



# IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG6)

*"Meeting the targets for e-government"*

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**Local Context**

The Council of the Isles of Scilly is the smallest Unitary authority in the United Kingdom serving a total population of just over 2,000 living on five small Islands. Despite its size however, the authority has an extensive range of responsibilities and remains the only public water/sewerage authority in the UK. In many ways, the Council is unique in its closeness with the local community.

Nevertheless, the Council of the Isles of Scilly has embraced a the new strategic approaches of recent years and has welcomed the Implementing Electronic Government funding to enable far-reaching changes in both the culture and delivery of local services.

The main concern of the authority however, is the ongoing revenue implications for such a small Council. A further concern is that the implementation of the means to deliver electronic service delivery must be within the context of such a small community and that proportionality is always taken into account. The Council has resisted spending large amounts of capital on solutions that would be more appropriate to large urban authorities.

The IDeA's Strategic Support Unit is providing significant support and following its recommendation, an e-government programme manager has been appointed from Socitm in the New Year of 2005 to drive forward a pragmatic programmethat enabledthe Council to achieve its Priority Outcomes by December 2005.

Following a meeting with Dr. Peter Blair, from the ODPM, recognition of the proportionality of some of the Priority Outcomes in relation to the Islands was agreed and some of the Required Outcomes were withdrawn for the Isles of Scilly whilst it was agreed that others could remain at amber.

