



# IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG6)

*"Meeting the targets for e-government"*

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**Local Context**

Maidstone Borough Council is engaged in a sea-change in the delivery of public services, and technology is inextricably linked with this revolution. This process is transforming local service delivery, breathing new life into local democracy, and providing a boost to local economic vitality. Our vision is one of a modern excellent local Council providing services to rival the best in the public and private sector, where technology underpins the business process and ensures Council services are accessible at all times and across the channels preferred by its customers. ICT adds value to services by offering integration with cross-cutting technologies such as GIS, DIP, CRM and workflow. Whilst much of the strategy to date has focused on delivering the Government's e-government targets for 31st December 2005, the strategy encompasses a vision which extends beyond that date and links to the Council's corporate priorities. The Council's aim will be one of continuous improvement, and the use of technology will continue to help define that development. Linking the vision for ICT back to the Council's core strategic aims and values, this strategy seeks to offer a service which provides:

- A high-tech Council, but technology driven, not technology led;
- IT literate, knowledge-based, learning organisation;
- An empowered administration; staff have the information they need at their disposal;
- A collaborative Council; services share information which in turn adds value to services.

The Council does not have inexhaustable resources with which to fund its IEG programme, we have therefore adopted a policy of adoption of best-of-breed solutions, and managed our available resources wisely. In allocating our available resources we have attempted to meet priority outcomes and national priorities, whilst also meeting local priorities and needs. We are therefore particularly proud of our achievements to date.

Digitalmaidstone: The Council's website was re-branded as 'digitalmaidstone' in 2000 in order to signal our intentions to transform the Council into a modern, dynamic organisation. The website has since been awarded the coveted SOCITM Better Connected 'transactional status' since 2003; it has also been awarded the SPIN 'Best District Council website'; the website has also recently been selected to be included in a one-off SOCITM survey of 'six-of-the-best', a detailed study of what SOCITM consider to be the best Council websites around. Amongst the features offered on digitalmaidstone are:

- online planning submission;
- online payments;

- powerful search engine;
- translation service;
- speech enablement;
- frequently asked questions;
- A - Z of services;
- Councillor web pages;
- online consultations;
- e-citizen accounts;
- interactive maps;
- single point address change;
- and many more.

Planning: the Council has put a considerable amount of resources into improving our Planning function over recent years. Through a combination of e-enabling back office systems, use of CRM and the contact centre, and a review and re-engineering of back office processes, the Development Control section have risen from 351st to 7th in the national ranking. The Council received the full 21 Pendleton points in December 2005, has just been awarded £453,000 Planning development grant, and will use these funds to further improve services.

Business transformation: the Council has embarked upon a programme of transformation in order to dramatically improve the service to the public, whilst returning significant efficiency savings:

- Each service is process mapped;
- Consideration is given to areas of the service which can be incorporated into the Contact Centre
- The application of technology is included, such as DIP, GIS, CRM, and workflow;
- the business process is re-engineered to include these new elements;
- the Council's Planning department was the first service area to benefit from this exercise, and the programme will encompass all service areas.

Contact Centre: The Council's contact centre went live on 1st April 2004. It now offers a front line service for Parking, Housing Benefits, Streetscene, Council Tax, Democratic service and Planning. The Council has a programme of work for integrating all services with the Contact Centre, starting with Environmental Health, and Housing. Around 95% of calls are now handled by the contact centre, with an average wait time of less than 1 minute.

DIP: The Council implemented DIP in Revenues and Benefits as far back as 1999; a corporate licence has now been purchased which will potentially enable this cross-cutting technology to be employed within every service area. Currently, DIP is being rolled out into a number of service areas:

- Environmental health;
- Planning;
- Housing;
- Car parking.

The Council is relocating in 2007, and use of DIP is seen as a significant factor in reducing the Council's footprint by 20%, and enabling widespread adoption of flexible working.

GIS/data capture: The Council was an early adopter of GIS technology, and was quick to appreciate the value which it could add to services. A team of data capture specialists has been at work capturing spatial information in a number of service areas :

- Landcharges;
- Refuse collection;
- Highways;
- Grounds maintenance;
- Car parking;
- Emergency planning;
- Council land ownership.

The LLPG has also been integrated with CRM to improve the service offered in the Contact Centre, and to offer significant savings in areas such as the reporting of fly-tipping incidents.

Online payments: The Council enabled e-payments on digitalmaidstone in 2002, and now accepts payments for a number of services online, including:

- Council Tax;
- Business rates;
- Car Parking;
- Housing Benefits;
- Debtors;
- Planninh.

During this period, online payments have increased from around 200 in 2002-3, to over 5,000 in 2005-6. This facility is now being extended to:

- Environmental health;
- Procurement;
- Electoral registration.

The Council is enhancing its receipt of payments service with the introduction of payment kiosk in key reception areas to provide a speedier service to the public, and to make further efficiency savings.

Customer Care: the Council has invested considerable resource into improving customer care within the Borough. During a corporate restructure in 2003, a dedicated Head of Service was created for Customer Services, and a Cabinet member was assigned that portfolio. Customer care has also attracted considerable interest from our overview and scrutiny groups. During this period the Council has:

- embarked upon a major staff training exercise for Customer Care;
- introduced an in-house developed Corporate Customer Complaints system (runner up at the Computing Awards 2005 - Best Student Project);
- Invited representatives from Marks & Spencer's customer care department to spend a week onsite to assess the Council's capability in this area;
- Implemented a Customer Contact Centre
- Implemented Noirthgate's CRM system.

Other IEG initiatives include:

- Flexible working: an expanding programme of teleworking and mobile working;
- e-Councillors: 47 of 55 members with Council-owned PCs and broadband connections;
- Online minutes and agendas;
- Online training for staff;
- new Content Management system;
- Electronic document records management system;
- Enterprise workflow;
- e-procurement system;
- Online licencing;
- Participation in the Benefits Assert pilot project;
- Use of the Excelsis performance management product.

