



# IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2004 (IEG4)

*"Realising the benefits from our  
investment in e-government"*

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**Local Context**

Bath and North East Somerset Council's overarching goal is "Making Bath and North East Somerset a better place to live, work and visit". We now have an agreed corporate plan identifying improvement priorities, developed after extensive consultation. Following on from previous years, we are continuing to exploit technology to deliver those priorities so that we are customer focussed and efficient both for the front office and in providing infrastructure to support it. We are about to embark on a culture change programme, in which technology has been and will continue to be a key enabler, which will consolidate work already underway in many areas, and develop it further. During 2004/05, we have built on the new strategic IT partnership with HBS, and as a result have a comprehensive portfolio of corporate and service projects, managed as an integrated programme, supported by HBS specialist advice and skills. These are prioritised according to the ODPM list of shared priorities as well as locally identified priorities and needs. Savings in core administration are now being realised through implementation of HR and financial systems. Further e-government projects completed this year include content management for the web site (already previously rated as Content Plus by SOCITM), transfer of reception staff from disparate services across the whole authority into Customer Services so that they can provide one stop services supported by CRM, video conferencing facilities for customers, an SMS text messaging pilot, and piloting of an e enabled corporate balanced score card ensuring robust performance measurement and monitoring. We are a member of the e-pay pilot national project and are currently trialling various e pay concepts in Libraries and Parking. Our previously installed on street kiosks and one stop shop remain popular and well used, and our customer access programme – which will deliver integrated access channels with the relevant infrastructure – is working closely with HR Improvement and Long term office accommodation strategies to ensure integration and successful delivery. Our approach to IEG was audited by Price

Waterhouse Coopers and their recommendations have been taken forward. Ambitious plans are in hand and at various stages of development, including planning on line, expansion of a corporate call centre, the creation of a business process re-engineering team as well as further back office efficiencies such as managed print service, EDM and an executive work programme. Within the programme of work with HBS, key “flagship” projects are being expedited to provide maximum return to customers and the organisation, to improve access, quality of service and create headroom for further development. **Raising standards across our schools** We aim to improve educational outcomes for all our pupils. Our new web content management system now provides a wide range of information that parents and teachers can access directly, or link through to support agencies. A successful pilot between the library service and a secondary school has seen students trained in accessing and reserving from the on line library catalogue, with items delivered and collected directly to the school. **Improve the quality of life of children, young people, families at risk and older people** Our investment in a CRM system will enable us to target key groups such as those at risk, and direct resources towards them more effectively. Social Services are currently piloting business process reengineering in their back office, creating headroom to enable resources to be freed up for front facing services. Promote healthier communities by targeting key local services, such as health and housing We will continue to pursue the goal of a key worker scheme with other service providers using mobile technology. Joint teams between Health and Social Services have been successful, and will continue to explore ways to extend this. **Creating safer and stronger communities** Libraries are being developed as one stop shops, providing a good geographic network for the public to access services and information. People’s Network is now well established with learning opportunities in all libraries. Our local area pilot is going well, and this is supported by web based information. The video link installed in key locations enables customers to speak to specialist staff more speedily and increase access to those specialists. GIS information is being used to manage and develop crime reduction and prevention data, and the web site and on street kiosks enable publicity and information to be easily disseminated as well as provide access to relevant officers. **Transforming our local environment** Negotiations are underway with BT to provide a wireless infrastructure in Bath using street furniture including kiosks to house transmitters. Our Parking staff and Community Wardens already use hand held devices to carry out their work, and are now part of an e-pay pilot. On line planning is due for implementation shortly which will improve access to planning services and improve the service provided. The Western Riverside Project and the Local Plan provide extensive information and provide an avenue for feedback through the web site. **Meeting local transport needs more effectively** GIS has been implemented and is being used to manage and plan effective transport solutions. The web site enables customers to search

for Highways and Traffic street and ward specific information for journey planning, or access information related to current road works schemes **Promoting the economic vitality of localities** We have just launched a business web site with partners, and have a recruitment site for council jobs in development. We already provide on line application and information for jobs. Our libraries and one stop shop provide access to JobCentre information where those have closed locally.. Libraries and the one stop shop host partner sessions such as for The Inland Revenue and Race Equality Council. Heritage have specific web sites aimed at their key audiences, and we will continue to develop web based information and bookings for tourism and leisure activities.