## 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
<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 01/05/2005	Amber 01/05/2005
	<b>Comment:</b> As the Council of the Isles of Scilly only has one school it is difficult to see how this facility will or can be used. It has been agreed by the ODPM that partial delivery of this outcome will be acceptable provided details of available options and admissions procedure for post 16 education that is not provided in the Islands. These details are now available on the web site.	
<b>R2</b> Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Red 01/04/2004	Red 01/04/2004
	<b>Comment:</b> Again, a difficult priority to fulfil because the Isles of Scilly has no Looked After Children at present. It has been agreed by ODPM that this may remain at Red.	
<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	Amber 04/01/2005	Amber 04/01/2005
	<b>Comment:</b> As there is only a choice of one school, this section will give parents a full list of the courses, services and facilities offered by the school. Partial delivery agreed with the ODPM.	
If already 'green' on R1, R2 & G1 above please comment on  <b>E1</b> 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.	<b>Comment:</b>	
<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 15/08/2005	Green 15/08/2005
	<b>Comment:</b> The A to Z information section is now in place on our new web site. It has full interaction ability.	
<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.	Amber 01/06/2004	Amber 01/06/2004
	<b>Comment:</b> This will be part of a newly commissioned transactional web site. Partial delivery agreed with the ODPM.	
<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.	Green 15/08/2005	Green 15/08/2005
	<b>Comment:</b> Job vacancies and local authority news is already provided on the web site and this can be easily extended for use by community groups, especially those on the off-islands.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>If already 'green' on R3, R4 &amp; G2 above please comment on</p> <p><b>E2</b> Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.</p> <p>Otherwise you may leave this row blank.</p>	<p><b>Comment:</b> A survey of the local community conducted during the summer of 2005 resulted in a score of 68% satisfaction with the delivery of Council services. From a further questionnaire on electronic delivery it is expected that a higher percentage of satisfaction will be reached through 2006 as many of the ideas from the community have been built into the IEG implementation.</p>	
<p><b>R5</b> Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.</p>	<p>Green 15/08/2005</p>	<p>Green 15/08/2005</p>
	<p><b>Comment:</b> This is now complete on the Council's new web site, and will be expanded and enhanced on an ongoing nature following the creation of our new interactive web site.</p>	
<p><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.</p>	<p>Green 15/08/2005</p>	<p>Green 15/08/2005</p>
	<p><b>Comment:</b> Each member has been supplied with a laptop computer, printer and e-mail and Internet access. Full development has now been completed within the authority's web site.</p>	
<p><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.</p>	<p>Green 15/08/2005</p>	<p>Green 15/08/2005</p>
	<p><b>Comment:</b> Will be fully provided via the new web site.</p>	
<p><b>G4</b> Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video &amp; audio files).</p>	<p>Green 01/06/2005</p>	<p>Green 01/06/2005</p>
	<p><b>Comment:</b> Partly implemented through the implementation of a web casting system. It has resulted in an increasing number of visits per month of citizens watching the live webcasts of Council meetings or the archived versions through the web site. Due to the success of this facility, members have agreed to extend the contract for a further three years.</p>	
<p>If already 'green' on R5, R6, G3 &amp; G4 above please comment on</p> <p><b>E3</b> Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.</p> <p>Otherwise you may leave this row blank.</p>	<p><b>Comment:</b> There is a facility within the webcasting system for public consultation and it is intended to use this function, plus consultation forms through the web site. The Fire Service has already published consultation documents.</p>	
<p><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).</p>	<p>Green 15/08/2005</p>	<p>Green 15/08/2005</p>
	<p><b>Comment:</b> In 2004 the Council had no abandoned vehicles to deal with, similarly, no graffiti to remove and no requests for bulky waste removal. Nevertheless, the reporting system (other than face-to-face or phone), has now been placed on the new web-site.</p>	
<p><b>R8</b> Online receipt and processing of planning and building control applications.</p>	<p>Green 15/08/2005</p>	<p>Green 15/08/2005</p>
	<p><b>Comment:</b> Partial delivery agreed with the ODPM although this is already in place through the Planning Portal and is now being fully delivered through the new web site.</p>	
<p><b>G5</b> Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.</p>	<p>Amber 01/10/2004</p>	<p>Green 31/01/2006</p>
	<p><b>Comment:</b> The first stage is to upgrade our current GIS to make it available for all departments to use. CAPS/ESRI have been commissioned to implement this facility. The corporate GIS will be completed in January 2006 and it is intended to roll-out this to give public access through the transactional web-site.</p>	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>G6</b> Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Amber 01/10/2004	Amber 01/10/2004
	<b>Comment:</b> Partial delivery has been agreed with the ODPM as it will be provided through a deep link to Cornwall County Council's web site.	
<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 decision-making processes around the prevention of anti-social behaviour.	Green 15/08/2005	Green 15/08/2005
	<b>Comment:</b> The authority becomes responsible for all licensing in early 2005 and a program has been purchased to perform this responsibility. Full information and the ability to download application forms is now available on the Council's web site.	
If already 'green' on R7, R8, G5, G6 & G7 above please comment on <b>E4</b> 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.	<b>Comment:</b>	
<b>R9</b> Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber 04/01/2005	Green 31/01/2006
	<b>Comment:</b> This is a partnership project being developed between Cornwall County Council (as the lead authority) and the six Cornish District Councils in Council, plus the Council of the Isles of Scilly. A more immediate partnership arrangement with Cornwall Fire Brigade for bulk purchasing is currently being investigated.	
<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).	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> Although the authority does not have a customised CRM	
<b>G9</b> Regional co-operation on e-procurement between local councils.	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> See above comment in R9	
If already 'green' on R9, G8 & G9 above please comment on <b>E5</b> Access to virtual e-procurement 'marketplace';	<b>Comment:</b> This is not a facility that can be created in a 'big bang' but one that will be implemented incrementally.	
<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>Comment:</b> The local authority has always been aware of the 'virtuous circle' regarding using local suppliers wherever possible. Electronic contacts are being established, but slowly due to few Island suppliers with sufficient facilities.	
<b>E7</b> 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.	<b>Comment:</b> This area has been held up due to difficulties in implementing a new electronic financial system, but it should be in place by early summer 2006.	
<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 15/08/2005	Green 15/08/2005
	<b>Comment:</b> This will be a major part of the transactional web site that will link in through the CAPS/ESRI planning facilities.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<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.	Amber 04/01/2005	Green 31/01/2006
	<b>Comment:</b> It is intended to provide these services through the interactive web site. The Council is also considering (through the Voice and Data Implementation), the touch tone telephone dialling facility although indication from the Services Access questionnaire show that this will be little used. The upgraded telephony system will give the front desk the ability to give details on the phone or face to face.	
<b>G10</b> Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green 15/08/2005	Green 15/08/2005
	<b>Comment:</b> Efficiency savings and cost savings may be achieved through the general implementation of the BACs system and the introduction of Direct Debits.	
<b>G11</b> Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 04/01/2005	Amber 04/01/2005
	<b>Comment:</b> Agreed with ODPM that partial delivery will be acceptable if Direct Debits are considered feasible. Public consultation has established that Direct Debits are a desired facility and it will be included in the new Sage accounting system to be completed by May 2006.	
If already 'green' on R10, R11, G10 & G11 above please comment on <b>E8</b> Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	<b>Comment:</b> The Council has no fee-paying car parks and therefore does not impose fines.	
<b>E9</b> Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	<b>Comment:</b> There is no intention to investigate the use of Smart Cards in the Isles of Scilly	
<b>E10</b> Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	<b>Comment:</b>	
<b>R12</b> Online renewal and reservations of library books and catalogue search facilities.	Green 15/08/2005	Green 15/08/2005
	<b>Comment:</b> The Council is investigating partnership agreements with Cornwall Library Services (run by Cornwall County Council), although a system of providing this facility through the Council's own website has been developed.	
<b>R13</b> Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Green 15/08/2005	Green 15/08/2005
	<b>Comment:</b> There is only one small gymnasium and one seasonal swimming pool in the Isles of Scilly although booking will be available through the web site.	
<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.	Amber 04/01/2005	Amber 04/01/2005
	<b>Comment:</b> Agreed with ODPM that partial delivery will be sufficient and that the authority will concentrate on delivering information and forms via all access channels. It was agreed that any back-office integration could be addressed as a secondary activity.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>If already 'green' on R12, R13 &amp; G12 above please comment on</p> <p><b>E11</b> Agreed baseline and targets for take-up of library, sports &amp; leisure services online, including targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	<b>Comment:</b>	
<p><b>R14</b> Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.</p>	Green 15/08/2005	Green 15/08/2005
	<b>Comment:</b> There is no public transport in the Isles of Scilly, therefore no public timetables. We now publish daily lists of inter-island boat timetables (that varies because of season, weather, tides and sea conditions) and provide deep links to the transport operators who offer commercial services to and from the mainland. The information is available on the Council's main web site and also the tourism web site <a href="http://www.simplyscilly.co.uk">www.simplyscilly.co.uk</a> .	
<p><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.</p>	Red 01/04/2005	Red 01/04/2005
	<b>Comment:</b> With only 9 miles of road, traffic management is not a major concern. It has been agreed with the ODPM that this Priority Outcome may be left at Red.	
<p><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.</p>	Red 01/04/2005	Red 01/04/2005
	<b>Comment:</b> The council has no car parks and does not issue penalty charges. It has been agreed that this Priority Outcome should remain at Red.	
<p><b>G14</b> GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.</p>	Green 15/08/2005	Green 15/08/2005
	<b>Comment:</b> Road works rarely take place and with only 9 miles of road, GIS presentation of these works is probably unnecessary, but it may be provided through the newly commissioned web site through the News section or on the Environmental Services pages.	
<p>If already 'green' on R14, R15, G13 &amp; G14 above please comment on</p> <p><b>E12</b> Agreed baseline and targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	<b>Comment:</b>	
<p><b>R16</b> E-enabled "one stop" resolution of Housing &amp; 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.</p>	Green 15/08/2005	Green 15/08/2005
	<b>Comment:</b>	
<p><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 &amp; Council Tax Benefit and to download and print relevant claim forms.</p>	Green 15/08/2005	Green 15/08/2005
	<b>Comment:</b> There is now a Benefits Calculator on the web site.	
<p><b>G15</b> Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.</p>	Red 01/04/2004	Red 01/04/2004
	<b>Comment:</b> Agreed with the ODPM that this section should remain at Red	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
If already 'green' on R16, R17 & G15 above please comment on <b>E13</b> Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	<b>Comment:</b>	
<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. Otherwise you may leave these rows blank.	<b>Comment:</b>	
<b>R18</b> Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 15/08/2005	Green 15/08/2005
	<b>Comment:</b>	
<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 01/04/2005	Red 01/04/2005
	<b>Comment:</b> Agreed with the ODPM that this outcome may remain at Red.	
<b>G16</b> Systems to support joined-up working on children at risk across multiple agencies.	Green 15/08/2005	Green 15/08/2005
	<b>Comment:</b>	
<b>G17</b> Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber 04/01/2005	Amber 04/01/2005
	<b>Comment:</b> Partial delivery agreed with the ODPM.	
If already 'green' on R18, R19, G16 & G17 above please comment on <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). Otherwise you may leave this row blank.	<b>Comment:</b>	
<b>R20</b> Email and Internet access provided for all Members and staff that establish a need for it.	Green 01/04/2003	Green 01/04/2003
	<b>Comment:</b> This was achieved in 2002.	
<b>R21</b> ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green 01/04/2004	Green 01/04/2004
	<b>Comment:</b> As some staff work and live on the off-islands, this was implemented in 2002. This will now be enhanced through the provision of a new Voice and Data Infrastructure. Remote working facilities are now available through the Voice and Data infrastructure.	
<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.	Green 01/04/2004	Green 01/04/2004
	<b>Comment:</b> Again, as in R21, because of a relatively scattered community and occasional difficult transport access due to weather and tides, this was put in place in 2002.	
<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").	Green 01/04/2004	Green 01/04/2004
	<b>Comment:</b> Access was made available through the Learning Centres in the Islands.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>If already 'green' on R20, R21, R22 &amp; G18 above please comment on</p> <p><b>E16</b> 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><b>Comment:</b> The introduction of remote working facilities for off-island members and staff has resulted in cash and efficiency savings and has cut down on daily transport costs. Further expansion is forecast from June 2005 when new web-based systems are in place.</p>	
<p><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).</p>	<p>Amber 04/01/2005</p>	<p>Green 31/01/2006</p>
<p><b>Comment:</b> The new voice and data network that will become fully operational in January 2006 will provide self-service telephone contact and the web site already provides access and information on all Council services.</p>		
<p><b>R24</b> Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.</p>	<p>Green 15/08/2005</p>	<p>Green 15/08/2005</p>
<p><b>Comment:</b> This is an integral part of the new web site.</p>		
<p><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>).</p>	<p>Amber 04/01/2005</p>	<p>Green 31/01/2006</p>
<p><b>Comment:</b> Much of this is already in place and will be fully integrated when the CAPS system, the GIS and the web site are linked together.</p>		
<p><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>).</p>	<p>Green 15/08/2005</p>	<p>Green 15/08/2005</p>
<p><b>Comment:</b> The Council is aiming to achieve AAA status. The Council is one of 62 authorities that have achieved 'A' rating in Socitm's stringent accessibility tests.</p>		
<p><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> &amp; <a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a>).</p>	<p>Green 15/08/2005</p>	<p>Green 15/08/2005</p>
<p><b>Comment:</b></p>		
<p>If already 'green' on R23, R24, G19, G20 &amp; G21 above please comment on</p> <p><b>E17</b> 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><b>Comment:</b> Because of the integrated nature of the Council's main systems - the voice and data network, the web site and the corporate GIS, efficiency savings will be made at the main point of contact that will avoid relaying calls and enquiries.</p>	
<p><b>R25</b> Online publication of Internet service standards, including past performance and commitments on service availability.</p>	<p>Green 15/08/2005</p>	<p>Green 15/08/2005</p>
<p><b>Comment:</b></p>		
<p><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.</p>	<p>Green 15/08/2005</p>	<p>Green 15/08/2005</p>
<p><b>Comment:</b></p>		
<p><b>G22</b> Establishment of internal targets and measures for customer take-up of e-enabled access channels.</p>	<p>Green 15/08/2005</p>	<p>Green 15/08/2005</p>
<p><b>Comment:</b></p>		

