



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG6)

"Meeting the targets for e-government"

Name of Authority: London Borough of Kingston upon Thames

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Local Context

RBK continues to be at the forefront of delivering eServices as part of the eGovernment agenda and the Transformational Local Government Strategy. This year, the Council led on a work stream as part of the Local DirectGov programme. We're also led a round 2 innovations project to implement ground breaking digital dashboards.

To improve access for the public we must offer the widest possible choice of channels at convenient times and locations.

Both national and local research indicates that the vast majority of contact with Councils will continue to be via the telephone and/or face to face. On-line resources have a dual role to play; delivering services to the public over the Internet, and providing front-office and back office council staff with the tools to help deliver services and provide information.

Since opening in January 2002, almost 20,000 visits have been made to the two new **Council Helpdesks** in Chessington and the Malden Centre. The helpdesks, funded through the IEG Grant, provide personal advice and assistance for the public. They offer electronic access using PC's and direct phone links to Council departments. The public can undertake all its transactions at one point, only needing to be 'passed on' where the enquiry is complex or there is the need to discuss a detailed/complex enquiry with back office staff.

IEG Funding has also been used to refurbish the Council's award winning Market House Visitor Information Centre which now provides a wider range of services and is more accessible for the public. This financial year, IEG Funding will be used to meet the remaining Priority Outcomes, including CRM and EDM.

RBK's own research found that 79% of residents preferred to contact the Council by telephone. The introduction of departmental contact centres and the associated changes to back office systems have made a real difference when calling the Council. For example, prior to the introduction of the contact centre in Environmental Services, only half the callers were able to get through to the waste and recycling lines. Now, the average waiting time is approximately 10 seconds and more than 96% of callers get through first time. The new Contact Centres now handle over 400,000 calls per annum and more are being introduced to build on this success.

IEG Funding has also been used to introduce a network of **10 Information Points** in prominent locations throughout the borough. The Information Points give the public 24/7 access to Council services and are specifically targeted at young people and those who don't have ready access to a PC. RBK has used the information points to launch a pioneering wireless network which is the first borough wide network freely available for the public.

Over the past year, we have introduced a number of new innovative services onto the **Council Web Site** to help RBK achieve our BVPI157 target whilst at the same time, improving the on-line access and facilities for borough residents. Our website was used as a model of best practice for communication and participation by IDeA. We have also been pioneering in the use of accessibility features on the Council web site.

Schools in Kingston are widely acknowledged as some of the best in the country. The council is committed to life long learning. Staff from Kingston schools were some of the first to go live with 'eforms' for payroll.

Kingston's award winning site for Young people, Young Livin (www.younglivin.org.uk) continues to thrive. Recent innovation has seen the introduction of text voting for Youth Parliament. Young Livin also uses text messaging to promote sexual health awareness and help young people with any issues.

RBK is proud of the development of effective partnerships between local and voluntary organisations in order to help children in its care and meet local and national priorities. This includes an online directory which aims to provide information on both statutory and voluntary services for children, young people and their families.

The Council is working in partnership with local service providers as part of the Single Assessment Process (SAP). PC Tablets have been used to record information electronically which facilitates data sharing between agencies and improves the efficiency of services.

RBK is now implementing Government Connect for Council Tax eBilling which will authenticate the public for transactions and save sending out paper Council Tax bills.

RBK played a significant role in the development of the Local eDemocracy National Project. We held a number of on-line surgeries for students to meet political representatives in a chat room style environment. **ePetitions** have gone on-line and proved very successful. iCan (now Action Network) is a BBC web site designed to promote greater participation in the democratic process.

As part of the **e-Pay National Project** we have developed a groundbreaking **Community eTicketing solution** which sold over 500 tickets during the first two weeks of operation. This demonstrates the Council's commitment to a community leadership role. The Council is set to take over £2M in online payments during 2006/7.

ISIS, RBK's award winning Geographic Information System is widely regarded as an example of best practice among local authorities. Recent developments have been the introduction of historical maps and many other innovative features not available on any other Council web site.

Transforming our local environment is closely linked with our traffic policy. There is a special section on the web site for **traffic bulletins** and we use the Information Points and plasma screens to publicise car and cycle campaigns such as 'good going week' and 'In Town without my car day'. On-line traffic cams linked up to the wireless network keep the public informed about traffic flows.

Kingston Council and the Business Community have strong links. There is a dedicated web site (<http://www.kingstonfirst.co.uk>) which aims to ensure that Kingston retains its premier position as a great place to live, work or visit. This is demonstrated by the fact that Kingston businesses voted for the town to become the first Business Improvement District in the country.