**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 and will inform the release of IEG capital funding in 2005/06

Outcome & Transformation Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
<b>R1</b> 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	Amber	Green	Green	Work commenced in Oct 2004 to upgrade the current Capita EMS admissions and transfers system to deliver this outcome.
<b>R2</b> Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Amber	Amber	Green	Green	Information is currently available via the Council's website at <a href="http://www.bathnes.gov.uk">http://www.bathnes.gov.uk</a> but this information is being expanded following the change of infrastructure to a content management system.
<b>G1</b> Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Red	Red	Amber	Green	No definite project has been planned for this area as yet, but analysis is underway with Service Managers and our strategic partners, HBS, to identify what developments would be required to meet this objective. Resourcing will be subject to the production of a sound business case which identifies how this supports our corporate priorities.
<b>E1</b> Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.					
<b>R3</b> 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 <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Green	Green	Green	Green	The LGCL was used as a core guide when developing an A to Z structure based on citizen requirements, and it is incorporated in the metadata associated with each item in the CMS to allow future cross-linking.
<b>R4</b> Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Red	Red	Green	Green	Our internal CJIT project is attempting to address these issues.
<b>G2</b> 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.	Red	Amber	Green	Green	A feasibility study for a Community Information Database project is being developed by our Business Improvement Service.
<b>E2</b> Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.					

<b>R5</b> Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green	Green	Green	Green	Available at <a href="http://www.bathnes.gov.uk/BathNES/councilinformation/howthecouncilworks/councilmeetings/">http://www.bathnes.gov.uk/BathNES/councilinformation/howthecouncilworks/councilmeetings/</a>
<b>R6</b> Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Red	Amber	Green	Green	The viability of creating this facility using Councillor.info and/or our own CMS are being assessed.
<b>G3</b> Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Red	Red	Green	Green	Information about consultation has been available on our website for some time and we are actively planning next steps including use of SMS (which is currently integrated with our Exchange server to allow email to SMS and vice versa).
<b>G4</b> Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Red	Amber	Green	Green	We are assessing the technical and accessibility issues of providing multimedia content to our citizens.
<b>E3</b> Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.					
<b>R7</b> 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).	Amber	Amber	Green	Green	The ability to report these items to our contact centre exists both on our website and our on-street kiosks.
<b>R8</b> Online receipt and processing of planning and building control applications.	Red	Amber	Green	Green	A project is underway to provide planning application facilities online and fully integrate the process with an updated version of the CAPS UNiform system.
<b>G5</b> Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Red	Red	Amber	Green	Some work has been undertaken to create a corporate GIS system internally as a precursor to providing public access to GIS based information.
<b>G6</b> Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Red	Red	Amber	Green	No definite project has been planned for this area as yet, but analysis is underway with Service Managers and our strategic partners, HBS, to identify what developments would be required to meet this objective. Resourcing will be subject to the production of a sound business case which identifies how this supports our corporate priorities.
<b>G7</b> Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and	Red	Red	Amber	Green	No definite project has been planned for this area as yet, but analysis is underway with Service Managers and our strategic partners, HBS, to identify what developments would be required to meet this objective.