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>G23</b> Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 15/08/2005	Green 15/08/2005
	<b>Comment:</b> The guidelines were used extensively by Tagish, the web site developers who were commissioned to build www.scilly.gov.uk	
If already 'green' on R25, R26, G22 & G23 above please comment on  <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.  Otherwise you may leave this row blank.	<b>Comment:</b> Through the use of multi-user video conferencing, the authority will be making considerable financial and efficiency savings by reducing transport costs for members travelling from the off-islands.	
<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.	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> Most of these facilities will be provided through the web site and these have been thoroughly investigated before deciding not to implement a full-blown CRM system.	
<b>R28</b> All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber 04/01/2005	Green 31/03/2006
	<b>Comment:</b> This is forecast to be operational once the CAPs system and the new web site have been fully integrated with the voice and data infrastructure.	
<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.	Green 15/08/2005	Green 15/08/2005
	<b>Comment:</b> Workflow technology built into the CRM will ensure this in place.	
<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.	Amber 04/01/2005	Amber 04/01/2005
	<b>Comment:</b> There has been a measured approach to this section as it has been agreed with the ODPM that a full CRM system is not appropriate for the Isles of Scilly. Much of the automation of business process management is being provided through the web site, the CAPS system and the voice and data network.	
<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.	Green 15/08/2005	Green 15/08/2005
	<b>Comment:</b>	
If already 'green' on R27, R28, R29, G24 & G25 above please comment on  <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.  Otherwise you may leave this row blank.	<b>Comment:</b>	