Gershon efficiency:

The Strategic Plan sets out the Council's ambition both to improve in all the services that it delivers to the public and to be soundly financed and managed prudently. This was recognised as part of the CPA evaluation process which resulted in Maidstone being rated as an 'Excellent' authority in 2004.

The Leader of the Council has in his portfolio of responsibilities the task of champion change and improvement. Through a well established performance management and target setting system, this responsibility is delegated to Management Team.

Management Team have therefore taken on the responsibility of addressing the issues raised by the Gershon Review and are supported in this task by an officer working group. The Authority has taken the view that the identification of efficiency savings (through the establishment of Gershon principles) is a continuation of previous drivers for efficiency of VFM, CCT and Best Value. The strategy is to integrate the identification of Gershon efficiency savings into the overall corporate planning framework including strategic service and financial planning. This will incorporate the outputs from other initiatives such as E- Government, the corporate procurement strategy, the people strategy and the overall policy of measuring and monitoring performance output across the whole authority through the 'Reach the Summit' performance management system. The detailed strategy is to involve all budget holders to capture in a central database all cashable and non-cashable efficiency savings. This will identify efficiency savings achieved in 2004/05 and as well as those planned and anticipated in 2005/06 and in later years.

Management Team, working as the Gershon Strategic Working Party, and the officer working group will review and develop the process in order to hit the laid down timetable for the delivery of the efficiency statements required, including the mid year review, which will be undertaken on a voluntary basis.

## 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 01/12/2004	Green 13/01/2006
	<b>Comment:</b> Maidstone is not an LEA but will work to ensure that information and facilities provided by Kent CC are available to customers of the digitalmaidstone website or contact centre.	
<b>R2</b> Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 01/05/2005	Green 01/05/2005
	<b>Comment:</b> Maidstone is not an LEA, but deeplinks are provided to ensure information and facilities provided by Kent CC are available to customers of the digitalmaidstone website or contact centre. Made available May 2005.	
<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	Green 07/12/2005	Green 07/12/2005
	<b>Comment:</b> Maidstone is not an LEA, but deeplinks are provided to ensure information and facilities provided by Kent CC are available to customers of the digitalmaidstone website or contact centre	
If already 'green' on R1, R2 & G1 above please comment on	<b>Comment:</b> The Council does not have a statutory responsibility for Education.	
<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>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 01/10/2005	Green 01/10/2005
	<b>Comment:</b> DigitalMaidstone now has a comprehensive A to Z list that is based on the LGCL list and ESD – PID services. Our A to Z of services covers all the required local authority and wider authority services. Key wording and EGMS ensure compliancy. Kent Connects Portal provides an A-Z facility that is LGCL compliant. Semaphore search facility in place, using either keywords or linked to metatags, tagged using the automatic metatagging tool. Upgrade to IPSV planned before end of 2006.	
<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.	Green 01/04/2005	Green 01/04/2005
	<b>Comment:</b> Provided via deep links to CADDIE and the Safer Maidstone Partnership	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p><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.</p>	<p>Green 01/12/2005</p>	<p>Green 01/12/2005</p>
<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> Steering group formed to oversee project. Engagement with community groups within the county to specify requirements including survey and workshops. Supplier to develop site appointed December 05, pilot site due early February 06 and live by March 07. Subsequent phases will roll out web page creation facility to community groups in the county with assistance of lead community agencies. Kent Connects to monitor delivery on behalf of partners through Caller Centre project.</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 01/10/2004</p>	<p>Green 01/10/2004</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 01/11/2005</p>	<p>Green 01/11/2005</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 01/03/2005</p>	<p>Green 01/03/2005</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 01/04/2005</p>	<p>Green 01/04/2005</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> The Council has a Community Strategy and regularly monitors satisfaction on all of its services. It also carries out annual mystery shopping exercises against agreed targets.</p>	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<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).	Green 01/12/2005	Green 01/12/2005
	<b>Comment:</b> Online reporting available. Procurement and tracking enabled via integration between back office system and Northgate CRM.	
<b>R8</b> Online receipt and processing of planning and building control applications.	Green 30/11/2005	Green 30/11/2005
	<b>Comment:</b> The Council has committed considerable resource to improving the Planning function within the authority. Online Planning submissions have been intended for a considerable period of time. The Council's Swift APAS planning module was e-enabled during November 2005 when the latest build was installed. APAS has already been integrated with DIP so that planning applications can be viewed online. The Council qualified for the full 21 Pendleton points in December 2005. The Council also went live on the Planning Portal during November 2005, and has received submissions through this channel.	
<b>G5</b> Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Green 01/03/2005	Green 01/03/2005
	<b>Comment:</b> The Council was an early-adopter of GIS technology, but has only recently begun to roll its use out across the authority. In September 2004 the Council's local plan was linked to GIS. The use of GIS is now set to transform service delivery by enabling services to be focused around 'my home' on digitalmaidstone, and CRM will also be integrated with GIS allowing this service to be offered via the contact centre. The service will also be offered via the Kent Connects portal, delivery during March 2006.	
<b>G6</b> Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Green 01/04/2004	Green 01/04/2004
	<b>Comment:</b> Maidstone is not a trading standards authority, but deep links are provided to trading standards pages on KCC website.	
<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.	Amber 01/12/2004	Green 01/03/2006
	<b>Comment:</b> The Council's MVM Environmental Health system has been upgraded to incorporate the Licencing modules. This will allow the integration of Licencing with Planning and regulatory services. A full range of e-forms are being developed to allow online applications, and these will be fully integrated with the back office systems. The planning, licencing, regulation, and community safety functions will all be linked through the LLPG to inform policy-making related to areas such as ASB.	
If already 'green' on R7, R8, G5, G6 & G7 above please comment on	<b>Comment:</b>	
<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.		