decision-making processes around the prevention of anti-social behaviour.					Resourcing will be subject to the production of a sound business case which identifies how this supports our corporate priorities.
<b>E4</b> Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.					
<b>R9</b> Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber	Amber	Green	Green	We are updating our procurement strategy as part of our involvement with the South West Centre of Excellence. A baselining exercise is about to commence to establish the best target areas for e-procurement within the 'influenceable' spend we have identified. We use a Web-enabled Financial Management System (Agresso) that has the ability to utilise entirely paperless processes and we are incrementally extending the use of these facilities across the organisation.
<b>G8</b> Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Red	Red	Amber	Green	No definite project has been planned for this area as yet, but analysis is underway with Service Managers and our strategic partners, HBS, to identify what developments would be required to meet this objective. Resourcing will be subject to the production of a sound business case which identifies how this supports our corporate priorities.
<b>G9</b> Regional co-operation on e-procurement between local councils.	Green	Green	Green	Green	Bath and North East Somerset is involved with the South West Centre or Procurement Excellence.
<b>E5</b> Access to virtual e-procurement 'marketplace';					
<b>E6</b> Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;					
<b>E7</b> Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).					
<b>R10</b> Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green	Green	Green	Green	We utilise the Alliance & Leicester BillPay system for Council Tax, NNDR and sundry debtors, and we are continuing to improve and extend payment channels. Bath and North East Somerset is a partner and work stream leader in the e-Pay National Project ( <a href="http://www.e-payments.org.uk">http://www.e-payments.org.uk</a> ).



<b>R11</b> 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.	Red	Amber	Green	Green	No definite project has been planned for this area as yet, but analysis is underway with Service Managers and our strategic partners, HBS, to identify what developments would be required to meet this objective. Resourcing will be subject to the production of a sound business case which identifies how this supports our corporate priorities.
<b>G10</b> Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Red	Amber	Green	Green	Bath and North East Somerset has sponsored and led the production of the e-Pay toolkit and so will be one of the early adopters of e-Pay approach.
<b>G11</b> Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Red	Amber	Green	Green	No definite project has been planned for this area as yet, but analysis is underway with Service Managers and our strategic partners, HBS, to identify what developments would be required to meet this objective. Resourcing will be subject to the production of a sound business case which identifies how this supports our corporate priorities.
<b>E8</b> Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).					
<b>E9</b> Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).					
<b>E10</b> Agreed baseline and targets for reductions in unit costs of payment transactions.					
<b>R12</b> Online renewal and reservations of library books and catalogue search facilities.	Green	Green	Green	Green	Available via the Foursite Consortium <a href="http://www.foursite.somerset.gov.uk">http://www.foursite.somerset.gov.uk</a>
<b>R13</b> Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Green	Green	Green	Green	Sports and Leisure facilities provided by Aquaterra - <a href="http://www.aquaterra.org/BathNES/BathSAL/">http://www.aquaterra.org/BathNES/BathSAL/</a>
<b>G12</b> Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Red	Red	Amber	Green	All Council ICT is provided by our strategic partners, HBS, and managed through the Council's Partnership Board. This body coordinates delivery and ensures key programmes such as our Customer Access Programme have the resources that they need to deliver integrated customer services.
<b>E11</b> Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings.					
<b>R14</b> Online facilities to be available to allow the public to inspect local public transport timetables and information	Green	Green	Green	Green	Travel information is available from <a href="http://www.bathnes.gov.uk/BathNES/transportandroads/travel/default.htm">http://www.bathnes.gov.uk/BathNES/transportandroads/travel/default.htm</a>

