure	665,000		465,000		300,000		300,000	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	-,604,711		-,415,600		-,284,000		-,283,000	

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Appendix 2 - Outstanding Priority Service Outcomes at 31/3/2006

ID	Priority Service Outcome Description	Owner/Service	Progress	IEG6 Target Date/Status
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.	ECC	Essex County Council will be testing the new online schools admission at the beginning of April with a go live date of May. Currently there are downloadable application packs on the Essex County Councils website. Partners will deep link to the new online admissions portal.	July 2006 Amber
G4	Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	EFDC/RDS	The Council is currently implementing a webcasting solution from Uk council Ltd. The Council is also making multimedia available to citizens via its website.	August 2006 Amber
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).	EFDC/EOLP	The EOLP are to pilot work to assess how a 'single business account' (SBA) can be used between County and the Districts. This pilot will also consider the use of GC to assist the solution. The Council is currently establishing the framework for a corporate contact centre that would include the required environment for a 'single business account'. However, a clear business case for the SBA would be required before any further investment is made in this area.	April 2008 Amber
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.	EFDC/Finance	The Council is currently considering options to replace its Council Tax and Benefits system from its current supplier Anite PS in order to add this functionality. This solution would need an authentication system to be operation before implementation could start.	January 2008 Amber
G10	Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	EFDC/Finance	The Council has not been able to directly demonstrate any efficiency savings by introducing e-payments as all the other payment channels have remained in operation. This is to be considered during the implementation of the Customer Services Transformation Programme (CSTP).	April 2007 Amber
G11	Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	EFDC/Finance	The Council is currently considering options to replace its Council Tax and Benefits system from its current supplier Anite PS in order to add this functionality. This solution would need an authentication system to be operation before implementation could start.	January 2008 Amber
R13	Online booking of sports and leisure facilities, including both direct and contracted-out operations.	EFDC/Leisure	The Council's outsourced provider (SLM Leisure) is currently implementing a bookings system.	November 2006 Amber

Appendix 2 continued - Outstanding Priority Service Outcomes at 31/3/2006

ID	Priority Service Outcome Description	Owner/Service	Progress	IEG6 Target Date/Status
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.	ECC	Essex County Council has an integrated ICT system in Libraries to assist in the delivery of the service through mixed access channels. ECC is piloting RFID, Smart Cards and electronic payments for Libraries to efficiently meet citizens requirements.	March 2007 Amber
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.	EFDC/Environmental	This will form part of the specification for the new parking enforcement contract	April 2008 Amber
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.	EFDC/Corporate Management	The Council is currently establishing the framework for a Customer Services Transformation Programme (CSTP) that would introduce CRM software. This The CRM software would link together existing technology to address this requirement. (see G8 and R11)	April 2007 Amber
G16	Systems to support joined-up working on children at risk across multiple agencies.	ECC	This will be met by the use of the Essex Extranet and the NHSnet code of connection to exchange secure information. However we are waiting for clarification on the ISA from the DfES before fully committing to any final technical solution. ECC has recently obtained Beacon Status, with its partners, for its Integrated Childrens Services.	December 2007 Amber
G17	Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	ECC	All local authorities have signed up to the Protection of Vulnerable Adult Scheme and we are working with our health partners on joint assessments as part of the NHS Connecting for Health programme that includes mobile working pilots. However this target is dependant on the timelines of the DfES integrated Children's System and the DOH SAP projects.	March 2007 Amber
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).	EFDC/Corporate Management	The Council is currently establishing the framework for a Customer Services Transformation Programme (CSTP) that will include the option for extended hours of service.	April 2007 Amber
R25	Online publication of Internet service standards, including past performance and commitments on service availability.	EFDC/Corporate Management	The Council's website development board is currently considering the national e-service standards that could be used to deliver this outcome.	December 2006 Amber

Appendix 2 continued - Outstanding Priority Service Outcomes at 31/3/2006

ID	Priority Service Outcome Description	Owner/Service	Progress	IEG6 Target Date/Status
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 customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	EFDC/Corporate Management	The Council is currently establishing the framework for a customer Services Transformation Programme (CSTP). This requirement will be addressed by the implementation of an appropriate CRM system as part of this project.	April 2007 Amber
R28	All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	EFDC/Corporate Management	The Council is currently establishing the framework for a customer Services Transformation Programme (CSTP). This requirement will be addressed by the implementation of an appropriate CRM system as part of this project.	April 2007 Amber
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.	EFDC/Corporate Management	The Council is currently establishing the framework for a customer Services Transformation Programme (CSTP). This requirement will be addressed by the implementation of an appropriate CRM system as part of this project.	April 2007 Amber
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.	EFDC/Corporate Management	The Council is currently establishing the framework for a customer Services Transformation Programme (CSTP). This requirement could be addressed using the technologies introduced during the CSTP as additional project	April 2007 Amber
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.	EFDC/Corporate Management	The Council is currently establishing the framework for a customer Services Transformation Programme (CSTP). This requirement will be addressed by the implementation of an appropriate CRM system as part of this project.	April 2007 Amber

Appendix 2 continued – BVPI 157 – Outstanding Interactions at 31/3/2006

Responsible Service	Section/Function	Interaction Description	Type of Electronic Interaction
Environmental Services	Business licences and street trading	Licence - pet shop	Application for Service
Environmental Services	Business licences and street trading	Licence - street collection	Application for Service
Environmental Services	Business licences and street trading	Licence - acupuncturist	Application for Service
Environmental Services	Business licences and street trading	Licence - riding establishment	Application for Service
Environmental Services	Business licences and street trading	Licence - caravan site	Application for Service
Environmental Services	Multiple occupancy homes	Safety inspection - homes in multiple occupation	Application for Service
Environmental Services	Multiple occupancy homes	Homes in multiple occupancy - register	Application for Service
Environmental Services	Parking	On street parking enforcement - wheel clamps - car removal	Application for Service
Environmental Services	Refuse	Household waste - special collections for large items	Application for Service
Finance	Council tax benefit	Council tax benefit appeals	Application for Service
Planning and Economic Development	Advice to business and community	Business security grants	Application for Service
Environmental Services	Business licences and street trading	Licence - street collection	Booking venues, resources & courses
Research and Democratic Services	Democracy	Elections - electoral nominations	Regulation (such as issuing licences)

Appendix 3

Epping Forest District Council - e-Government Strategy

1. The Council established this strategy in January 2002 with its submission of IEG1. This was modified slightly by IEG2 in October 2002 and restated by IEG3 in October 2003. IEG4 and subsequent returns have not required a strategic statement, but the Council has made some technical changes to this strategy to reflect current IT best practice.
2. The Council's e-Government strategy is broken down into two main themes as follows:

Customer Contact theme

The Council will enable all their customers to access services in a way that gives a more convenient and flexible service but in doing so allows the Council to work more effectively and become more efficient.

This is being achieved by:

- Allowing all customers online access to their relevant personal or business information, including money they owe, or their current position in relation to grant, benefit, licence or other regulatory applications. This will cover access by the Council suppliers to procurement information and online access to procurement opportunities.
- Providing an on-line payments facility that allows both personal and business payments to be made for a wide range of Council services
- Allow customers to apply for all relevant Council services online, where the legally possible. This will include applications for grants, benefits, licences and other regulatory services.
- Allow customers to book and pay for facilities, resources and events on-line.
- Allow customers to access and participate in the democratic decision making function of the Council. This will include full online access to the complete democratic decision making process.