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>R9</b> Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber 07/12/2004	Amber 07/12/2004
	<b>Comment:</b> The Council tendered for end-to-end e-procurement systems and has accepted the offering of @uk plc. Work has begun on integrating this with the Council's back-office Agresso finance system, with a view to going live Q2 2006. The @uk solution includes full provision of web development for suppliers, and will be compliant with the specification being developed by the Regional Centre of Excellence.	
<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).	Amber 01/04/2005	Amber 01/04/2005
	<b>Comment:</b> The Council has implemented a CRM solution and has to date focused on the citizen database. A separate stream of the CRM project will be to integrate businesses within the CRM "umbrella". This project has been delayed due to the departure of our Economic Development Manager, and the subsequent delay in recruiting a replacement. This project will now be completed Q2 2006.	
<b>G9</b> Regional co-operation on e-procurement between local councils.	Green 01/02/2005	Green 01/02/2005
	<b>Comment:</b> The Council has been heavily involved in e-procurement co-operation across Kent, through Kent Connects, Kent Buying consortium, and the Regional Centre of Excellence. Taking into account the delay in a specification for a system from the Regional Centre of Excellence, the Council has taken the decision to adopt an alternate solution in order to meet this required outcome, but one which will fully integrate with any system which emerges.	
If already 'green' on R9, G8 & G9 above please comment on	<b>Comment:</b> Adoption of @UK PLC's e-procurement module will provide this.	
<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>Comment:</b> @UK PLC provide a full hosted service for small SMEs at an extremely cost effective rate.	
<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>	
<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 01/04/2002	Green 01/04/2002
	<b>Comment:</b> We currently allow a number of services to be paid for online including Housing Benefits overpayments, council tax, NNDR, Planning and Parking services. The next phase will be to improve on this to include receipting, proof of payment, and ID numbers. We will also be widening the range of services for which payments can be made electronically.	
<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.	Green 01/11/2005	Green 01/11/2005
	<b>Comment:</b> The Council has implemented Academy e-citizen Direct module which will provides these facilities and more.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>G10</b> Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green 01/01/2004	Green 01/01/2004
	<b>Comment:</b> As early adopters of e-payments, the Council was able to demonstrate efficiency savings early on. This has now been taken forward with the Gershon requirements and a complete review of payments undertaken which fully endorsed the use of e-payments, and instigated the deployment of two automated payment machines in the Council's reception areas.	
<b>G11</b> Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/04/2004	Green 01/03/2006
	<b>Comment:</b> The Council has implemented Academy's e-citizen package to allow account details to be accessed securely over the web.	
If already 'green' on R10, R11, G10 & G11 above please comment on	<b>Comment:</b>	
<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>	
<b>E9</b> Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	<b>Comment:</b>	
<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 01/06/2005	Green 01/06/2005
	<b>Comment:</b> This is provided via deep links to KCC.	
<b>R13</b> Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 01/10/2004	Amber 01/10/2004
	<b>Comment:</b> The Council has a number of leisure facilities which need to be considered. The contracted-out services have been e-enabled through a joint venture with Serco, the incumbent contractors. The Council has selected a generic booking system to provide online booking for a range of services, and a specific system for Theatre bookings. The Council has funding in place 2006-7, and these systems will be procured April 2006.	
<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 01/07/2005	Amber 01/07/2005
	<b>Comment:</b> All services offer website information and telephone and face to face booking arrangements. All back offices are E enabled and networked within the Council's intranet system. Consideration will be given to the potential of smart cards for booking sports and leisure services in conjunction with other Council services.	
If already 'green' on R12, R13 & G12 above please comment on	<b>Comment:</b>	
<b>E11</b> Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	<b>Comment:</b>	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<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.	Green 01/08/2002	Green 01/08/2002
	<b>Comment:</b> The transport content on digitalmaidstone is extremely comprehensive.	
<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.	Green 01/03/2003	Green 01/03/2003
	<b>Comment:</b> E-Consultations have been enhanced by the addition of online survey forms and a facility to display the results of these surveys as and when a consultation requires it to be displayed. The Council has a dedicated resource assigned to the publishing of online consultations and e-participation.	
<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.	Green 01/07/2005	Green 01/07/2005
	<b>Comment:</b> Customers have the facility to appeal online on digitalmaidstone via an e-form.	
<b>G14</b> GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> This service is now provided via deep links to the KCC website.	
If already 'green' on R14, R15, G13 & G14 above please comment on  <b>E12</b> Agreed baseline and targets for customer satisfaction and efficiency savings.  Otherwise you may leave this row blank.	<b>Comment:</b>	
<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 01/04/2004	Green 01/04/2004
	<b>Comment:</b> Northgate CRM system live in the Councils new contact centre 1st April 2004. Services currently represented are Benefits, Streetscene, Council Tax, Planning, Parking, and Democratic services. The Council is also one of the few authorities involved in piloting Northgate's 'Assert' software, which enables Council employees to advise citizens on benefits eligibility in order to provide swifter & more accurate benefit assessments.	
<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.	Green 01/06/2003	Green 01/06/2003
	<b>Comment:</b> This facility has been available for some time. The benefits calculator is constantly being improved year on year. There are also plans to convert claim forms to E-Forms.	
<b>G15</b> Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Green 01/12/2005	Green 01/12/2005
	<b>Comment:</b> The Benefits section have been making limited use of mobile technology for a considerable period of time. The Council has upgrade its Academy revenues/Benefits systems to fully integrate with mobile handheld devices, and work is underway to provide this and other services on a corporate platform, rather than the current proprietary platform.	
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> The Council has set targets for a number of years in order to deliver continuous improvement. The benefits function is currently performing in the top quartile, statistics are available on the DWP website.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p><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.</p> <p>Otherwise you may leave these rows blank.</p>	<b>Comment:</b> Not applicable.	
<p><b>R18</b> Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.</p>	Green 01/06/2005	Green 01/06/2005