via available providing organisation, including links to 'live' systems for interactive journey planning.					
<b>R15</b> Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Red	Red	Green	Green	No definite project has been planned for this area as yet, but analysis is underway with Service Managers and our strategic partners, HBS, to identify what developments would be required to meet this objective. Resourcing will be subject to the production of a sound business case which identifies how this supports our corporate priorities.
<b>G13</b> E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Red	Amber	Green	Green	The Council has purchased e-forms and workflow packages and an e-forms project is underway. This area is one of the key services to be scheduled in to the overall programme.
<b>G14</b> GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green	Green	Green	Green	An interactive roadworks database is available at <a href="http://www.bathnes.gov.uk/BathNES/transportandroads/roadclosuresandworks/default.htm">http://www.bathnes.gov.uk/BathNES/transportandroads/roadclosuresandworks/default.htm</a> .
<b>E12</b> Agreed baseline and targets for customer satisfaction and efficiency savings.					
<b>R16</b> 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.	Green	Green	Green	Green	Our Revenues and Benefits Contact Centre uses Comino, which provides a fully integrated tool with CRM, workflow and Electronic Document Management capabilities.
<b>R17</b> 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.	Amber	Green	Green	Green	A benefits calculator is available now at <a href="http://www.bathnes.gov.uk/BathNES/lifeandleisure/benefits/CouncilTaxCalc.htm">http://www.bathnes.gov.uk/BathNES/lifeandleisure/benefits/CouncilTaxCalc.htm</a> . Our PDF application forms are being updated for January 2005
<b>G15</b> Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Red	Red	Amber	Green	No definite project has been planned for this area as yet, but analysis is underway with Service Managers and our strategic partners, HBS, to identify what developments would be required to meet this objective. Resourcing will be subject to the production of a sound business case which identifies how this supports our corporate priorities.
<b>E13</b> Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.					

<b>E14</b> 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.					
<b>R18</b> Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Red	Amber	Green	Green	No definite project has been planned for this area as yet, but analysis is underway with Service Managers and our strategic partners, HBS, to identify what developments would be required to meet this objective. Resourcing will be subject to the production of a sound business case which identifies how this supports our corporate priorities.
<b>R19</b> 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.	Red	Red	Green	Green	No definite project has been planned for this area as yet, but analysis is underway with Service Managers and our strategic partners, HBS, to identify what developments would be required to meet this objective. Resourcing will be subject to the production of a sound business case which identifies how this supports our corporate priorities.
<b>G16</b> Systems to support joined-up working on children at risk across multiple agencies.	Red	Amber	Green	Green	No definite project has been planned for this area as yet, but analysis is underway with Service Managers and our strategic partners, HBS, to identify what developments would be required to meet this objective. Resourcing will be subject to the production of a sound business case which identifies how this supports our corporate priorities.
<b>G17</b> Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red	Red	Amber	Green	No definite project has been planned for this area as yet, but analysis is underway with Service Managers and our strategic partners, HBS, to identify what developments would be required to meet this objective. Resourcing will be subject to the production of a sound business case which identifies how this supports our corporate priorities.
<b>E15</b> Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).					
<b>R20</b> Email and Internet access provided for all Members and staff that establish a need for it.	Green	Green	Green	Green	Our standard PC profile includes access to email via Outlook and high speed Internet access via Internet Explorer.
<b>R21</b> ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Red	Green	Green	Green	We currently support both home and mobile working, but a consistent, corporate policy needs to be developed and is scheduled to be created and implemented by March 2005.
<b>R22</b> 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.	Red	Amber	Green	Green	Current facilities support both mobile workers using laptops and dedicated home workers using thin-client solutions over ISDN. We are examining

					how we can improve our infrastructure to better support broadband VPN access.
<b>G18</b> 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").	Red	Red	Green	Green	Some services have adopted the ECDL standard (such as Customer Services Libraries and Information) but no corporate structure is in place as yet.
<b>E16</b> Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.					
<b>R23</b> Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Amber	Amber	Green	Green	Our present website is primarily informational (Content Plus in SOCITM Better Connected terms) but we have an established e-forms project utilising FormFill and e-Works to deliver fully joined-up transactional services. An e-forms programme is being developed as part of our overall 3 year partnership plan (as mentioned above).
<b>R24</b> Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green	Green	Green	Green	We have successfully implemented Microsoft CMS utilising outputs from LAWS and the E-Envoy's previous guidance for Government Websites.
<b>G19</b> Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see <a href="http://www.pro.gov.uk/about/foi/map-local.rtf">www.pro.gov.uk/about/foi/map-local.rtf</a> ).	Red	Red	Amber	Green	We utilise EDM in some key services and have a project in place to roll out EDM corporately; relevant standards and links to FOI are being examined as part of this project.
<b>G20</b> Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see <a href="http://www.w3.org/WAI">www.w3.org/WAI</a> ).	Green	Green	Green	Green	We have been enthusiastic advocates of accessible websites for several years and with the recent change to CMS, we have incorporated accessibility into the design of the site and engaged in extensive user testing. We have extensive documentation and video provided by Bath University's usability services.
<b>G21</b> Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see <a href="http://www.egifcompliance.org">www.egifcompliance.org</a> & <a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a> ).	Green	Green	Green	Green	Our Partnership Board and Business Improvement Service are responsible for assessing and approving all new major Council systems. This initial assessment process ensures compliance with these standards before a project is approved.
<b>E17</b> Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.					