The main enabling technology for the customer theme is web and telephone based "self service" applications and the use of a corporate Customer Relationship Management (CRM) system.

Business theme

The Council will reengineer its back office functions and related processes to ensure the efficient delivery of the Customer theme.

The business theme is being achieved by:

- Implementing a dedicated corporate Customer Contact Centre (CCC) The CCC will have access to all relevant customer information via modern IT solutions from both internal Council services and other relevant Government agencies. This new business unit will facilitate all initial contact with customers of the Council. Currently over 80% of contact with the Council is made via the telephone and therefore the CCC will be making full use of all the other strands of the customer contact theme when facilitating customers via the telephone or face to face.

- Streamlining the Council's back office functions to fully accommodate the CCC and consider a "joined up" approach to the back office service both internally and with other Essex Local Authorities
- Introducing a corporate approach to procurement
- Introducing a comprehensive e-Government training programme to ensure that all staff are able to make effective use of the new ICT environment
- Considering the introduction of Home Working to allow for a more flexible approach to the recruitment and retention of staff and the releasing of office accommodation

The enabling technology for this theme will include the following key corporate components:

- A single corporate approach to the management, use and control of corporate ICT infrastructure (Voice and data networks, personal computers, mobile computing, mobile telephony, remote working, printers and related applications)
- A strategic corporate approach to back office systems. Back office systems relate to the specialist application used by Council staff to administrate and manage a specific business area or generic business function i.e. Council Tax, Financial Management, Planning, Housing, Benefits, ERDMS, GIS, CMS etc.
- A Content Management System (CMS). This manages and control what is commonly known as the Council's website.
- The integration of all back office systems, at the appropriate level, into a corporate Customer Relationship Management (CRM) system. The CRM effectively provides a single view of all customers of the Council and the related information (correspondence, contact, billing etc). Access to the CRM maybe granted to Members and other government agencies, with appropriate restrictions in place.
- A corporate Land and Property Management system that supports the National Land Inquiry System (NLIS) and the National Land and Property Gazetteer (NLPG)
- A Geographical Information System (GIS) to allow all relevant information to be accurately visualised. This currently relates to mainly property based information.
- An Electronic Records and Document Management System (ERDMS) to allow for a single corporate records system for the whole Council. This system is critical for both the CCC and in addressing the expected growth in access to information generated by new rights under the Data Protection Act 1998 and the Freedom of Information Act 2000
- A Committee Management System to manage the complete democratic decision making process. To include the provision of electronic access to Members in support of their District Councillor duties.
- An e-Procurement/Purchasing system to manage the current manual process and to facilitate new methods of procurement. These include e-Tendering and e-Auctions



NESDS

*raising e-standards
to improve delivery*



**Customer Services
e-Service Delivery Standards v1.0**

April 2006

1. Foreword

Local authorities want to provide high quality efficient services to their local communities. The National e-Service Delivery Standards (NeSDS) can help local authorities to provide efficient and consistent levels of service to their customers.

The NeSDS is a component of the Local e-Government Programme. It has been funded by the ODPM. Since July 2005, the NeSDS project has worked closely with local authorities, national organisations and professional bodies in 8 key service areas to maximise the input into the process. The project has developed a series of national standards across a number of local authority work streams which will provide best practice and guidance in each area. These national standards will assist local authorities to benchmark the e-efficiency of the services they provide to their customers and to help develop a consistent level of customer service nationwide.

The standards have been developed as a collaboration between local authority professionals, professional bodies and practising specialists in each area. The project has made use of excellence already available in local authorities.

The e-Service Delivery Standards have been specifically designed to provide a comprehensive benchmark against which the current level of e-enablement in a local authority can be assessed and will form a building block for improving the delivery of e-services. They show what a best practice local authority should look like, how it should work, what employee roles it requires and the work processes it needs.

Local Authorities who adopt the Standards will be able to identify where to start in moving towards the delivery of more efficient services, thereby determining how much progress they have made to date. They can see what 'excellent' services look like and how far they have to go in order to achieve the delivery of an 'excellent' service. This therefore provides an opportunity to prioritise services, allowing them to focus their effort and resources on achieving the improvements needed for the priority outcomes, Gershon Agenda, and CPA.

I am grateful for all the work undertaken by the London Borough of Havering and other contributing Local Authorities on this project.



Jim Fitzpatrick MP
Parliamentary Under Secretary of State
with responsibility for Local e-Government

2. Introduction

2.1 Overview

This document defines standards for the delivery of Customer Services within a Local Authority. These standards form part of the National e-Service Delivery Standards (NeSDS) programme which is developing “e” standards for a range of Local Government service areas. In this context “e” means all aspects of the utilisation of technology to support service delivery including the management processes required for successful implementation.

The objectives of the standards are to provide a good practice model that will deliver a modernised, effective and efficient service. They are intended to be used by Service Managers to help them understand potential developments in their own service area and the developments or support required from the other services within the Local Authority.

For each standard there are three levels. The Minimum level relates to current ‘e’ Government Targets (BVPI 157, IEG and the Priority Service Outcomes) and the associated good practice needed to achieve them. The Progressing and Excellent levels stretch the service beyond these requirements to further improve service delivery.

The standards are not an additional Government imposed target but an opportunity for Local Authorities to develop their own standards and share best practice with each other. Local Authorities should use the standards as a self-assessment tool, both to drive future developments and to demonstrate and evidence plans for service improvement.

Generally, the standards should be applicable to all Local Authorities, regardless of whether Customer Services is delivered ‘in-house’ or through an external service providers. Where Customer Services is delivered by an external provider, it is assumed that there is a client-side management function within the organisation that retains overall responsibility for the Customer Services and therefore would use the standards.

2.2 The NeSDS Programme

The NeSDS programme builds upon the successful e-planning and service delivery standards developed by the Planning and Regulatory Services Online (PARSOL) national project in 2004. It is an ODPM funded initiative which is being led by the London Borough of Havering.

It will deliver an initial eight service delivery standards across a number of Local Authority service areas: Customer Services, Highways, Trees, ICT, Adult Services, HR, Housing and Property. In addition to these a further five sets of standards have been developed by relevant National Projects for Planning, Building Control, Environmental Health, Trading Standards and Economic Development.

The intention is that standards are developed by “Local Authorities for Local Authorities”. For each service area a Lead Local Authority and a Steering Group with representatives from all types of English Local Authorities has managed the process of developing the standards. The Steering Group has also included relevant service area Professional Bodies and Government Departments who were actively involved in developing and promoting the standards.

The NeSDS programme would like to thank the following organisations who formed the Steering Group for these standards:

- Rochdale Metropolitan Borough Council (Lead Authority);
- London Borough of Lambeth;
- Kettering District Council;
- Devon County Council;
- London Borough of Newham; and
- Institute of Customer Services.

Many other Local Authorities and organisations were involved throughout the process and the NeSDS programme would also like to thank them. A list can be found in Appendix A.