## 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"> <li>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>):</li> </ul>		
i) Member & officer e-champions	Green 01/05/2004	Green 01/05/2004
	<b>Comment:</b> The Member Champion is Cllr. Mrs. Christine Savill. The Officer Champion is Steve Watt	
ii) e-government programme manager	Amber 01/12/2004	Green 31/03/2006
	<b>Comment:</b> The Council appointed Mrs Sue Davies of Socitm as e-government Project Manager	
iii) customer services management	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b>	
<ul style="list-style-type: none"> <li>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 <a href="http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&amp;XSL=standardcontent&amp;Key=1">http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&amp;XSL=standardcontent&amp;Key=1</a>)</li> </ul>	Amber 01/10/2004	Green 31/03/2006
	<b>Comment:</b> This is an on-going project. The Council has appointed a part-time chief officer to run the capacity building programme.	
<ul style="list-style-type: none"> <li>Establishment of an e-delivery programme board</li> </ul>	Green 01/04/2003	Green 01/04/2003
	<b>Comment:</b> The Policy and Resources Committee, plus an IEG implementation team for each section, such as e-business, voice and data, CAPS, GIS and the web site.	
<ul style="list-style-type: none"> <li>Use of formalised programme &amp; project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme</li> </ul>	Green 01/12/2005	Green 01/12/2005
	<b>Comment:</b> This will be implemented early in 2005. A project manager recruited from SOCITM has been appointed.	
<ul style="list-style-type: none"> <li>Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures</li> </ul>	Green 01/06/2004	Green 01/06/2004
	<b>Comment:</b> A Risk Register was completed in the summer of 2004 and included identified risks, current risk mitigation and risk evaluation.	
<ul style="list-style-type: none"> <li>Use of customer consultation/research to inform development of corporate e-government strategy</li> </ul>	Green 01/09/2005	Green 01/09/2005
	<b>Comment:</b> A public survey was completed in the summer of 2005 and has helped to inform the direction of travel of the IEG project. Regular newsletters are also sent to each household.	






Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> <li>Establishment of policy for addressing social inclusion within corporate e-government strategy</li> </ul>	Green 01/12/2005	Green 01/12/2005
<b>Comment:</b>		
<ul style="list-style-type: none"> <li>Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see <a href="http://www.socialinclusion.gov.uk/page.asp?id=583">http://www.socialinclusion.gov.uk/page.asp?id=583</a>)</li> </ul>	Amber 01/10/2005	Green 01/02/2006
<b>Comment:</b> Although an important area, there are questions over the need for many of the themes in the Isles of Scilly. For instance, we do not have any Neighbourhood Renewal schemes or vulnerable groups or youth offenders. However, there is some social exclusion due to the scattered geography of the Islands and ICT is being used to bring the community together.		
<ul style="list-style-type: none"> <li>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</li> </ul>	Green 01/10/2004	Green 01/10/2004
<b>Comment:</b>		
<ul style="list-style-type: none"> <li>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> &amp; <a href="http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf">http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf</a>) and designation of an Information Sharing Officer</li> </ul>	Green 01/12/2005	Green 01/12/2005
<b>Comment:</b>		
<ul style="list-style-type: none"> <li>Establishment of partnerships for the joint (aggregated) procurement of broadband services</li> </ul>	Green 01/06/2005	Green 01/06/2005
<b>Comment:</b> The Isles of Scilly now has broadband on each Island except St.Martin's. BT have promised complete connectivity by June 2006. The Council is in partnership with Cornwall ActNow, an Objective 1 initiative run through Cornwall County Council.		
<ul style="list-style-type: none"> <li>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 <a href="http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf">http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf</a> &amp; <a href="http://www.govconnect.gov.uk/ccm/portal">http://www.govconnect.gov.uk/ccm/portal</a>)</li> </ul>	Green 01/06/2005	Green 01/06/2005
<b>Comment:</b>		
<ul style="list-style-type: none"> <li>Compliance with BS 7799 on information security management</li> </ul>	Green 01/12/2005	Green 01/12/2005
<b>Comment:</b>		
<ul style="list-style-type: none"> <li>Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives</li> </ul>	Green 01/12/2005	Green 01/12/2005
<b>Comment:</b>		
<ul style="list-style-type: none"> <li>Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see <a href="http://www.esd.org.uk/standards/lgs/lgs.doc">http://www.esd.org.uk/standards/lgs/lgs.doc</a> &amp; <a href="http://www.authentication.org.uk/levels.asp">http://www.authentication.org.uk/levels.asp</a> &amp; <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>)</li> </ul>	Green 01/12/2005	Green 01/12/2005
<b>Comment:</b>		
<ul style="list-style-type: none"> <li>Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal">http://www.govconnect.gov.uk/ccm/portal</a>)</li> </ul>	Green 01/12/2005	Green 01/12/2005
<b>Comment:</b>		