<b>R25</b> Online publication of Internet service standards, including past performance and commitments on service availability.	Red	Green	Green	Green	Planning is underway to develop these and expand upon the website T's and C's that we use.
<b>R26</b> Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Green	Green	Green	Green	We use management tools that allow us to capture and analyse Web traffic stats. Usage has also been independently verified as increasing through the SOCITM Better Connected survey. In the 2003 report, we were listed as the 8th most accessed site per head of population. In the 2004 report, this has risen to 7th place.
<b>G22</b> Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Red	Red	Amber	Green	
<b>G23</b> Adoption of recognised guidelines for usability of website design (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Green	Green	Green	Green	Our new CMS based site was tested extensively, with analysis carried out by Bath University. As part of this analysis, we have video footage of user testing together with supporting commentary.
<b>E18</b> 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.					
<b>R27</b> Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Red	Amber	Green	Green	We have brought together several customer service teams and we're now working on development of a true corporate contact centre supported by a Council-wide CRM. The project has been through feasibility and business case and is awaiting sign-off before commencing implementation.
<b>R28</b> All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Red	Amber	Green	Green	This will be implemented with our contact centre and CRM system.
<b>R29</b> 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Red	Amber	Green	Green	This will be implemented with our contact centre and CRM system.
<b>G24</b> Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Red	Amber	Amber	Green	This will be implemented with our contact centre and CRM system, but is part of a longer term project to integrate all systems.

<p><b>G25</b> Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.</p>	Red	Red	Green	Green	<p>No definite project has been planned for this area as yet, but analysis is underway with Service Managers and our strategic partners, HBS, to identify what developments would be required to meet this objective. Resourcing will be subject to the production of a sound business case which identifies how this supports our corporate priorities.</p>
<p><b>E19</b> 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>					

## **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 Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
Appointment of people to the following key local e-government functions in your Council (see <a href="http://www.idea-knowledge.gov.uk/idk/aio//206757">http://www.idea-knowledge.gov.uk/idk/aio//206757</a> ):					
i) Member & officer e-champions	Green	Green	Green	Green	Officer e-Champion Sarah Berry, Corporate Director. Member e-Champion Paul Crossley, Leader of the Council
ii) e-government programme manager	Green	Green	Green	Green	E-Government Co-ordinator Austin Warren
iii) customer services management	Green	Green	Green	Green	Customer Services are combined with Libraries. Lead officer is Julia Fieldhouse, Head of Customer Services, Libraries and Information.
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.	Red	Amber	Green	Green	This is a part of the wider move towards and e-skills programme.
Establishment of an e-delivery programme board	Green	Green	Green	Green	This role is fulfilled by our Business Improvement Service Development Group; a key body within the strategic partnership that we have with Hyder Business Services.
Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme.	Green	Green	Green	Green	A customised version of PRINCE2 is used within our Business Improvement Service and by project managers across the Council
Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures.	Green	Green	Green	Green	A corporate risk management approach has been adopted.
Use of customer consultation/research to inform development of corporate e-government strategy.	Green	Green	Green	Green	Our Customer Access Programme has been driven by specific consultation as well as our citizen's panel. We do however accept that we need to do a better job of joining up some of the consultation that takes place across the authority and in partner organisations.
Establishment of policy for addressing social inclusion within corporate e-government strategy.	Green	Green	Green	Green	This is a component of our IEG Strategy (sections 4.1 and 4.2 Social Inclusion and Accessibility).
Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)	Green	Green	Green	Green	A Data Protection Officer has been in post for some years now. We currently have a manager for our FOI project, and will appoint a permanent FOI officer shortly.








Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see <a href="http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf">http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf</a> & <a href="http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf">http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf</a> ).	Red	Amber	Green	Green	
Establishment of partnerships for the joint (aggregated) procurement of broadband services.	Green	Green	Green	Green	We are active members of the West of England Broadband partnership.
Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) (see <a href="http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf">http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf</a> ).	Red	Amber	Amber	Green	Dialogue with local CAB branches is ongoing. They are primarily interested in electronic access to Revenues and Benefits and other areas where financial claims are submitted. We are continuing to look at the best way of achieving this join-up.
Compliance with BS 7799 on information security management.	Amber	Amber	Amber	Amber	Current corporate policies ensure majority compliance with the standard.
Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives.	Red	Amber	Green	Green	Each project that is delivered through our strategic partnership with HBS follows a set process with includes feasibility, business case etc., but we are aware that our application of the realisation of benefits is inconsistent and needs improvement.
Completion of mapping of BVPI 157 services against approved security levels (0-3) (see <a href="http://www.authentication.org.uk/levels.asp">http://www.authentication.org.uk/levels.asp</a> & <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc</a> ).	Red	Amber	Green	Green	
Planned compliance to HMG Security and authentication frameworks (see <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc</a> & <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc</a> & <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc</a> & <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc</a> &	Red	Red	Red	Red	

<a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc</a> .					
Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see <a href="http://www.tscheme.org">www.tscheme.org</a> ).	Red	Red	Red	Red	
Use of Government Gateway (see <a href="http://www.gateway.gov.uk">http://www.gateway.gov.uk</a> ) to support:					
i) personalisation & registration for services categorised at security level 0	Red	Red	Red	Red	Discussions around this are at a very early stage and it is not yet possible to give indicative dates because of the possible use of other mechanisms/products to achieve the same aim.
ii) citizen & business authentication for services for services categorised at security levels 1-3	Red	Red	Red	Red	See note above.
iii) authentication of employees for cross-agency services	Red	Red	Red	Red	See note above.
iv) corporate approach to collection of e-payments	Red	Amber	Green	Green	Two trial projects have been created through our involvement with the e-Pay National Project. A project brief for a corporate solution has been submitted and approved and a feasibility study is now underway.
v) cross agency secure transactions (Government to Government)	Red	Red	Red	Red	This will be examined as part of the analysis of out use of the Government Gateway.
Government Gateway (see <a href="http://www.gateway.gov.uk">http://www.gateway.gov.uk</a> ) back office connection in place (Department Interface Server).	Red	Red	Red	Red	See note above.
Connection to Directgov (see <a href="http://www.direct.gov.uk">http://www.direct.gov.uk</a> ) from corporate website and partnership portal(s)	Green	Green	Green	Green	Link available from home page of <a href="http://www.bathnes.gov.uk">http://www.bathnes.gov.uk</a>
Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see <a href="http://www.lcd.gov.uk/foi/foidpunit.htm">http://www.lcd.gov.uk/foi/foidpunit.htm</a> & <a href="http://www.pro.gov.uk/recordsmanagement/access/default.htm">http://www.pro.gov.uk/recordsmanagement/access/default.htm</a> )	Amber	Green	Green	Green	Our FOI project is well underway and we are not anticipating any problems with compliance at this stage.
Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see <a href="http://www.nlpg.org.uk">http://www.nlpg.org.uk</a> )	Green	Green	Green	Green	Our LLPG forms the base address data source for many of the new corporate systems (such as CRM) that we are implementing, although

					some work needs to be done to permanently link major 'legacy' systems to this database.
Connection to National Land Information Service (NLIS) at Level 3 (see <a href="http://www.nlis.org.uk">http://www.nlis.org.uk</a> )	Amber	Green	Green	Green	
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 <a href="http://www.dfes.gov.uk/isa">http://www.dfes.gov.uk/isa</a> )	Amber	Green	Green	Green	Our IRT project has worked with other local partners to create and adopt 'One Big Database', which goes a long way towards addressing this requirement.