Section 1 - Priority Outcomes (self-assessment)

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

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Green 31/12/2005	Green 31/12/2005
	Comment: RBK has agreed to pilot the Pan London Admissions system which will deliver this Priority Outcome.	
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 01/12/2004	Green 01/12/2004
	Comment: Information now available on-line. The Initial Contact Centre in Children and Families contributes towards this outcome as will the joint working between C&F and Education and Leisure.	
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Green 31/12/2005	Green 31/12/2005
	Comment: A contact centre has now been introduced in Education and Leisure to deal with admissions enquiries from the public.	
If already 'green' on R1, R2 & G1 above please comment on E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.	Comment: Baseline targets under review	
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Green 01/12/2004	Green 01/12/2004
	Comment: A to Z facilities on Council Website. Recognised taxonomy used for website categorisation.	
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Green 01/01/2005	Green 01/01/2005
	Comment: Using CJIT in partnership with Government Connects.	
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Green 01/01/2005	Green 01/01/2005
	Comment: Using Local ePublish for community information pages, alongside the Council's online Community Information Database.	
If already 'green' on R3, R4 & G2 above please comment on E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. Otherwise you may leave this row blank.	Comment: Work has already started on targets for customer satisfaction. Baseline survey underway using Citizen's Panel.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 01/12/2004	Green 01/12/2004
	Comment: Completed. Kingston commissioned the original development of Modern.Gov which is widely regarded as a market leader across the Country.	
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Green 01/12/2004	Green 01/12/2004
	Comment: Each Member has a personalised web page on the Council website. All Members have also been offered the use of Blogs.	
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Green 01/12/2004	Green 01/12/2004
	Comment: Part of the Council's Consultation strategy. Incoming SMS up and running. Outgoing texts are now used on the Young Livin web site to keep young people informed of new services and facilities available for them.	
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Green 01/12/2004	Green 01/12/2004
	Comment: Completed but need to demonstrate that the multimedia is linked to consultations and/or local policy priorities.	
If already 'green' on R5, R6, G3 & G4 above please comment on E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. Otherwise you may leave this row blank.	Comment: Targets need to be agreed with colleagues in Democratic Services. Measurement already happening for take-up.	
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Green 31/12/2005	Green 31/12/2005
	Comment: Competed. eForms integrate directly with in-house developed CRM and also send messages straight to our contractors for some services.	
R8 Online receipt and processing of planning and building control applications.	Green 30/11/2005	Green 30/11/2005
	Comment: Completed using the Planning Portal.	
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Green 01/12/2004	Green 01/12/2004
	Comment: All part of ISIS, RBK's award winning GIS system. ISIS is widely recognised as leading the way in the on-line presentation of GIS based information.	
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Green 01/12/2004	Green 01/12/2004
	Comment: Completed.	
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Green 01/12/2004	Green 01/12/2004
	Comment: We also have a database from Trading Standards of all Licensed Premises and the street lighting database so that we can look at the quality of the lighting in relation to the locations of crimes.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>If already 'green' on R7, R8, G5, G6 & G7 above please comment on</p> <p>E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: Targets need to be agreed in partnership with the department and colleagues in Strategy & Performance Management.</p>	
<p>R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.</p>	<p>Green 01/12/2004</p>	<p>Green 01/12/2004</p>
	<p>Comment: Completed for paperless ordering and payments. Pilots running for paperless invoicing. Authorisation for all payments already done online.</p>	
<p>G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).</p>	<p>Green 01/12/2004</p>	<p>Green 01/12/2004</p>
	<p>Comment: Ash Debtors meets this requirement because all bills to businesses in the borough come from a single source. The only exception is business rates and there are data protection issues that need to be explored about sharing personal details about businesses between the two systems.</p>	
<p>G9 Regional co-operation on e-procurement between local councils.</p>	<p>Green 01/12/2004</p>	<p>Green 01/12/2004</p>
	<p>Comment: RBK is part of the London Suppliers Group (LSG). We also use our regional partnership (LivinLondon) to give us collective bargaining power for procurement. The partnership is also used as a forum for sharing knowledge about eProcurement. We have used GCAT for on-line procurement exercises.</p>	
<p>If already 'green' on R9, G8 & G9 above please comment on</p> <p>E5 Access to virtual e-procurement 'marketplace';</p>	<p>Comment: We use GCAT2 as a market place to advertise tenders.</p>	
<p>E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;</p>	<p>Comment: Further work is needed to meet this outcome. It is part of the programme for corporate contracts for supplies and services purchased by the Council.</p>	
<p>E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).</p> <p>Otherwise you may leave these rows blank.</p>	<p>Comment: Targets need to be agreed in partnership with the department and colleagues in Strategy & Performance Management.</p>	
<p>R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).</p>	<p>Green 01/12/2004</p>	<p>Green 01/12/2004</p>
	<p>Comment: The web site accepts payment for all Council bills ranging from allotment rents to Council tax, housing rents and business rates. Kingston has one of the most advanced and well developed payment systems in the UK.</p>	
<p>R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.</p>	<p>Green 31/03/2005</p>	<p>Green 31/03/2005</p>
	<p>Comment: Using the Gandlake solution based on lessons learned from the e-Pay National Project.</p>	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green 01/12/2004	Green 01/12/2004
	Comment: The introduction of telephone and on-line payments has made it easier for the public to pay on-line which has improved the Council's cash flow because we collect income more quickly. Savings incorporated into Gershon statement.	
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Green 01/12/2004	Green 01/12/2004
	Comment: Now live on the RBK Web Site.	
If already 'green' on R10, R11, G10 & G11 above please comment on E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	Comment: Waiting for new parking system. Expected by end of 2005, subject to a satisfactory business case.	
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment: Smart cards now widely in use by Council staff and the public for parking.	
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment: Targets need to be agreed in partnership with the department and colleagues in Strategy & Performance Management.	
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 01/12/2004	Green 01/12/2004
	Comment: This service has been available on the web site for a number of years.	