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> <li>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>) and which will work with Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>)</li> </ul>	Green 01/12/2005	Green 01/12/2005
	<b>Comment:</b>	
<ul style="list-style-type: none"> <li>Use of Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>) to support: <ul style="list-style-type: none"> <li>i) personalisation &amp; registration for services categorised at security levels '0' and '1' through the citizen account</li> <li>ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect</li> <li>iii) the bereavement journey &amp; closing of accounts (see <a href="http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp">http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp</a>)</li> <li>iv) citizen &amp; business authentication for services for services categorised at security levels 0-3</li> <li>v) registration &amp; authentication of employees for internal and cross-agency services</li> <li>vi) corporate approach to collection of e-payments</li> <li>vii) cross agency secure transactions (Government to Government)</li> <li>viii) account structures for citizens, businesses, property, voluntary &amp; community bodies, schools and parishes</li> <li>ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)</li> <li>x) GC Register (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a>)</li> <li>xi) GC Exchange (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a>)</li> </ul> </li> <li>Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>) back office connection in place (Department Interface Server)</li> </ul>		
	<b>Comment:</b>	
	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b>	
	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b>	
	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b>	
	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b>	
	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b>	
	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b>	
	Green 01/12/2005	Green 01/12/2005
	<b>Comment:</b>	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> <li>• Enable Directgov (see <a href="http://www.direct.gov.uk">www.direct.gov.uk</a>) to deeplink into service pages on local authority websites, by providing &amp; maintaining URL data, based on Local Government Service &amp; Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see <a href="http://www.localgov.gov.uk/localdirectgov/ieg5">http://www.localgov.gov.uk/localdirectgov/ieg5</a>)</li> </ul>	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> By mid December 2005, the authority had achieved 84% of interactions between DirectGov and the Council's web site. This will continue to be expanded through 2006.	
<ul style="list-style-type: none"> <li>• Reciprocal connection to Directgov (see <a href="http://www.direct.gov.uk">http://www.direct.gov.uk</a>) from corporate website and partnership portal(s)</li> </ul>	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b>	
<ul style="list-style-type: none"> <li>• Introduction of Digital Interactive TV services (see <a href="http://www.digitv.org.uk">http://www.digitv.org.uk</a>)</li> </ul>	Red 01/12/2004	Red 01/12/2004
	<b>Comment:</b> No plans at present to introduce this facility	
<ul style="list-style-type: none"> <li>• Establishment of dedicated telephone contact centre(s) services</li> </ul>	Red 01/12/2004	Red 01/12/2004
	<b>Comment:</b> Due to the minute size of the authority a dedicated call centre is not appropriate. However, the new voice and data network now provides many of the interactions that would be delivered from a contact centre. All the council's departments may now be contacted through one telephone reception contact.	
<ul style="list-style-type: none"> <li>• 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> &amp; <a href="http://www.pro.gov.uk/recordsmanagement/access/default.htm">http://www.pro.gov.uk/recordsmanagement/access/default.htm</a>)</li> </ul>	Green 01/06/2005	Green 01/06/2005
	<b>Comment:</b>	
<ul style="list-style-type: none"> <li>• Regularly-maintained link from Local Land &amp; Property Gazetteer (LLPG) to National Land &amp; Property Gazetteer (NLPG) (see <a href="http://www.nlpg.org.uk">http://www.nlpg.org.uk</a>)</li> </ul>	Green 01/06/2005	Green 01/06/2005
	<b>Comment:</b>	
<ul style="list-style-type: none"> <li>• Local Land &amp; Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems</li> </ul>	Amber 01/08/2005	Green 31/03/2006
	<b>Comment:</b> Although the authority will not be implementing a full CRM system, the LLPG will be delivered through the Planning Portal and the Planning sections on the Council web site.	
<ul style="list-style-type: none"> <li>• Connection to National Land Information Service (NLIS) at Level 3 (see <a href="http://www.nlis.org.uk">http://www.nlis.org.uk</a>)</li> </ul>	Green 01/04/2003	Green 01/04/2003
	<b>Comment:</b>	
<ul style="list-style-type: none"> <li>• Introduction and maintenance of an online service directory for Children's services for professionals working with children &amp; 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>)</li> </ul>	Green 01/12/2005	Green 01/12/2005
	<b>Comment:</b>	