	<b>Comment:</b> Volunteer organisations database published on digitalmaidstone, comprehensive life events information plus deep links to KCC social services and Direct Gov.	
<p><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.</p>	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> This is not a district council function.	
<p><b>G16</b> Systems to support joined-up working on children at risk across multiple agencies.</p>	Green 01/06/2005	Green 01/06/2005
	<b>Comment:</b> Available via deep links to KCC website.	
<p><b>G17</b> Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.</p>	Green 01/06/2005	Green 01/06/2005
	<b>Comment:</b> Available via deep links to KCC website.	
<p>If already 'green' on R18, R19, G16 &amp; G17 above please comment on</p> <p><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).</p> <p>Otherwise you may leave this row blank.</p>	<b>Comment:</b>	
<p><b>R20</b> Email and Internet access provided for all Members and staff that establish a need for it.</p>	Green 01/04/2003	Green 01/04/2003
	<b>Comment:</b> The Council was an early adopter of the internet as a business tool. Access was provided to staff initially upon request from their Director, and in 2000 it was made available to all staff. Email and internet access has been provided to Councillors alongside the provision of homeworking facilities.	
<p><b>R21</b> ICT support and documented policy for home/remote working (teleworking) for council members and staff.</p>	Green 01/01/2005	Green 01/01/2005
	<b>Comment:</b> Policy has been developed, it is currently being reviewed in terms of the Council's proposed relocation to new offices. As part of this relocation project, increased use of teleworking, hot-desking & mobile working will be utilised.	
<p><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.</p>	Green 01/04/2003	Green 01/04/2003
	<b>Comment:</b> The Council was quick to appreciate the value of remote access to Council facilities, particularly for Councillors. Currently 47 of 55 Councillors have a Council-provided PC. The Council also has a growing number of homeworkers, ranging from full-time to one, or two days per week.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<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 01/10/2005	Green 01/10/2005
	<b>Comment:</b> It is our intention to develop the e-skills for council members and staff by improving the assessment of I.T. training needs and increasing access to training packages. The training will be in line with the ECDL requirements and will cover the core syllabus for ECDL 4. Between 2006 and 2008 we will provide access to the ECDL qualification for members and staff. It is our intention that this will be available by online methods of assessment and development. The Council has obtained funding for this initiative, and the first tranche of Council staff have completed the ECDL modules.	
If already 'green' on R20, R21, R22 & G18 above please comment on  <b>E16</b> Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.  Otherwise you may leave this row blank.	<b>Comment:</b> In line with the Gershon agenda the Council has set targets for efficiency savings and has reported this in its annual efficiency statement. As a part its move to new accommodation in 2007, the Council will utilise flexible working technologies (DIP, workflow etc) to produce additional efficiency savings.	
<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).	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> Self service access is currently available for all Council services via e-forms on the web. the Council also has a customer contact centre, which went live on 1st April 2004, although it does not currently offer services out side of 8:30 - 17:00; this is currently under review in conjunction with the Council's office relocation in 2007.	
<b>R24</b> Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 01/06/2005	Green 01/06/2005
	<b>Comment:</b> The Council's new CMS went live on 1st June 2005.	
<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> ).	Green 01/04/2005	Green 01/04/2005
	<b>Comment:</b> The Councils has adopted ISO15489 and has published a records management strategy based upon this standard. The Council is currently implementing an EDRMS solution based upon Sharepoint & KVS archiving and has introduced a new post of Information Manager to administer this system & fully develop the Council's information management policies.	
<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 01/06/2005	Green 01/06/2005
	<b>Comment:</b> Where technically possible, we have ensured that our site complies to the W3C accessibility guidelines. Measures and guidelines are in place to ensure all content that goes on line achieves AAA standard.	
<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 01/07/2005	Green 01/07/2005
	<b>Comment:</b> Our CMS is meta tagged to the EGMS standards using APR Smartlogics 'Semaphore' feature and a feature built into our Content Management System which tags pages automatically.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<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>	<b>Comment:</b>	
<p><b>R25</b> Online publication of Internet service standards, including past performance and commitments on service availability.</p>	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> Internet service standards are already available online. We are about to procure a new monitoring service to automate this process.	
<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>	Green 01/06/2005	Green 01/06/2005
	<b>Comment:</b> Provided by our Nedstats web monitoring application.	
<p><b>G22</b> Establishment of internal targets and measures for customer take-up of e-enabled access channels.</p>	Green 01/04/2005	Green 01/04/2005
	<b>Comment:</b> Internal targets are established through the Portfolio Plans and Service Plans.	
<p><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>).</p>	Green 01/06/2005	Green 01/06/2005
	<b>Comment:</b> The new up to date information champions handbook contains information and links to recognised usability guidelines such as those available on the Web Accessibility Initiative website.	
<p>If already 'green' on R25, R26, G22 &amp; G23 above please comment on</p> <p><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.</p> <p>Otherwise you may leave this row blank.</p>	<b>Comment:</b>	
<p><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.</p>	Green 01/04/2004	Green 01/04/2004
	<b>Comment:</b> The Council went live on Northgate CRM 1st April 2004	
<p><b>R28</b> All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.</p>	Green 01/12/2005	Green 01/12/2005
	<b>Comment:</b> Currently we do not use automatic reference and tracking. We are exploring the options within our existing systems (E-mail and CRM) and reviewing the need for a third party add on. All requests for service received via the contact centre are responded to using the unique reference number generated therein. All complaints are logged in our CRM system and receive a reference which is tracked within CRM and our in-house complaints system; online tracking is now available.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p><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.</p>	<p>Amber 01/04/2005</p>	<p>Green 01/03/2006</p>
<p><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.</p>	<p>Amber 01/10/2003</p>	<p>Green 31/03/2006</p>
<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>	<p>Amber 01/04/2005</p>	<p>Green 31/03/2006</p>
<p>If already 'green' on R27, R28, R29, G24 &amp; G25 above please comment on</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> <p>Otherwise you may leave this row blank.</p>	<p><b>Comment:</b></p>	