**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

		Actual			Forecast	
BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	2001/2	2002/3	2003/4	2004/5	2005/6
						
Providing information: Total types of interaction e-enabled e-enabled	94%	192 39.51	222 45.68	245 50.41	354 72.84	375 77.16
Collecting revenue: Total types of interaction e-enabled e-enabled	87%	4 30.77	5 38.46	5 38.46	8 61.54	8 61.54
Providing benefits & grants: Total types of interaction e-enabled e-enabled	78%	5 27.78	5 27.78	5 27.78	5 27.78	11 61.11
Consultation: Total types of interaction e-enabled e-enabled	86%	7 12.28	13 22.81	14 24.56	24 42.11	35 61.40
Regulation (such as issuing licenses): Total types of interaction e-enabled e-enabled	76%	6 8.00	6 8.00	6 8.00	10 13.33	19 25.33
Applications for services: Total types of interaction e-enabled e-enabled	83%	31 13.48	58 25.22	61 26.52	102 44.35	131 56.96
Booking venues, resources & courses: Total types of interaction e-enabled	78%	3	6	6	13	17

<b>e-enabled</b>		<b>10.71</b>	<b>21.43</b>	<b>21.43</b>	<b>46.43</b>	<b>60.71</b>
<b>Paying for goods &amp; services: Total types of interaction e-enabled e-enabled</b>	<b>80%</b>	<b>5 8.77</b>	<b>9 15.79</b>	<b>13 22.81</b>	<b>20 35.09</b>	<b>34 59.65</b>
<b>Providing access to community, professional or business networks: Total types of interaction e-enabled e-enabled</b>	<b>82%</b>	<b>14 32.56</b>	<b>15 34.88</b>	<b>19 44.19</b>	<b>27 62.79</b>	<b>28 65.12</b>
<b>Procurement: Total types of interaction e-enabled e-enabled</b>	<b>73%</b>	<b>1 14.29</b>	<b>1 14.29</b>	<b>1 14.29</b>	<b>2 28.57</b>	<b>4 57.14</b>
<b>TOTAL Total types of interaction e-enabled % e-enabled</b>	<b>86%</b>	<b>268 26.43 %</b>	<b>340 33.53 %</b>	<b>375 36.98 %</b>	<b>565 55.72 %</b>	<b>662 65.29 %</b>

#### **Section 4 - Access Channel Take-Up**

In order to demonstrate public take-up of the main e-access channels that you are investing in up to 2005/6, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Industry definitions of page impressions

	Actual ('000s)	Forecast ('000s)				Comment
		03/04	04/05	05/06	06/07	
<b>E-enablement + Main E-Access Channel Take-Up</b>						
<b>Local Service Websites</b>						
• Page impressions (annual)	6900	7274	7668	8083	8520	The number of users listed above is taken from the SOCITM Better Connected Survey data (Bath and North East Somerset 7th most accessed site per head of population). There is no corporate change of address facility as yet, so this data is unavailable.
• Unique users, i.e. separate individuals visiting website (annual)	531	560	590	622	655	
• Number of e-enabled payment transactions accepted via website	3	5	6	7	8	
• Number of change of address notifications accepted via website	0	0	1	1	1	
<b>Telephone</b> <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>						
• Number of e-enabled payment transactions accepted by telephone	22	30	36	41	46	Additional IVR facilities have just been added through our involvement with the e-Pay National Project, but it is at too early stage for any meaningful data to be available. The COA figures above include Face to Face as data is not currently split.
• Number of change of address notifications accepted via telephone	6	7	6	6	6	
<b>Face To Face</b> <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops &amp; home visits)</i>						
• Number of e-enabled payment transactions accepted via personal contact	18	16	17	18	18	The payment figures above are based on touch screen, automated payment machines used in our One Stop Shops. These machines have allowed us to dispense with expensive cash handling facilities. There has been a 10% drop in the number of interactions this year, but this could be due to normal variations in use (such as multiple payments being made in one transaction). Personal contact figures for CoA included with telephone.
• Number of change of address notifications accepted via personal contact	0	0	0	0	0	