The following consultation process was followed to develop the standards to date:

- **Phase 1:** Draft standards initially developed by with input from Lead Authority;
- **Phase 2:** Draft standards revised and enhanced by Steering Group;
- **Phase 3:** Draft standards revised and enhanced during consultation workshops;
- **Phase 4:** Draft standards reviewed by ODPM;
- **Phase 5:** Draft standards published for formal consultation and amended.
- **Phase 6:** Final standards endorsed by eGovernment Minister and Published

2.3 Using these Standards

The NeSDS project will continue to operate for at least the next 12 months providing support for Local Authorities who wish to adopt and use the standards. This will be provided in collaboration with the esd-toolkit who will host the NeSDS website and this will include providing :

- An online self-assessment tool;
- A discussion forum;
- On-line support for Local Authorities;
- Engagement and take-up events and activities.

The on-line self assessment tool will be available to subscribed Local Authority users of the esd-toolkit and enable Local Authorities to record the level their Authority has achieved and then compare themselves with other Local Authorities.

We will use a summary of this information to monitor take-up, achievement levels for individual standards and combined with feedback from Local Authorities to develop our on-going sustainability business case. Following agreement of this and subject to demand it is anticipated that the standards will be reviewed and revised in 2-3 years time according to the need to reflect changes in local government activities, the ICT industry and Government policy and targets.

If you have any queries please either contact us through the web-site forum (www.nesds.gov.uk) and then follow the links) or directly by email at nesds@havering.gov.uk

3 Customer Service 'e' Service Delivery Standards

3.1 Introduction

Local Government is undergoing an unprecedented period of change with the establishment of customer service functions to focus upon the citizen in many Local Authorities. Recently, the Modernisation and eGovernment agenda has been the most visible driver for this change. However there are a wide range of additional national and local drivers that will continue to impact the role and nature of Customer Services within Local Government, for example, the Gershon efficiency agenda is a current key driver.

Local Authority customer service must be able to respond efficiently and effectively to these drivers for change.

The standards presented in this document are, collectively, a best practice framework to describe an effective and efficient Local Authority customer service, in the context of the demands placed upon it by all its stakeholders.

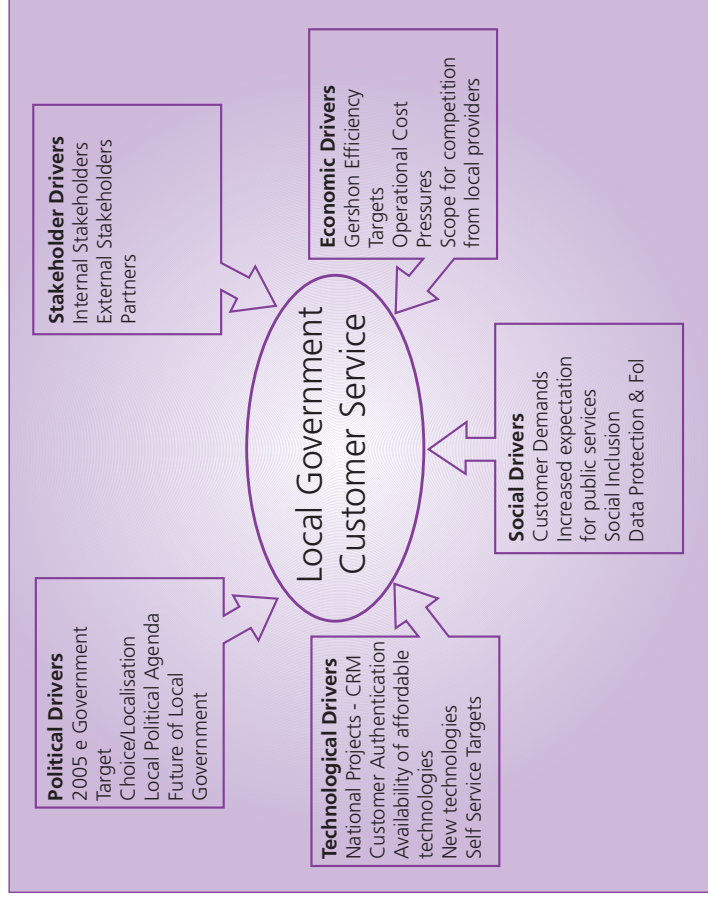
There are three important principles that set the context for the application of these Standards:

- Customer Services refers to every interaction that the customer has with the organisation whether from a customer services function or not;
- Excellent customer service will improve customer satisfaction but needs to be part of an overall programme of improvement which includes the service fulfilment;
- The Standards are applicable to all Local Authorities, regardless of size and location.

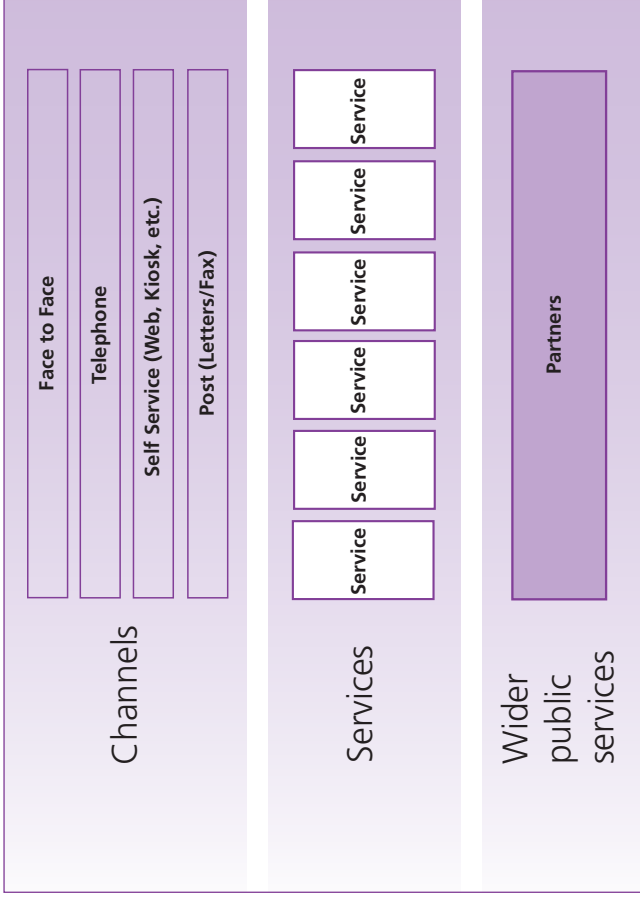
3.2 The scope of these standards

There are 25 Standards, which have been grouped into seven broad themes, in order to reflect the various activities and functions that are either led by, or involve Customer Services within a typical Local Authority.