## Section 2 - Change Management (self-assessment)

Authorities are asked to provide information on advisory good practice outcomes relating to the internal organisation and management practices of the council that are required to help deliver the people, systems and service management changes necessary for e-government. Information supplied here will be used to inform national policy, but does not fall within the remit of the December 2005 target.

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> <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 01/01/2002	Green 01/01/2002
	<b>Comment:</b> Early in the IEG process the Council identified the need for a member & officer e-champion. Initially these were a Cabinet member, and the Head of ICT. Following a restructure to better align the cabinet & council to corporate priorities, these roles are now fulfilled by the Cabinet member for Customer Services, and the IT Manager.	
ii) e-government programme manager	Green 01/06/2004	Green 01/06/2004
	<b>Comment:</b> Although the Council's IEG programme has always been managed by an e-government working group and steering group, the role of e-government programme manager was only formally identified in June 2004.	
iii) customer services management	Green 01/09/2003	Green 01/09/2003
	<b>Comment:</b> Following a corporate restructure to better align the Council with its corporate priorities, the role of Head of Customer Services was created.	
<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>	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> There is a need to include competency development for member and officer e-champions, e-gov programme manager, customer services manager and staff affected by e-government projects. We intend to develop a competency framework for each of these roles and will put in place appropriate development to ensure those involved can meet the specific competencies.	
<ul style="list-style-type: none"> <li>Establishment of an e-delivery programme board</li> </ul>	Green 01/01/2002	Green 01/01/2002
	<b>Comment:</b> Governance of IEG is managed via an IEG Working group made up of officers directly involved in project implementations, and an IEG steering group comprising the Strategic director, Head of Customer Services, Principal Accountant, and the IT Manager. Both groups meet monthly.	
<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>	Amber 01/04/2005	Green 31/03/2006
	<b>Comment:</b> Prince II has been adopted as the standard for major project delivery. The Council currently has 5 officers who are accredited, a further 3 are to undergo training and accreditation during this financial year.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<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 01/01/2004	Green 01/01/2004
	<p><b>Comment:</b>The Council identified risk management as an area in which it was weak strategically and operationally, and immediately took measures to address this fundamental issue. The Council implemented a risk management strategy, and an organisational risk register was established. Identified risks are fed upwards from sectional level to the corporate register, and the operation risk registers are constantly updated and monitored. All report going to Corporate Management Team have a compulsory section for risk management.</p>	
<ul style="list-style-type: none"> <li>Use of customer consultation/research to inform development of corporate e-government strategy</li> </ul>	Green 01/04/2003	Green 01/04/2003
	<p><b>Comment:</b>The Council continues to consult widely using both formal/informal and paper-based/electronic methods of communication. In addition to regular consultations conducted through the Council's 'Borough Update' and 'Business Update' magazines, the Council made use of Simultaneous Multiple Attribute Trade Off Modelling (SIMALTO) as part of its budget consultation. Considerable use is made of the Council's website and various e-bulletins are being used. FRODOs (Friends of Digital Maidstone Online) continue to provide a forum for feedback and improvements to the Council's award-winning website and the website continues to have a site dedicated to ongoing consultations. Individual initiatives/policies have been promoted more widely including a new Vision for the Council (Maidstone 2020) and the Council's Local Development Framework. The Council maintains a wide range of consultation forums including a Youth Forum, Mobility Forum and regular conferences with parishes and urban groups. Various formal arrangements exist to ensure in-depth consultation with partners including the Local Strategic Partnership and the Crime and Disorder Reduction Partnership.</p>	
<ul style="list-style-type: none"> <li>Establishment of policy for addressing social inclusion within corporate e-government strategy</li> </ul>	Green 01/04/2002	Green 01/04/2002
	<p><b>Comment:</b>The Council appointed a Social Inclusion Manager as far back as 2001, and the Council's Social Inclusion strategy was put in place shortly thereafter. Social inclusion has therefore formed a fundamental part of the Council's e-government strategy, and the Council constantly strived to engage hard-to-reach and disadvantaged groups with its IEG programme.</p>	
<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.socialexclusion.gov.uk/page.asp?id=583">http://www.socialexclusion.gov.uk/page.asp?id=583</a>)</li> </ul>	Red 01/04/2005	Green 31/03/2006
	<p><b>Comment:</b>The Council's Social Inclusion Manager, Community Planning Officer, IT Manager, and Head of Customer Services work together closely to advance the service provision for disadvantaged groups. The Council is heavily involved in the voluntary sector, and funds community projects (involving ICT facilities) for schemes such as Parkwoof Healthy Living Centre - a community based 'cyber-cafe' which also provides IT training to disadvantaged groups. The Council is also developing a bid the for Digital Challenge funding.</p>	
<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 31/12/2001	Green 31/12/2001
	<p><b>Comment:</b>The Council has an Information Forum to tackle issues relating to the use of the Council's information assets; the Head of Corporate law has been appointed to lead on FOI.</p>	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<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 01/04/2005	Green 01/04/2005
	<b>Comment:</b> The Council has a published Public service guarantee for data handling.	
<ul style="list-style-type: none"> <li>Establishment of partnerships for the joint (aggregated) procurement of broadband services</li> </ul>	Green 01/10/2004	Green 01/10/2004
	<b>Comment:</b> The Kent Connects partnership have worked with SEEDA and SEFEG in the procurement of broadband services. 2 pilot wireless broadband schemes have been introduced, one of them in Parkwood, Maidstone.	
<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 01/10/2005	Green 01/10/2005
	<b>Comment:</b> The Council currently works extensively with the voluntary sector & specifically helps fund the local CAB. Discussions are taking place to put in place a public trust charter the personal data, in addition the Council is considering the use of intermediaries for cash collection.	
<ul style="list-style-type: none"> <li>Compliance with BS 7799 on information security management</li> </ul>	Green 01/04/2005	Green 01/04/2005
	<b>Comment:</b> The Council has, for a number of years, had in place a BS7799 compliant security policy, but over the past 12 months (due to the closer integration required with other LAs via the Kent Connects Partnership) the Council has focused a great deal of attention on achieving closer compliance. Consideration is being given to applying for accreditation during 2006.	
<ul style="list-style-type: none"> <li>Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives</li> </ul>	Green 01/04/2005	Green 01/04/2005
	<b>Comment:</b> All e-government projects are required to submit a comprehensive business case to the Council's IEG steering group. The Council now has a business transformation programme in place, incorporating process mapping, re-engineering, integration with CRM, DIP, GIS, and workflow. Funding has been made available for this which will be met by required savings of 5% across all budget heads.	
<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 31/12/2005	Green 31/12/2005
	<b>Comment:</b> These are currently being mapped against the ESD-toolkit.	
<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 01/11/2005	Green 01/11/2005
	<b>Comment:</b> It is the intention of the Council, initially at least, to use the Capita Direct e-citizen for its authentication requirements. The e-citizen module will support the compliance of the HMG security and authentication framework.	
<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 01/09/2005	Green 01/09/2005
	<b>Comment:</b> The Council is considering the introduction of a T scheme.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<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> </ul> </li> </ul>		
	Red 01/10/2004	Amber 01/01/2006
	<p><b>Comment:</b>The Council has implemented Capita Direct e-Citizen which provides citizens with the opportunity to self-register to the council's website and subscribe to council services. Secure subscription uses a unique identifier and PIN, which can be created by the citizen or can be provided by the council. The e-Citizen module is designed to operate either as the sole method of online authentication, or in conjunction with the Government Gateway. The Council is currently considering the adoption of Government Connect, possibly through a joint procurement via Kent Connects.</p>	
	Red 01/10/2004	Amber 01/01/2006
	<p><b>Comment:</b>The Council has implemented Capita Direct e-Citizen which provides citizens with the opportunity to self-register to the council's website and subscribe to council services. Secure subscription uses a unique identifier and PIN, which can be created by the citizen or can be provided by the council. The e-Citizen module is designed to operate either as the sole method of online authentication, or in conjunction with the Government Gateway. The Council is currently considering the adoption of Government Connect, possibly through a joint procurement via Kent Connects.</p>	
	Red 01/10/2004	Amber 01/01/2006
	<p><b>Comment:</b>The Council has implemented Capita Direct e-Citizen which provides citizens with the opportunity to self-register to the council's website and subscribe to council services. Secure subscription uses a unique identifier and PIN, which can be created by the citizen or can be provided by the council. The e-Citizen module is designed to operate either as the sole method of online authentication, or in conjunction with the Government Gateway. The Council is currently considering the adoption of Government Connect, possibly through a joint procurement via Kent Connects.</p>	
	Red 01/10/2004	Amber 01/01/2006
	<p><b>Comment:</b>The Council has implemented Capita Direct e-Citizen which provides citizens with the opportunity to self-register to the council's website and subscribe to council services. Secure subscription uses a unique identifier and PIN, which can be created by the citizen or can be provided by the council. The e-Citizen module is designed to operate either as the sole method of online authentication, or in conjunction with the Government Gateway. The Council is currently considering the adoption of Government Connect, possibly through a joint procurement via Kent Connects.</p>	