### 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](http://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 
<b>Providing information:</b> ● Total types of interaction e-enabled ● % e-enabled	99 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 3 ● 0.58 %	● 300 ● 58.03 %	● 517 ● 100.00 %
<b>Collecting revenue:</b> ● Total types of interaction e-enabled ● % e-enabled	96 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 7 ● 100.00 %	● 7 ● 100.00 %
<b>Providing benefits &amp; grants:</b> ● Total types of interaction e-enabled ● % e-enabled	92 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 7 ● 100.00 %	● 7 ● 100.00 %
<b>Consultation:</b> ● Total types of interaction e-enabled ● % e-enabled	98 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 35 ● 81.40 %	● 43 ● 100.00 %
<b>Regulation (such as issuing licenses):</b> ● Total types of interaction e-enabled ● % e-enabled	90 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 63 ● 100.00 %	● 63 ● 100.00 %
<b>Applications for services:</b> ● Total types of interaction e-enabled ● % e-enabled	96 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 150 ● 63.29 %	● 237 ● 100.00 %
<b>Booking venues, resources &amp; courses:</b> ● Total types of interaction e-enabled ● % e-enabled	88 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 21 ● 100.00 %	● 21 ● 100.00 %
<b>Paying for goods &amp; services:</b> ● Total types of interaction e-enabled ● % e-enabled	91 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 20 ● 83.33 %	● 24 ● 100.00 %
<b>Providing access to community, professional or business networks:</b> ● Total types of interaction e-enabled ● % e-enabled	98 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 5 ● 17.24 %	● 29 ● 100.00 %
<b>Procurement:</b> ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 4 ● 66.67 %	● 6 ● 100.00 %
<b>Total:</b> ● Total types of interaction e-enabled ● % e-enabled	97 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 3 ● 0.31 %	● 612 ● 64.15 %	● 954 ● 100.00 %

## 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
<b>Local Service Websites</b>					
• Page impressions (annual)	126,000	130,000	132,000	135,000	140,000
• Unique users, i.e. separate individuals visiting website (annual)	3,780	4,000	4,200	4,500	5,000
• Number of e-enabled payment transactions accepted via website	0	0	2	50	100
• Number of change of address notifications accepted via website	0	0	20	20	20
• Number of planning applications accepted via website (including through the Planning Portal)	0	1	50	60	70
	<b>Comment:</b> Changes of address are few and far between because of the very low numbers of households in the Isles of Scilly - approximately 850. The Council receives about 150 planning applications a year. It is expected that applications from agencies will in future be via the website.				
<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	44,000	45,000	50,000	55,000	60,000
• Number of change of address notifications accepted via telephone	0	0	20	20	20
	<b>Comment:</b>				
<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	3,200	3,200	3,400	3,400	3,400
• Number of change of address notifications accepted via personal contact	0	0	20	20	20
	<b>Comment:</b> Because of the very small size of the Isles of Scilly, the number of face to face payments is very high and is expected to remain so even after the implementation of an on-line facility.				