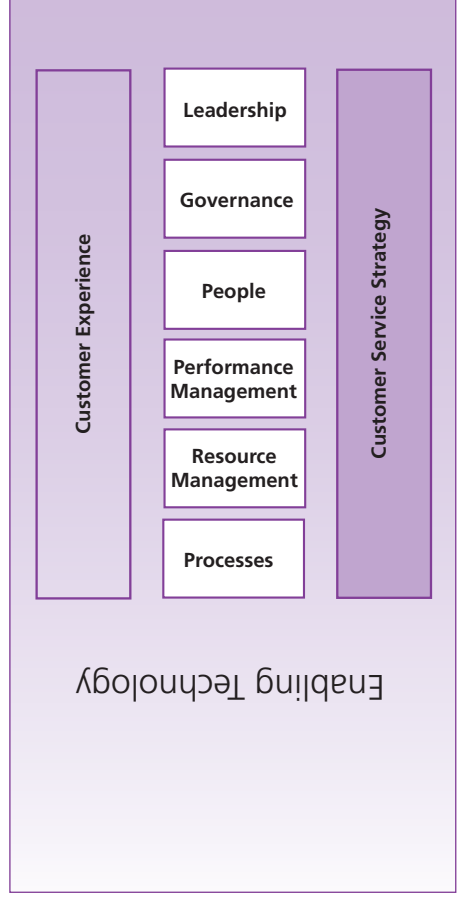
As described above these standards cover customer service for the whole organisation as shown in the diagram. This potentially also includes partner organisations.



If a Local Authority has a different structure then they should only apply the standards which are relevant



The standards are classified in the following structure;



3.3 The grading structure

For each standard there are three levels:

- **Minimum** – A Local Authority that has achieved the minimum standard will have met all the current eGovernment targets as defined by BVPI 157, IEG and PSO and the associated good practice needed to achieve them and benefit fuller from their introduction. Not all standards will have a Minimum;
- **Progressing** – the Progressing standard is set between minimum and excellent and provides Local Authorities will a meaningful step between the lower and upper standards.;
- **Excellent** - the Excellent Standard will demonstrate that a Local Authority has achieved what is currently considered 'national best practice'. In order to reflect this 'Excellent' is set at an achievable level. The majority of standards will have an Excellent level.

The most recent and visible drivers for change in this area has been the 2005 eGovernment targets. The achievement of BVPI 157, IEG and the PSO are mandatory for all local authority services and is reviewed and considered as part of CPA. These standards, at the **Minimum** level, can be used as an evidence base for this process.

A table in Appendix B has been provided which illustrates the links between the individual Standards and the individual Priority Service Outcomes.

Naturally, the emphasis for Local Authorities will now begin to shift from delivering the eGovernment targets to other requirements, with a renewed focus on efficiency, effectiveness and reduced regulation. These standards can play a role in this and at the **Progressing** and **Excellent** levels these standards can be applied as a first step towards making a business case for the continuing development.

The standards also identify how a Local Authority service should benefit from **Government Connect**. Government Connect is an online solution that brings together existing products such as the Government Gateway and the LGOL-Net messaging system. The solution enables Local Authorities to authenticate the people and organisations with whom they communicate. It also provides a stable platform to allow linking of back office systems and will deliver secure email between local authorities and other parties. All Local Authorities should have installed and be using Government Connect by March 2008. The benefits of Government Connect are:

- Secure messaging infrastructure;
- Authenticated citizens, employees, businesses, community groups;
- Secure email;
- Standards;
- Approval processes for suppliers and implementers;
- Community of trust;
- Long term governance and sustainability; and
- Realisation of benefits/efficiencies across the public sector.

For further information, visit www.govconnect.gov.uk.

3.4 The classification structure

Some of the standards relate to functions and services that are wholly within the sphere of influence of the Customer Services. Other standards require consensus and joint working with other parts of the Local Authority. Thus the standards have been classified as either:

- Customer focused
- Service - these relate to standards that the Customer Services will need to address and move towards;
- Corporate - these relate to standards that will need to be addressed as part of the wider Local Authority corporate agenda;
- Service / Corporate - these relate to standards that will need to be addressed through joint working between the Customer Services and the wider Local Authority.

3.5 The benefits of adopting the standards

Generally, the standards aim to establish a staged and outcome focused approach to the delivery of excellent services. Local Authorities who use the standards will be able to:

- identify clearly what 'excellent' services look like and how far they have to go in order to achieve the delivery of an 'excellent' service;
- prioritise the elements that are important, allowing them to focus their effort and resources on achieving realistic improvements within a time-bounded period;
- Ensure that a benefits realisation / service take-up monitoring process is in place - It is essential that Authorities regardless of how advanced they are in developing services, seek to implement processes for identifying, monitoring and communicating the potential benefits of investing time and effort in deploying technology to modernise their Customer Services services. This is a key lesson learnt from previous Local Authority e-Government service improvement programmes. Authorities who adopt the approach outlined in the Standards will be able to communicate to key decision makers that measuring customer take-up rates and realisation of service benefits are central to the effective development;
- measure and assess progress to date in comparison with other Local Authorities - Local Authorities will be able to use the Standards to establish and communicate the progress they have made in comparison with others;
- clearly identify the corporate areas in which Customer Services must integrate with the activities of the rest of the authority. The standards will enable key decision makers to identify particular areas where they would wish to collaborate with other parts of the organisation to bring about change;

Plan for the delivery of faster, more join-up and integrated services. Ultimately, the aim of this agenda is to enable modern customer focused services that:

- enable the Customer Services service, along with other service departments, to play a central role in driving and shaping their local authority's corporate modernisation programme.
- deliver services that put the needs of the Customer first.
- play a leading role in the development of service delivery based citizen, business, employee and property (Government Connect) accounts.
- deliver services through service channels that are accessible to all, when and where they want them.
- addresses equality and diversity issues in relation to customer contact.
- take advantage of opportunities for organisational savings in terms of time, money and effort.
- play a leading role in the development of 'one point of contact' integrated solutions for all appropriate Local Authority regulatory services.
- play a leading role in driving up service standards and in engaging people and communities in shaping future government activities and legislative frameworks.
- facilitate better use of the information available to determine and evaluate policies and actions.

4 The Standards

4.1 Summary Table

The following table provides a summary of each standard by theme for quick reference purposes.

Ref	Standard
	Customer Experience
1	<p>The Customer finds it easy to contact the organisation through all channels:-</p> <ul style="list-style-type: none"> • 1a Telephone • 1b Face to Face • 1c Self Service/Electronic (Email/Web Form/SMS) • 1d Post (including Fax) <p>A high percentage of customer interactions are resolved at the first point of contact.</p>
3	<p>Response times are managed across all channels:</p> <ul style="list-style-type: none"> • 3a Telephone • 3b Face to Face • 3c Self Service/Electronic (Email/Web Form/SMS) • 3d Post (including Fax)
4	The Customer is dealt with proactively.
5	All Customers have access to services; irrespective of language, disability, gender, religion, age or learning.
6	Customer can access service information and advice.

Ref	Standard
7	Customers can complain via a single point.
8	Face to Face customer access points have been designed with a customer-focus; providing ease of access, comfort, security and privacy.
9	The Customer Charter is displayed and clearly demonstrated across every customer service channel and through every interaction.
	Strategy
10	There is an agreed Customer Service Strategy.
	Leadership and Governance
11	The Local Authority's Members and Senior Management create a service culture with the focus on the Customer.
12	There is clear governance for Customer Services.
	People
13	All staff are provided with appropriate customer service training and development.
14	The Authority uses appropriate and rigorous selection and recruitment processes to recruit customer service staff.
15	The Local Authority measures the motivation and satisfaction of staff who delivery customer service.
16	Staff are empowered to deliver excellent customer service and help customers.