Change Management Area	Status at 31/12/2005	Status at 31/03/2006
vi) corporate approach to collection of e-payments	Red 01/10/2004	Amber 01/01/2006
	<b>Comment:</b> The Council was an early adopter of e-payments mechanisms. The current range of services is currently being expanded using the same secure agent for all transactions.	
vii) cross agency secure transactions (Government to Government)	Red 01/10/2004	Amber 01/01/2006
	<b>Comment:</b> The Council has implemented Capita Direct e-Citizen which provides citizens with the opportunity to self-register to the council's website and subscribe to council services. Secure subscription uses a unique identifier and PIN, which can be created by the citizen or can be provided by the council. The e-Citizen module is designed to operate either as the sole method of online authentication, or in conjunction with the Government Gateway. The Council is currently considering the adoption of Government Connect, possibly through a joint procurement via Kent Connects.	
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Red 01/10/2004	Amber 01/01/2006
	<b>Comment:</b> The Council has implemented Capita Direct e-Citizen which provides citizens with the opportunity to self-register to the council's website and subscribe to council services. Secure subscription uses a unique identifier and PIN, which can be created by the citizen or can be provided by the council. The e-Citizen module is designed to operate either as the sole method of online authentication, or in conjunction with the Government Gateway. The Council is currently considering the adoption of Government Connect, possibly through a joint procurement via Kent Connects.	
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/10/2004	Amber 01/01/2006
	<b>Comment:</b> The Council has implemented Capita Direct e-Citizen which provides citizens with the opportunity to self-register to the council's website and subscribe to council services. Secure subscription uses a unique identifier and PIN, which can be created by the citizen or can be provided by the council. The e-Citizen module is designed to operate either as the sole method of online authentication, or in conjunction with the Government Gateway. The Council is currently considering the adoption of Government Connect, possibly through a joint procurement via Kent Connects.	
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> )	Red 01/10/2004	Amber 01/01/2006
	<b>Comment:</b> The Council has implemented Capita Direct e-Citizen which provides citizens with the opportunity to self-register to the council's website and subscribe to council services. Secure subscription uses a unique identifier and PIN, which can be created by the citizen or can be provided by the council. The e-Citizen module is designed to operate either as the sole method of online authentication, or in conjunction with the Government Gateway. The Council is currently considering the adoption of Government Connect, possibly through a joint procurement via Kent Connects.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
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> )	Red 01/10/2004	Amber 01/01/2006
	<b>Comment:</b> The Council has implemented Capita Direct e-Citizen which provides citizens with the opportunity to self-register to the council's website and subscribe to council services. Secure subscription uses a unique identifier and PIN, which can be created by the citizen or can be provided by the council. The e-Citizen module is designed to operate either as the sole method of online authentication, or in conjunction with the Government Gateway. The Council is currently considering the adoption of Government Connect, possibly through a joint procurement via Kent Connects.	
● 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)	Green 01/04/2005	Green 01/04/2005
	<b>Comment:</b> A DIS box is already in place as proof of concept on the Kent Connects network. The Council has implemented Capita Direct e-Citizen which provides citizens with the opportunity to self-register to the council's website and subscribe to council services. Secure subscription uses a unique identifier and PIN, which can be created by the citizen or can be provided by the council. The e-Citizen module is designed to operate either as the sole method of online authentication, or in conjunction with the Government Gateway. The Council will decide whether use of the gateway is warranted at a later date.	
● 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 & maintaining URL data, based on Local Government Service & 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> )	Green 09/12/2005	Green 09/12/2005
	<b>Comment:</b> Maidstone BC's website deeplinks to areas of DircetGov. Maidstone Borough Council will be looking at the Encore DirectGov project to look at sharing links with DirectGov where we have not already done so. The 65 priority service deeplinks have been supplied to Directgov via the ESD toolkit.	
● 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)	Green 01/04/2004	Green 01/04/2004
	<b>Comment:</b> Our website has been linked to DirectGov from the home page and key service pages since DirectGov's launch last year. Prior to that, DigitalMaidstone linked to UKOnline. We also deep link to areas on DirectGov for life events and service/Maidstone-specific information to save the user time navigating through numerous search boxes.	
● Introduction of Digital Interactive TV services (see <a href="http://www.digitv.org.uk">http://www.digitv.org.uk</a> )	Green 01/12/2003	Green 01/12/2003
	<b>Comment:</b> Maidstone Borough Council launched a Digital TV version of their site in 2003 as part of the DigiTV national project which Kent Connects Partners were involved in.	
● Establishment of dedicated telephone contact centre(s) services	Green 01/04/2004	Green 01/04/2004
	<b>Comment:</b> The Council's dedicated Contact Centre went live on 1st April 2004.	
● 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 01/06/2004	Green 01/02/2006
	<b>Comment:</b> The Council has a comprehensive workflow in place to deal with FOI Requests, this has been used to develop a FOI module to our existing in-house customer complaints system which will go live Q1 2006.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<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 01/02/2003	Green 01/02/2003
	<b>Comment:</b> The first export from the LLPG to the NLPG hub was completed in february 2003. The LLPG is being regularly maintained by a dedicated data capture team using the BS7666 toolbox. Export to the NLPG are possible using this software and are provided in the agreed DTF format.	
<ul style="list-style-type: none"> <li>Local Land &amp; Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems</li> </ul>	Green 15/12/2005	Green 15/12/2005
	<b>Comment:</b> The Council's Northgate CRM is now fully integrated with the LLPG.	
<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 01/11/2003	Green 01/11/2003
	<b>Comment:</b> The Council's NLIS connection has been live at level 3 since November 2003 and the SwiftLG Land Charges system has since processed 1765 searches using this channel.	
<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 31/12/2005	Green 31/12/2005
	<b>Comment:</b> This is primarily the concern of Kent County Council rather than the District. The council will consider how it can support any initiative that KCC consider relevant	