<b>Other Electronic Media</b> (e.g. BACS, text messaging)						
• Number of e-enabled payment transactions accepted via BACS or other electronic form	574	596	613	628	641	CoA figures are included with telephone above.
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0	
<b>Non Electronic</b> (e.g cash office, post)						
• Number of payments accepted by cheque or other non-electronic form	307	276	252	230	212	Our projections show a diminishing return on encouraging users to move to electronic payment methods. This reflects the core of citizens who do not yet wish to change to using other payment channels.
• Number of change of address notifications accepted via non-electronic form	7	7	6	6	6	

### **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 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 Resources	Actual (£'000s)	Forecast (£'000s)				Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
• IEG capital grant	400	350	150			
• <b>your council's nominal pro rata share of</b> ODPM Local e-Government Partnership Programme capital grant allocated in your area	0	0	0	0	0	
• financial contribution from public-private partnerships	59	977	117	0	0	
• resources being applied from internal revenue and capital budgets to implement e-government	4466	990	469	0	0	
• other resources (e.g. training) (please specify)	0	10	24.2	25.75	26.65	Training identified
• ODPM e-Innovations Fund capital grant	0	0	0	0	0	
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	2313	1495	100	0	0	We applied but were unsuccessful in our e-innovations fund bid in 2003.
<b>TOTAL</b>	<b>7238</b>	<b>3822</b>	<b>860.2</b>	<b>25.75</b>	<b>26.65</b>	

## **Section 6 - Local e-Government Programme Efficiency Gains**

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

Efficiency Gains	Actual	Forecast (£'000s)				Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
<b>a) Cash Releasing Efficiency Gains</b>						
e-Procurement, of which:						
• achieved through reductions in prices		0	0	0	0	See note below.
• other gains from e-procurement		0	0	0	0	See note below.
Corporate support (back office), of which:						
• e-recruitment		0	0	0	0	See note below.
• e-payments		0	0	0	0	See note below.
• Other corporate support gains		205	438	568	568	Also see note below.
Transactional services		0	0	0	0	See note below.
Productive time		0	0	0	0	See note below.
Sub total (a) cash releasing efficiency gains)	0	205	438	568	568	
<b>b) Non Cash Releasing Efficiency Gains</b>						
non-cash benefits (1) please specify		67.5	400	400	400	More time spent with customers. Also see note below.
non-cash benefits (2) please specify		0	0	0	0	See note below.
Sub total (b) non cash releasing efficiency gains)	0	67.5	400	400	400	
<b>TOTAL EFFICIENCY GAINS - GROSS</b>	<b>0</b>	<b>272.5</b>	<b>838</b>	<b>968</b>	<b>968</b>	
LESS e-government implementation expenditure	7238	3822	860.2	25.75	26.65	The Council has not be able to quantify accurately the efficiency gains achieved as a result of the introduction of new systems and associated

						<p>BPR. The Business Cases for a number of more recent developments do project efficiency gains, but these have not yet reached the stage of activity where those gains can accurately be quantified. Examples include new web based financial management system, new web based HR and Payroll system, Social Services charging system, etc. Our Business Improvement Partnership with HBS has enabled us to introduce a more rigorous approach to Business Planning, and as the current projects are completed it will be possible to measure actual efficiencies. It has also been agreed to in depth evaluation of several systems measure efficiency gains, and create models that can be applied to future developments.</p> <p>Our Strategic Resource Planning Service has made some estimates of possible gains, and these are included for their indicative value only.</p>
<b>TOTAL EFFICIENCY GAINS - NET</b>	<b>-7238</b>	<b>-3549.5</b>	<b>-22.2</b>	<b>942.25</b>	<b>941.35</b>	