Ref	Standard
	Performance Management
17	Customer service satisfaction is measured and reported.
18	The volume of Customer Service activity is measured and reported.
19	The quality of Customer Service activity is measured and reported.
20	Customer comments and views are recorded and acted upon.
	Resource Management
21	Customer service resources are managed effectively and efficiently.
	Processes
22	The Authority manages customer interactions end to end.
23	The Local Authority has a single view of the customer (i.e. citizen, business and community group) which covers all service areas.
24	The hand-off to between initial contact channels and service professionals is automated.
25	Customers are authenticated and transactions are secure, inline with a clear security policy.

4.2 Customer Experience

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
1	<p>The Customer finds it easy to contact the authority through all channels:</p> <ul style="list-style-type: none"> • 1a Telephone • 1b Face to Face • 1c Self Service/Electronic (Email/Web Form/SMS) • 1d Post (including Fax) <p>Classification: Customer focused</p>	<p>Minimum – This should include:</p> <ul style="list-style-type: none"> • Reduction in published telephone numbers to avoid customer confusion. • Appropriate implementation of telephony solutions. • Hours of service beyond traditional hours e.g. Monday to Friday 9-5. • Planning of face to face locations appropriate to the need of customers and the geography of the authority. • Provision of self service covering all interaction types and services. • New media channels such as SMS, WAP, etc. <p>Excellent – Clear demonstration that customer requirements and needs have been used to establish the access policy of the authority. Demonstration that access hours are aligned with customer needs for contact following formal and informal consultation.</p>	<p>Decreased customer confusion and frustration with less reliance on customer knowledge.</p> <p>Self service must include all BVPI 157 interactions types including :</p> <ul style="list-style-type: none"> • Providing information • Collecting revenue • Providing benefits and grants • Consultation comment • Applying for a service or licence, etc • Booking a venue/resources or course • Scheduling an appointment or meeting • Making a complaint <p>This is required for the following priority service outcomes : R1, R2, G1, R3, R5, G3, R7, R8, G5, R10, R11, G11, E8, R12, R13, R14, R15, G13, G14, R16, R17, R18, R19, R23, G20, R25, G23 and G25.</p>

4.2 Customer Experience cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
2	<p>A high percentage of customer interactions are resolved at the first point of contact.</p> <p>Classification: Customer focused</p>	<p>Minimum – An average of 80% of customer interactions are resolved at first point of contact across all channels.</p> <p>Excellent – An average of 80% of interactions are resolved at first point of contact for all services and channels including partner services provided by a Local Authority.</p>	<p>The move of responsibilities from the service departments to Customer Services (such as eligibility checking for simple requests), will result in efficiency savings through increased utilisation of service expert resources for more detailed and sensitive processes.</p> <p>This can be achieved through implementation of Customer Relationship Management Systems, with middleware integration and case based reasoning tools.</p> <p>Increased fulfilment at first contact, in timely fashion, will also improve the quality of customer service. Customers will benefit from not having to make or receive repeat calls to have their request fulfilled.</p> <p>Achieving this Standard will deliver the benefits associated with Priority Outcome R27 providing a "first time fix" and also the delivery of Priority Outcome: 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>

4.2 Customer Experience cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
3	<p>Response times are managed across all channels:</p> <ul style="list-style-type: none"> • 3a Telephone • 3b Face to Face • 3c Self Service/Electronic (Email/Web Form/SMS) • 3d Post (including Fax) <p>Classification: Customer focused</p>	<p>Minimum – The Council manages interaction response times for each channel. Clear measurements and targets for responses should be agreed for each channel that represents quality service for the customer. Suggested Minimum channel targets:</p> <ul style="list-style-type: none"> • Telephone – 80% of calls answered within 20 seconds. Account should be taken of engaged/abandoned calls. • Face to Face – Customers wait an average of no more than 10 minutes. • Self Service – Email/online web forms/SMS – 100% of emails/web forms acknowledged within 1 working day. • Letters/Fax – 100% of letters acknowledged within 5 working days of receiving. <p>Progress – The Council proactively seeks to inform the customer of waiting times, and seeks to offer alternative times, dates or services to fulfil the expectations of the customer.</p> <p>Excellent – Ability to manage real-time Customer waiting times by allocating resources appropriately and offering customers alternatives to waiting for service. For example :</p> <ul style="list-style-type: none"> • Telephone – Customers offered phone back facilities with appropriate resources to follow through on phone back. A time of phone back is agreed between the customer and the council. • Face to Face – Customer queues combed at busy times and quick queries answered. 	<p>Overall reduction in Customer response times will lead to increased customer satisfaction and reduction in abandoned contact percentage.</p> <p>These can be supported by appropriate use of telephony and queue management solutions and integration of email in customer management solutions.</p> <p>Achieving this Standard will delivery Priority Service Outcomes R29 which requires all emails to be responded to in one working day.</p>

4.2 Customer Experience cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
4	<p>The Customer is dealt with proactively.</p> <p>Classification: Customer focused</p>	<p>Minimum – A Customer is offered additional appropriate services e.g. single notification of change of address, customer applies for housing benefit and is also offered other appropriate benefits such as free school meals. The council has a holistic relationship with the Customer, integrating real life events rather than one-off individual service transactions.</p> <p>Progressing – The Customer is proactively provided with service updates and whether service fulfilment will meet expectations.</p> <p>Excellent – Customer is offered additional services from partners. e.g. Customer has debt problems and is referred to Citizen Advice Bureau services.</p>	<p>Increased customer satisfaction and quality of service is improved. Proactive communication to the customer will reduce incoming contacts via potentially expensive channels and will lead to increased customer satisfaction.</p> <p>Proactive service provision and customer service should deliver priority service outcome 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 and G25 Facilities to support the single notification of a change of address.</p>
	<p>All Customers have access to services; irrespective of language, disability, gender, religion, age or learning.</p> <p>Classification: Customer focused</p>	<p>Minimum – Customers are able to access services within the council irrespective of languages, disability, age or literacy via appropriate channels. Demonstration that community needs have been used to plan access and the council seeks to understand the needs of its customers through consultations across its community.</p> <p>Full compliance with regulatory and legal disability acts.</p> <p>Progressing – Customers are able to access services which are tailored to meet their demands. Evidence that the service represents their needs rather than being council or service led.</p> <p>Excellent – Ability to measure minority group interactions with the council and drive change accordingly. Proactive demonstration to engage with the client, such as taking the council to the community - e.g. attending local community centres to improve access.</p>	<p>Increased customer accessibility leading to improved customer satisfaction across the demographic make-up of the location.</p> <p>By ensuring this Standard is followed, the establishment of policy for addressing social inclusion within corporate e-government strategy should be adhered to. Furthermore, its delivery may require the use of a change management policy.</p> <p>As part of delivering this standard Priority Service Outcomes G20 relating to website accessibility and G23 relating to website design should be considered and achieved.</p>