### 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 %	● 82 ● 39.10 %	● 155 ● 70.67 %	● 189 ● 87.02 %	● 212 ● 98.08 %	● 216 ● 100.00 %
<b>Collecting revenue:</b> ● Total types of interaction e-enabled ● % e-enabled	96 %	● 1 ● 8.33 %	● 6 ● 50.00 %	● 8 ● 66.67 %	● 12 ● 100.00 %	● 12 ● 100.00 %
<b>Providing benefits &amp; grants:</b> ● Total types of interaction e-enabled ● % e-enabled	92 %	● 4 ● 57.14 %	● 7 ● 100.00 %	● 7 ● 100.00 %	● 7 ● 100.00 %	● 7 ● 100.00 %
<b>Consultation:</b> ● Total types of interaction e-enabled ● % e-enabled	98 %	● 16 ● 44.44 %	● 20 ● 55.56 %	● 26 ● 72.22 %	● 34 ● 94.44 %	● 36 ● 100.00 %
<b>Regulation (such as issuing licenses):</b> ● Total types of interaction e-enabled ● % e-enabled	90 %	● 5 ● 11.63 %	● 34 ● 79.07 %	● 34 ● 79.07 %	● 40 ● 93.02 %	● 43 ● 100.00 %
<b>Applications for services:</b> ● Total types of interaction e-enabled ● % e-enabled	96 %	● 71 ● 52.99 %	● 116 ● 86.57 %	● 124 ● 92.54 %	● 132 ● 98.51 %	● 134 ● 100.00 %
<b>Booking venues, resources &amp; courses:</b> ● Total types of interaction e-enabled ● % e-enabled	88 %	● 3 ● 33.33 %	● 6 ● 66.67 %	● 7 ● 77.78 %	● 9 ● 100.00 %	● 9 ● 100.00 %
<b>Paying for goods &amp; services:</b> ● Total types of interaction e-enabled ● % e-enabled	91 %	● 8 ● 30.77 %	● 12 ● 46.15 %	● 15 ● 57.69 %	● 23 ● 88.46 %	● 24 ● 92.31 %
<b>Providing access to community, professional or business networks:</b> ● Total types of interaction e-enabled ● % e-enabled	98 %	● 10 ● 19.23 %	● 47 ● 90.38 %	● 52 ● 100.00 %	● 52 ● 100.00 %	● 52 ● 100.00 %
<b>Procurement:</b> ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 3 ● 100.00 %	● 3 ● 100.00 %
<b>Total:</b> ● Total types of interaction e-enabled ● % e-enabled	97 %	● 200 ● 37.61 %	● 403 ● 74.53 %	● 462 ● 85.66 %	● 524 ● 97.36 %	● 536 ● 99.62 %