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Green 01/12/2004	Green 01/12/2004
	Comment: The Albany Park on-line payments service allows you to see what course places are available, book a space on a course, make payment and receive confirmation in one transaction.	
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Amber 31/12/2005	Amber 31/12/2005
	Comment: Business case for smartcards now being developed. Likely to be implemented later in 2006.	
If already 'green' on R12, R13 & G12 above please comment on E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment: Baseline survey work is being carried out through the Citizen's Panel.	
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green 01/12/2004	Green 01/12/2004
	Comment: Completed. Links available on the Council website - including TfL Journey Planner.	
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Green 31/12/2005	Green 31/12/2005
	Comment: Online consultations already carried out. Results presented on the Council website. This is expected to grow significantly over the next year.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Green 31/12/2005	Green 31/12/2005
	Comment: Forms now available online.	
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 30/06/2005	Green 30/06/2005
	Comment: All available online.	
If already 'green' on R14, R15, G13 & G14 above please comment on E12 Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment: Targets need to be agreed in partnership with the department and colleagues in Strategy & Performance Management.	
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Green 01/12/2004	Green 01/12/2004
	Comment: SX3 Council Tax and Housing Benefits system uses a common database and is web enabled.	
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Green 01/12/2004	Green 01/12/2004
	Comment: Completed. See http://www.kingston.gov.uk/benefits/ for more information.	
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 31/12/2005	Amber 31/12/2005
	Comment: Implementation underway. Expect to be completed by the end of 2006.	
If already 'green' on R16, R17 & G15 above please comment on E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	Comment: Targets need to be agreed in partnership with the department and colleagues in Strategy & Performance Management.	
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. Otherwise you may leave these rows blank.	Comment: Need to look at best practice and the Benefits National Project. Implementation will start before the end of the year.	
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 01/12/2004	Green 01/12/2004
	Comment: Completed. See http://www.kingston.gov.uk/communitycareservices/ for more information.	
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Green 01/12/2004	Green 01/12/2004
	Comment: Remote access to SWIFT is available for staff outside office hours using the Council's Virtual Private Network (VPN).	
G16 Systems to support joined-up working on children at risk across multiple agencies.	Green 01/12/2004	Green 01/12/2004
	Comment: ASKK project and other related IRT initiatives have contributed to this outcome. For more details about ASKK, see http://askk.kingston.gov.uk/ . For C&F section on web site, see http://www.kingston.gov.uk/children_and_family_services/ .	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Green 01/12/2004	Green 01/12/2004
	Comment: Mobile devices such as web tablets with wireless communication, office based IT, combined with a purpose built multi agency workflow system are being used. RBK, together with colleagues in Kingston PCT, Age Concern and the CAB are collaborating in a project called Easy Interactive for the Single Assessment Process.	
If already 'green' on R18, R19, G16 & G17 above please comment on E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57). Otherwise you may leave this row blank.	Comment: Have used Citizen's Panel and other research results for baseline data in order to develop targets for customer satisfaction.	
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 01/12/2004	Green 01/12/2004
	Comment: Completed. This has been in place for a number of years and many Members now use broadband and secure VPN technology.	
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green 01/12/2004	Green 01/12/2004
	Comment: Completed. Policy for staff is in place but needs further work to address health and safety and contractual issues.	
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Green 01/12/2004	Green 01/12/2004
	Comment: Completed. Council staff can also have the option of an RBK extension using VOIP on the desk at home!	
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Green 01/12/2004	Green 01/12/2004
	Comment: Completed. Need to confirm availability and cost.	
If already 'green' on R20, R21, R22 & G18 above please comment on E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working. Otherwise you may leave this row blank.	Comment: Targets need to be agreed in partnership with Human Resources and colleagues in Strategy & Performance Management.	
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Green 01/12/2004	Green 01/12/2004
	Comment: Completed. The range and depth of services is constantly expanding as part of the Public Access Strategy	
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 01/12/2004	Green 01/12/2004
	Comment: Completed. Also in use on the Intranet. Over 100 active users.	
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Green 31/12/2005	Green 31/12/2005
	Comment: Review underway. Strategy will be presented to CDT and members. Need to confirm potential costs.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Green 31/12/2005	Green 31/12/2005
	Comment: Level AA conformance for key elements of the site will be achieved by end 2005.	
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Green 31/12/2005	Green 31/12/2005
	Comment: Compliance how achieved.	
If already 'green' on R23, R24, G19, G20 & G21 above please comment on E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. Otherwise you may leave this row blank.	Comment: Targets need to be agreed in partnership with the Web Team and colleagues in Strategy & Performance Management.	
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Green 31/12/2004	Green 31/12/2004
	Comment: Standards published.	
R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Green 31/12/2004	Green 31/12/2004
	Comment: Completed. Increase in web site use has been sustained ever since the site went live and the end of the 1990's.	
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Green 31/12/2005	Green 31/12/2005
	Comment: Targets in place.	
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 31/12/2004	Green 31/12/2004
	Comment: Guidelines published online.	
If already 'green' on R25, R26, G22 & G23 above please comment on E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings. Otherwise you may leave this row blank.	Comment: Need to review data across all channels. Public Access Group to set targets.	
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Green 31/12/2005	Green 31/12/2005
	Comment: Lots of work done in this area. Ongoing projects throughout the Council.	
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Green 31/12/2004	Green 31/12/2004
	Comment: Completed.	
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Green 31/12/2005	Green 31/12/2005
	Comment: Completed.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Green 31/12/2004	Green 31/12/2004
Comment: Completed.		
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Green 31/12/2005	Green 31/12/2005
Comment: Completed.		
If already 'green' on R27, R28, R29, G24 & G25 above please comment on E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology. Otherwise you may leave this row blank.	Comment: Data needs to be reviewed by Public Access Group which will set targets.	