4.2 Customer Experience cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
6	<p>Customer can access service information and advice.</p> <p>Classification: Customer focused</p>	<p>Minimum – Service Information is accurate, clear, concise and user friendly with and available for all services with links to partner information as appropriate. Information is available in appropriate formats for the customer including leaflets, booklets, posters, A-Zs, web pages etc. From web pages there are facilities to enable services to be completed online and deep links to partners web pages as appropriate.</p> <p>Excellent – Information is clear, concise and user friendly and has been tested with customers and they are involved in deciding appropriate media and contributing to the design of the content.</p>	<p>Increased quality information for customers will reduce number of calls and contacts. Content can also be made available to Customer Service Agents. By fulfilling this Standard a number of Priority Service Outcomes should be completed, including R2, R3, R14, and R18 to enhance partner information and knowledge access for the customer.</p>
7	<p>Customers can complain via a single point.</p> <p>Classification: Customer focused</p>	<p>Minimum – Customer complaints are managed centrally as part a wider customer services function. This function has the ability to resolve complaints by mediating and negotiating with customer where appropriate. Where this is not possible the complaint will be escalated to the appropriate service following an agreed complaints procedure.</p> <p>Complaint statistics are published on a regular basis.</p> <p>There is an agreed definition of a complaint across the organisation.</p>	<p>By developing a single contact point for complaints, the organisation should be aspiring towards the Charter Mark criteria for complaints.</p>

4.2 Customer Experience cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
8	<p>Face to face customer access points have been designed with a customer-focus; providing ease of access, comfort, security and privacy.</p> <p>Classification: Customer focused</p>	<p>Minimum – Face to Face customer access points have been designed to be welcoming to the customer whilst maintaining security for both staff and citizens alike and meet disability access regulations (Disability Rights Commission Code of Practice 'Rights of Access: Goods, Facilities, Services and Premises').</p> <p>Excellent – Face to Face customer access points have been designed to provide privacy areas/rooms for sensitive discussions. Facilities are provided for waiting customers for example, toilets, a child's play area, refreshments, etc</p>	<p>The design and appearance of face to face customer access points will have an impact on the overall customer service satisfaction and the ability of the Council to provide an effective and professional service.</p>
9	<p>The Customer Charter is displayed and clearly demonstrated across every customer service channel and through every interaction.</p> <p>Classification: Customer focused</p>	<p>Minimum – Creation of a Customer Charter aligned with the Customer Service Strategy and displayed / communicated to customers throughout the locality.</p> <p>The Charter is recognised by staff and customers and was created following customer and staff consultation - it is clearly produced as a 'two way' partnership between Customer and organisation, protecting the needs of both parties.</p> <p>Excellent – Clear demonstration of buy-in of the charter policy through every dealing that a customer has with the council and the embodiment of that charter throughout the council. The Customer Charter incorporates Partners and there is agreement to align to a single customer service policy and standard of service. The document is a living document and is regularly reviewed and updated.</p>	<p>A clear charter will provide customers with a framework for dealing with the council and will set out what they should expect from their dealings with the authority.</p>

4.3 Strategy

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
10	<p>There is an agreed Customer Service Strategy.</p> <p>Classification: Service / Corporate</p>	<p>Minimum – The Customer Services Strategy has been developed and agreed by the Council and covers all service areas. It includes:</p> <ul style="list-style-type: none"> • Baseline of the current position; • Consultation with all stakeholders including customers, staff and partners; • Promotion of a single point of contact and view of the customer; • Promotion of self service channels (website/email/kiosk etc); • Alignment with Government Targets; • 80% being the first point of resolution target; • Outline business case; and • Implementation plan. <p>There is evidence of input and buy-in across all service areas.</p> <p>Progressing – There is a full business case which focuses upon efficiencies created throughout the organisation to improve service to customers and the costs of different channels are understood. There is evidence of progress and delivery of the Strategy with an ongoing implementation plan, benefit realisation and continuous improvement.</p> <p>Excellent – The scope of the Customer Service Strategy includes partners and there are practical partner projects and initiatives.</p>	<p>This should provide the blueprint for improving customer satisfaction while at the same time identifying efficiency savings. A key emphasis of the Strategy should be about responding to customer needs, joining up customer service across service areas and driving change throughout the organisation.</p> <p>This Strategy should provide important input to the Corporate ICT Strategy as in most cases technology will provide the main tools needed to deliver the strategy.</p> <p>The Strategy must take into account all Government initiatives and targets. In particular, those defined in Gershon, BVPI 157, IEG and the Priority Services Outcomes 2005. It should recognise 50 priority outcomes requirements (see appendix B) and must address: Priority Outcomes Area 13 – “ ...the development of web based services as a major access channel for interaction between the Citizen and the Council”. It should also provide the targets and measures for take-up of e-channels as defined by Priority Service Outcome G22. It must also consider the implementation of Government Connect.</p>

4.4 Leadership and Governance

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
11	<p>The Local Authority's Members and Senior Management create a service culture with the focus on the customer.</p> <p>Classification: Corporate</p>	<p>Minimum – The Members and Senior Management Team lead by example, encouraging staff to provide quality customer service to citizens and inspiring staff to demonstrate enthusiasm and eagerness in the delivery of customer services. They are responsible for raising the profile of customer services throughout the Authority.</p> <p>Progressing – The Members and Senior Management Team ensure staff are fully empowered to go the 'extra mile' for the Customer and recognise outstanding customer service. Staff must have the appropriate tools and structures in place to facilitate this.</p> <p>The Members and Senior Management Team must demonstrate the kind of commitment and sustained support that ensures customer service maintains its primacy in the council's priorities</p> <p>Excellent – Staff are continually inspired by all Members and Managers and will work on behalf of the customer in initiating service fulfilment. The entire Authority demonstrates a focus upon the customer, and there is evidence that this focus can be and has been sustained. The Authority has a mechanism for measuring leadership behaviour and performance from a customer perspective.</p>	<p>Customer satisfaction will improve if the customers believe that the council and staff are working on their behalf to provide quality service.</p> <p>Motivation and morale are continually boosted by supportive leadership, not just from the CEO but throughout all levels of management and members. Customer satisfaction improves accordingly.</p>

4.4 Leadership and Governance cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
12	<p>There is clear governance for Customer Services.</p> <p>Classification: Corporate</p>	<p>Minimum – The governance structure for Customer Services includes members of the Senior Management Team and involves key Elected Member(s) as required. An Elected Member has portfolio responsibility for customer services.</p> <p>Decision-making roles and responsibilities (Including input into a decision and those making the decision) in relation to Customer Services are agreed and are consistently deployed.</p> <p>There are agreed principles and prioritisation criteria for Customer Service investment including risk management.</p> <p>There is central oversight and proactive management of Customer Service budgets.</p> <p>Inputs to the structure and principles will have been gained from relevant departments</p> <p>Excellent – The governance structure includes Partners. The governance framework promotes co-operation across the organisation and partners, including district/county partnerships, police, health and other, with clear demarcation of roles and responsibilities throughout the group.</p>	<p>Clear organised governance will ensure accountability for decisions and allow stakeholders to develop Customer Service capabilities within an agreed framework with success measured.</p> <p>The governance structure should include the relevant good practice organisation and management practices identified in IEG Change Management Section 2.</p>