## 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)	775,000	1,050,000	1,450,000	1,600,000	2,000,000
• Unique users, i.e. separate individuals visiting website (annual)	208,000	280,000	325,000	370,000	430,000
• Number of e-enabled payment transactions accepted via website	1,800	4,000	5,100	6,600	6,600
• Number of change of address notifications accepted via website	0	0	750	1,750	2,500
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	25	700	1,000
	<b>Comment:</b>				
<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	14,300	21,800	26,200	32,400	32,400
• Number of change of address notifications accepted via telephone	7,500	7,500	7,500	7,500	7,500
	<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	168,000	100,000	80,000	52,500	52,500
• Number of change of address notifications accepted via personal contact	250	250	250	250	250
	<b>Comment:</b>				
<b>Other Electronic Media</b> <i>(e.g. BACS, text messaging)</i>					
• Number of e-enabled payment transactions accepted via BACS	423,300	413,300	435,300	466,200	466,200

	Actual			Forecast	
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
• 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	2,000	2,000	2,200	2,300	2,400
	<b>Comment:</b> Dip in BACS payments during 2004/5 and subsequent rise is due to Council's Housing stock transfer.				
<b>Non Electronic</b> (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	48,300	48,800	41,500	31,100	31,100
• Number of change of address notifications accepted via non-electronic form	5,250	5,250	4,300	3,200	2,350
	<b>Comment:</b>				

## 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		
	<b>Comment:</b>				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	<b>Comment:</b>				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	66,000	37,000	0	0	0
	<b>Comment:</b> Kent Connects partnership funding				
• 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	450,000	300,000	300,000	450,000	450,000
	<b>Comment:</b> The Council has committed capital and revenue funding to ensure that the outcomes delivered are sustainable.				
• 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	131,000	72,000	0	0	0
	<b>Comment:</b> Kent Connects partnership funding				
<b>TOTAL</b>	<b>1,047,000</b>	<b>759,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</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	1,300	1,300	1,600	1,600	1,800	1,800	2,000	2,000
	<b>Comment:</b> Jobs go public; savings on printing, postage and administration, & advertising.							
• e-payments	0	0	2,000	2,000	4,000	4,000	26,000	26,000
	<b>Comment:</b> Savings generated by growth of electronic payments vs traditional methods, in terms of processing and bank charges, and staff reduction in cashiers section.							
• corporate services efficiencies not covered above	45,000	45,000	20,000	20,000	22,500	22,500	81,900	81,900
	<b>Comment:</b> Savings due to reduction in overtime and temporary staff budgets. Savings in office floorspace requirements due to work-life-balance and homeworking, and decreased storage requirements due to DIP. Savings on printing costs due to online agendas, minutes etc.							
e-Procurement, of which:								
• Service specific	0	0	19,000	19,000	29,000	29,000	29,000	29,000
	<b>Comment:</b> Reduction of staff time involved in procurement through streamlined processes, use of purchase cards, and corresponding decrease in overtime/temp budgets.							
• Cross-cutting e-procurement efficiencies not covered above	0	0	1,250	1,250	6,250	6,250	6,250	6,250
	<b>Comment:</b> Commensurate savings based upon specific contract renewal & electronic trading elements therein.							
Productive time, of which:								

	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
• Service specific	0	0	50,000	0	100,000	0	100,000	0
	<b>Comment:</b> Efficiency relating to more timely determining of Planning Applications.							
• Cross-cutting productive time efficiencies not covered above	0	0	112,000	112,000	168,000	168,000	224,000	224,000
	<b>Comment:</b> Back office savings through improved processes via DIP, workflow, integrated systems etc.							
Transactions	29,200	0	45,700	0	45,700	0	45,700	0
	<b>Comment:</b> Improvement to transactional processing revenues and Benefits sections. The Council's Business Transformation Team is performing a programme of service reviews across the Council, incorporating process mapping, BPR, business analysis, technology review and front/back office function review. It is envisaged that the programme will inform IEG5 with further efficiency savings.							
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
	<b>Comment:</b>							
<b>TOTAL EFFICIENCY GAINS - GROSS</b>	<b>75,500</b>	<b>46,300</b>	<b>251,550</b>	<b>155,850</b>	<b>377,250</b>	<b>231,550</b>	<b>514,850</b>	<b>369,150</b>
LESS e-government implementation expenditure	759,000		450,000		450,000		450,000	
	<b>Comment:</b>							
<b>TOTAL EFFICIENCY GAINS - NET</b>	<b>-,683,500</b>		<b>-,198,450</b>		<b>-72,750</b>		<b>64,850</b>	