	Actual			Forecast	
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
<b>Other Electronic Media</b> <i>(e.g. BACS, text messaging)</i>					
• Number of e-enabled payment transactions accepted via BACS	0	0	240	240	240
• 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
	<b>Comment:</b>				
<b>Non Electronic</b> <i>(e.g. cash office, post)</i>					
• Number of payments accepted by cheque or other non-electronic form	36,000	35,000	32,000	30,000	25,000
• Number of change of address notifications accepted via non-electronic form	0	0	20	20	20
	<b>Comment:</b> The number of payments accepted by cheque is estimated to tail off when the transactional web site comes on-line.				

## 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		
	<p><b>Comment:</b>All the IEG Grant funding will be allocated by 31st March 2006. The grant has provided the Council with the ability to engineer a radical programme of change culture. An IEG Programme Manager was appointed from Socitm and a comprehensive list of projects to enable the electronic delivery of services for Islanders was constructed. The spend covered projects such as a Content Management System, a Geographic Information System, Licensing and Electoral hardware and software, Webcasting, Video conferencing, public access computers and an enhanced financial system. It has also helped with the re-development of the reception area of the Town Hall enabling much improved customer access and provision of services.</p>				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	30,000	110,000	80,000
	<p><b>Comment:</b>In the summer of 2005 the Council was awarded £60,000 from the government's Capacity Building Fund for a two year project to secure strategic support for the Modernisation agenda. A further ODPM grant has been confirmed from the Capacity Building Fund to help with the partnership arrangement for Social Services with Dorset Social Services.</p>				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	0	0	0	0	0
	<b>Comment:</b>				
• financial contribution from public-private partnerships	0	0	0	0	0
	<b>Comment:</b>				
• resources being applied from internal revenue and capital budgets to implement e-government	0	0	0	0	8,000
	<b>Comment:</b>				
• other resources (e.g. training) (please specify)	0	0	0	0	0
	<b>Comment:</b>				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	<b>Comment:</b>				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	145,000	0	0	0	0

	Backward Look (£)			Forward Look (£)	
Programme Resource	01/02 to 03/04	04/05	05/06	06/07	07/08
	<b>Comment:</b>				
<b>TOTAL</b>	<b>545,000</b>	<b>350,000</b>	<b>180,000</b>	<b>110,000</b>	<b>88,000</b>

## 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	
Efficiency Gains	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	1,000	500	3,000	750	3,000	750	3,000	750
	<b>Comment:</b>							
• e-payments	1,000	500	4,000	2,000	4,000	2,000	4,000	2,000
	<b>Comment:</b>							
• corporate services efficiencies not covered above	1,000	500	28,000	12,000	45,000	20,000	48,000	20,000
	<b>Comment:</b>							
e-Procurement, of which:								
• Service specific	1,000	500	9,000	3,500	15,000	6,500	15,000	6,500
	<b>Comment:</b>							
• Cross-cutting e-procurement efficiencies not covered above	1,000	350	8,000	3,500	15,000	6,500	15,000	6,500
	<b>Comment:</b>							
Productive time, of which:								
• Service specific	1,000	400	4,000	2,000	6,000	2,000	6,000	2,500
	<b>Comment:</b>							

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
• Cross-cutting productive time efficiencies not covered above	1,000	400	1,300	500	1,500	550	2,000	650
	<b>Comment:</b>							
Transactions	1,000	250	2,000	1,400	3,000	1,500	3,500	1,000
	<b>Comment:</b>							
Miscellaneous efficiencies not covered above	1,000	400	2,000	500	2,300	500	3,000	550
	<b>Comment:</b>							
<b>TOTAL EFFICIENCY GAINS - GROSS</b>	<b>9,000</b>	<b>3,800</b>	<b>61,300</b>	<b>26,150</b>	<b>94,800</b>	<b>40,300</b>	<b>99,500</b>	<b>40,450</b>
LESS e-government implementation expenditure	350,000		180,000		110,000		88,000	
	<b>Comment:</b>							
<b>TOTAL EFFICIENCY GAINS - NET</b>	<b>-,341,000</b>		<b>-,118,700</b>		<b>-15,200</b>		<b>11,500</b>	