4.5 People

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
13	<p>All Local Authority staff are provided with appropriate Customer Service training and development.</p> <p>Classification: Service / Corporate</p>	<p>Minimum – All Local Authority staff receive appropriate customer service training and development for their role which is reviewed regularly and based on their need. This need is determined through consultation with staff and the development of an agreed training plan based on the gaps identified and linked to the Council's approach to customer service. This may be formalised through IIP.</p> <p>Progressing – Customer service training is aligned to achieving formal customer service qualifications and professionalising the service. For example using ICS and NVQ qualifications. Staff development, career progression and training are aligned with the Customer Service Strategy and the needs of the individual. Key Customer Service staff are trained across a number of service areas to be able to provide a wider range of services.</p> <p>Excellent – There is a shared and consistent approach to customer service training with partners.</p>	<p>By providing Customer Service training to the whole organisation and clear career development plans, councils should develop a more effective workforce. Over all Customer service delivery will be improved with more highly skilled and valued customer service professionals who are motivated to progress forward and offer quality services to citizens.</p> <p>The delivery of this standard at the Minimum level should address the Priority Service Outcome G18 which identifies the requirement for an e-skills programme.</p>

4.5 People cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
14	<p>The Authority uses appropriate and rigorous selection and recruitment processes to recruit customer service staff.</p> <p>Classification: Service</p>	<p>Minimum – Appropriate job specifications, interviews and selection tests are used to recruit Customer Service staff. Information collected is used to identify potential training and development needs.</p> <p>Excellent – Selection tests include "role play" situations which are used to test people reactions to various customer service scenarios.</p>	<p>The selection of appropriate staff that have the aptitude for Customer Service is a key building block to the delivery of Excellent customer service.</p>
15	<p>The Local Authority measures the motivation and satisfaction of staff who delivery customer service.</p> <p>Classification: Service</p>	<p>Minimum – The Local Authority measures the motivation and satisfaction of staff involved in providing customer service, using staff surveys and responds appropriately to the results.</p> <p>Excellent – Trends in measurements of motivation and satisfaction are analysed and data is bench marked with other authorities and organisations to identify areas for potential improvement and good practice, therefore driving continuous improvement.</p>	<p>There is a relationship between the motivation and satisfaction of staff and the delivery of excellent customer service.</p>

4.5 People cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
16	<p>Staff are empowered to deliver excellent customer service.</p> <p>Classification: Service / Corporate</p>	<p>Minimum – Customer service staff have the necessary systems, processes and management support/culture to deliver excellent Customer Service. Such supporting systems may include CRM, middleware integration, workflow, knowledge management and case based reasoning and should be reviewed regularly.</p> <p>Excellent – Customers feel that the staff "could not have reasonably done more for them". Customer Service staff are empowered by appropriate tools, systems and processes to make decisions and to resolve or rapidly progress Customer Service requests including partner services (where applicable).</p>	<p>Empowering staff to deliver "Excellent" customer service removes one of the key barriers to improvement in a customer service.</p> <p>As part of delivering this standard Priority Service Outcomes G1, G12, R16, R23, R27, G24 and G25 should be considered and achieved.</p>

4.6 Performance Management

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
17	<p>Customer Service satisfaction is measured and reported¹.</p> <p>Classification: Service / Corporate</p>	<p>Minimum – Completion of regular and robust customer service satisfaction surveys. Surveys are transaction or event driven and do not relate to final service outcome or brand awareness. Survey results and findings are published on a regular basis and when satisfaction is low, there is clear demonstration of improvements.</p> <p>Progressing – Surveys are segmented across key customer groups.</p> <p>Excellent – Customer satisfaction trends are analysed and data is bench marked with other authorities and organisations to identify areas for potential improvement and good practice, therefore driving continuous improvement.</p>	<p>Knowing how satisfied the customer is with the Customer Service provided is a key part of planning future service enhancements and increasing customer satisfaction.</p> <p>As part of delivering this standard Priority Service Outcomes E2, E3, E4, E11, E12 and E15 should be considered and achieved.</p>
	<p>The volume of Customer Service activity is measured and reported.</p> <p>Classification: Service / Corporate</p>	<p>Minimum – Including measurement across:</p> <ul style="list-style-type: none"> • Channel; • Service type; • Interaction; • Customer type e.g. Demographic Information. <p>Data is checked and used for management / resourcing issues.</p> <p>Excellent – Procedures are in place to monitor the quality and accuracy of customer interaction data. This information is then used to inform the Customer Service Strategy moving forward.</p>	<p>This information is key to the management of Customer Service and strategy development. This is required to complete returns relating to IEG and BVPI 157 and directly for the following Priority Service Outcomes: E1, E2, E3, E7, G12, G22, E18 and E19.</p>

¹ This is a measurement of the customer service and not the service outcome or the overall council satisfaction.

4.6 Performance Management cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
19	<p>The quality of customer service activity is measured and reported.</p> <p>Classification: Service / Corporate</p>	<p>Minimum – Measurement and reporting across all service transactions types, channels and services. Robust capturing of information and ongoing monitoring of service quality from a customer perspective. This includes customer exit surveys and call monitoring and assessments.</p> <p>Progressing – Formal tools for measuring quality are in place and are constantly monitored for improvements.</p> <p>Excellent – Good practice quality methods are actively used to improve on service quality across all access point. This may include mystery shopping, call recording and assessment and similar type approaches.</p> <p>All information is used to drive continuous improvements throughout the authority. Examples of changes relative to the data capture are published internally to staff as a transparent demonstration of continuous improvement.</p>	<p>The measure and reporting of quality is key to the management of customer service and strategy development. It is no longer appropriate to answer, "We don't know what we don't know" about the quality of the service provided.</p>

4.6 Performance Management cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
20	<p>Customer comments and views are recorded and acted upon.</p> <p>Classification: Service / Corporate</p>	<p>Minimum – Capturing of Customer comments and views within a single repository for both formal and informal (“throw-away”) comments from customers.</p> <p>Progress – Capturing of Customer comments and views within a single repository with specific management reports produced and a clear demonstration of actions and plans aligned to customer requirements. Comments should be published and made available for all to see.</p> <p>Excellent – Customer Services actively uses customer comments and views to drive change across the whole organisation and to improve both council and partners services across the end to end process. At least 5% of users should be targeted for quality evaluation.</p>	<p>Capturing Customer comments and views to inform policy making will ensure that the organisation is developing inline with customer needs and driving change throughout the organisation.</p>

4.7 Resource Management

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
21	<p>Customer service resources are managed effectively and efficiently.</p> <p>Classification: Service / Corporate</p>	<p>Minimum – Ability to manage key resources effectively. By having an awareness of key customer demand periods, the organisation should have clear plans for managing and monitoring resources for telephony, Face to Face, email and other media and take into account customer satisfaction levels</p> <p>There is forward, internal planning between the service departments and Customer Services to plan for peaks and troughs, including an emergency planning model.</p> <p>Clear procedures are agreed between departments to handle emergency situations, which may result in an increase in customer contact.</p> <p>Progressing – Ability to manage resources and proactively address service peaks and troughs with an advanced understanding of demand. A demonstration of improvement through addressing key peak times across communication channels.</p> <p>Excellent – Ability to manage resources across channels and proactively address service peaks and troughs using a variety of best practice methods including:</p> <ul style="list-style-type: none"> • resource forecasting and planning • resource balancing • trend analysis <p>The organisation has a thorough understanding of the demands of its customers and through clear planning addresses their needs. Best practice methods are continuously undertaken, and the organisations resources are adjusted accordingly.</p> <p>The organisation has focused upon staffing and has enabled flexible working to meet demands of both customers and staff.</p>	<p>By managing Customer resources efficiently, the authority will be able to budget accordingly and re-direct spending where appropriate to manage the customer interface effectively.</p>

4.8 Processes

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
22	<p>The Authority manages customer interactions end to end.</p> <p>Classification: Service / Corporate</p>	<p>Minimum – Agreements are put in place to handle the integration between access channels and service departments. These agreements include level of expected quality and timeliness that can be communicated back to the customer. The agreements will be monitored through reporting and published back to the departments. This will include clear roles and responsibilities, agreed handover processes, escalation points and named contacts for every service.</p> <p>Progressing – The Organisation measures agreed performance and compares with other councils to ensure that performance is compatible. Best practice is used to improve processes.</p> <p>Excellent – Agreements are "health checked" on a regular basis to ensure that any regulatory, process or any other changes are updated. Service performance information is shared with service areas and used to inform service changes – with the focus upon establishing a "no-blame" culture.</p> <p>There are specific service agreements between the Council and Partner organisations (e.g. transactional level.)</p>	<p>Clear management of customer expectations will lead to increased customer satisfaction and reduction in the number of progress queries.</p>

4.8 Processes cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
23	<p>The Local Authority moves toward a providing a customer with a single view of their interactions with the Council which covers all service areas.</p> <p>Classification: Customer focused</p>	<p>Minimum – There is a single view provided using accounts (Citizen, business, etc) from within one system, such as CRM, which covers all customers, interaction types and channels. This will enable the Customer to have an overview of its interactions with the Council and, if instructed by the Customer, enable the Council to see this overview. Note that there are data protection constraints relating to how this information can be used by the Council.</p> <p>Progressing – There is a single view of the Customer from within one system (such as CRM) with data sourced/available from across service systems (Housing, Planning, Highways, etc) enabling a greater depth information to be available and a more complete view of a customer. Note that there are data protection constraints relating to how this information can be used by the Council.</p>	<p>A single view will lead to a complete customer transaction history and will facilitate process and information integration across services.</p> <p>It will enable a Council to achieve Priority Area 14 and that systems are in place that ensure effective customer relationship management and in particular Priority Service Outcome R27 and also R16 which focuses on one-stop resolution of housing and council tax benefit enquiries.</p> <p>It is also required for business and Priority Service Outcome G8, for supporting joined up working on children at risk across multiple agencies G16;</p> <p>This single view should support the integration of customer relationship management systems with back office activity Priority Service Outcome G24 and enable customers to 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 and therefore meeting Priority Service Outcome G25.</p>

4.8 Processes cont.

Ref	Standard	Grades	Why this standard is important to the development of "e" Customer Services
24	<p>The hand-off between initial contact channels and service professionals is automated</p> <p>Classification: Service / Corporate</p>	<p>Minimum – Systems are in place, such that where a customer interaction/transaction needs to be handed over to a service area, details recorded at the initial contact do not have been re-captured and are available to process the interaction/transaction.</p> <p>Excellent – As Minimum but includes hand-off to partners.</p>	<p>This will enable a Council to achieve Priority Area 14 and that systems are in place to ensure effective customer relationship management and in particular Priority Outcome G24 which requires "integration between CRM systems and back office" systems. See also standard 2.</p>
25	<p>Customers are authenticated and transactions are secure, inline with a clear security policy.</p> <p>Classification: Service / Corporate</p>	<p>Minimum – There is a once-off initial gathering of details (registration), a checking process for evidence of identity (verification) and the joining up for access to specific service (Enrolment). Ability to authenticate Customer across all channels based on key facts and the level of authentication required (T levels) for the specific transaction. All transactions are secure with appropriate security for the transaction type.</p> <p>Progressing – Ability to authenticate customers once, to appropriate levels such that when a customer requires a similar service at a later stage they are able to authenticate themselves, across all channels.</p> <p>Excellent – As Progressing except that a customer is able to authenticate once with one public sector organisation and authenticate themselves when accessing similar services from different public sector organisations and partners.</p>	<p>Customers can be assured that their details are hidden and treated with due care and attention leading to increased satisfaction and trust. Minimum conformance to regulatory security standards and data protection issues.</p> <p>Government Connect and citizen accounts will provide an appropriate solution.</p>

Appendix A - List of Organisations Involved in Consultation

- Basingstoke & Deane Borough
- Bradford City
- Bridgnorth District
- Burnley Borough
- Cambridgeshire County
- Devon County Council
- Doncaster Metropolitan Borough
- Dudley Metropolitan Borough
- EMRLbGA
- Fenland District
- Great Yarmouth Borough Council
- Hackney London Borough
- Harborough District Council
- Lambeth London Borough
- Leicestershire County
- Lincolnshire County
- Luton Borough
- Mendip District Council
- Newham London Borough
- North Tyneside Metropolitan Borough
- North Yorkshire County
- Northamptonshire County
- Nottinghamshire County Council
- Oxfordshire County Council
- Redbridge London Borough
- Rochdale MBC
- Salisbury District
- Sedgemoor District
- Shrewsbury & Atcham Borough
- SOCITM
- St Helens Metropolitan Borough
- Stevenage Borough
- Tewkesbury Borough
- Tynedale District
- Walsall Metropolitan Borough
- Waltham Forest London Borough
- West Lindsey District

Appendix B Links between the Standards and Priority Service Outcomes

The table below provides indicative links between the Standards and Priority Service Outcomes. The table highlights those standards where we believe direct links can be established between the standards and the PSO's. There will be other links that are less direct if the standards are realised.

The extent of the link between a particular Standard to a particular PSO will generally depend on the manner in which the Organisation chooses to deploy the Standard and the manner in which they have chosen to deliver the PSO.

Standard	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Ref																									
R1	x									x															
R2	x									x															
G1	x				x											x									
E1										x								x							
R3	x					x																			
R4																									
G2																									
E2										x							x								
E5	x									x															
R6																									
G3	x																								
G4																									
E3																									
R7	x									x							x								
R8	x									x															
G5	x									x															
G6																									
G7																									
E4																	x								
R9										x								x							
G8																							x		
G9										x															
E5																									
E6																									
E7																									
R10	x																								x
R11	x																								
G10																									

Appendix B cont.

Standard	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Ref																									
G11	x									x															
E8	x									x															
E9																									
E10																									
R12	x									x															
R13	x									x															
G12										x						x									
E11										x							x								
R14	x					x				x								x							
R15	x									x															
R13	x									x															
G14	x									x															
E12										x															
R16	x									x							x						x		
R17	x									x															
G15																									
E13																									
E14				x						x															
R18	x									x															
R19	x									x															
G16																									
G17																									
E15										x															
R20																									
R21																									
R22																									
G18													x												
E16																									
R23	x									x															
R24										x															
G19																									
G20					x																				
G21	x																								
E17																									
R25	x																								

Appendix B cont.

Standard		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	
Ref																											
R26				X							X																
G22											X								X								
G23	X										X																
E18											X								X								
R27			X								X						X			X							
R28											X			X													
R29											X			X													
G24											X			X			X										
G25	X										X			X			X							X		X	
E19			X								X								X								



*raising e-standards
to improve delivery*

e-Service Delivery Standards v1.0
April 2006