Section 2 - Change Management (self-assessment)

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

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757): 		
i) Member & officer e-champions	Green 01/01/2002	Green 01/01/2002
	Comment: Roles and Responsibilities allocated in 2002.	
ii) e-government programme manager	Green 01/01/2002	Green 01/01/2002
	Comment: Roles and Responsibilities allocated in 2002.	
iii) customer services management	Green 01/01/2002	Green 01/01/2002
	Comment: Roles and Responsibilities allocated in 2002.	
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1) 	Green 01/01/2002	Green 01/01/2002
	Comment: Roles and Responsibilities allocated in 2002.	
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 01/01/2002	Green 01/01/2002
	Comment: Roles and Responsibilities allocated in 2002. Public Access Group established which has been given authority	
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Green 01/01/2002	Green 01/01/2002
	Comment: Prince 2 is a key part of Council's overall approach to project and programme management	
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green 01/01/2002	Green 01/01/2002
	Comment: Risk management process started as part of planning for IEG 1.	
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 01/01/2002	Green 01/01/2002
	Comment: Consultation/research has been used for a number of years. Approach includes dedicated surveys, using the citizen's panel and on-line consultation.	
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Green 01/01/2002	Green 01/01/2002
	Comment: Development of Social inclusion strategy was key part of planning for IEG 1.	






Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> • Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialexclusion.gov.uk/page.asp?id=583) 	Green 01/01/2002	Green 01/01/2002
	Comment: Completed in IEG1	
<ul style="list-style-type: none"> • Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures 	Green 01/01/2002	Green 01/01/2002
	Comment: Lead officers appointed and dedicated staff now recruited for Records Management, Data Protection and Freedom of Information.	
<ul style="list-style-type: none"> • Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer 	Green 01/01/2002	Green 01/01/2002
	Comment: Data sharing frameworks in place. Example includes agreement with PCT and Age Concern for Single Assessment Process. Guidance about the use of personal data is published on the Council web site.	
<ul style="list-style-type: none"> • Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Green 01/01/2002	Green 01/01/2002
	Comment: RBK is part of the London Grid for Learning. Council also uses the OGC Telecoms and Broadband framework agreements for purchasing telecoms services.	
<ul style="list-style-type: none"> • Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal) 	Green 01/01/2002	Green 01/01/2002
	Comment: We have a good track record of working in partnership with intermediaries including the Citizens Advice Bureau and colleagues in the Health sector.	
<ul style="list-style-type: none"> • Compliance with BS 7799 on information security management 	Amber 01/01/2004	Amber 01/01/2004
	Comment:	
<ul style="list-style-type: none"> • Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Green 01/01/2002	Green 01/01/2002
	Comment: Benefits of e-government programme are reviewed on a regular basis by the Public Access Steering Group.	
<ul style="list-style-type: none"> • Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgs.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Green 30/04/2003	Green 30/04/2003
	Comment: Web Site migrated to BVPI 157 services in 2003.	
<ul style="list-style-type: none"> • Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal) 	Green 31/12/2003	Green 31/12/2003
	Comment: Standards were required as part of connection to the NHS which is now live.	
<ul style="list-style-type: none"> • Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Green 31/12/2003	Green 31/12/2003
	Comment: Guidance published on the RBK web site for people making transactions.	
<ul style="list-style-type: none"> • Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: 		

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account	Amber 31/03/2005	Green 31/03/2006
Comment:		
ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect	Green 31/12/2005	Green 31/12/2005
Comment:		
iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp)	Amber 31/12/2005	Amber 31/12/2005
Comment:		
iv) citizen & business authentication for services for services categorised at security levels 0-3	Green 31/12/2005	Green 31/12/2005
Comment:		
v) registration & authentication of employees for internal and cross-agency services	Green 31/12/2005	Green 31/12/2005
Comment:		
vi) corporate approach to collection of e-payments	Green 31/12/2005	Green 31/12/2005
Comment:		
vii) cross agency secure transactions (Government to Government)	Green 31/12/2005	Green 31/12/2005
Comment:		
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Green 31/12/2005	Green 31/12/2005
Comment:		
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Green 31/12/2005	Green 31/12/2005
Comment:		
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber 31/03/2005	Green 31/03/2006
Comment:		
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 31/03/2005	Amber 31/03/2006
Comment:		
● Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Green 31/12/2005	Green 31/12/2005
Comment: RBK uses Datacash for processing payments which is the same transaction used by the Government Gateway. We use our local services for authentication and have the capacity to integrate with the Government Gateway when it provides services not already available locally.		
● Enable Directgov (see www.direct.gov.uk) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see http://www.localgov.gov.uk/localdirectgov/ieg5)	Green 31/12/2005	Green 31/12/2005
Comment:		

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s) 	Green 31/12/2003	Green 31/12/2003
	Comment: Link in place.	
<ul style="list-style-type: none"> Introduction of Digital Interactive TV services (see http://www.digitv.org.uk) 	Red 31/12/2003	Red 31/12/2003
	Comment: Looking at opportunities for adopting the work of the National project	
<ul style="list-style-type: none"> Establishment of dedicated telephone contact centre(s) services 	Green 31/03/2003	Green 31/03/2003
	Comment:	
<ul style="list-style-type: none"> Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm) 	Green 31/12/2004	Green 31/12/2004
	Comment: Work has been progresssing throughout 2004. Expect to be complaint by the end of 2004. Compliance has been externally validated by the NCC Group.	
<ul style="list-style-type: none"> Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) 	Green 31/12/2002	Green 31/12/2002
	Comment: Now have direct link to the central NLPG hub and send updates as we make changes to our LLPG.	
<ul style="list-style-type: none"> Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems 	Green 31/03/2003	Green 31/03/2003
	Comment:	
<ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Amber 01/01/2004	Amber 01/01/2004
	Comment: We have looked at NLIS as an option but the high transaction costs mean that the loss in revenue for the Council would outweigh any potential savings we could make by adopting the service. Will continue to review business case.	
<ul style="list-style-type: none"> Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) 	Green 31/03/2004	Green 31/03/2004
	Comment: Directory now live on the Council web site at http://www.kingston.gov.uk/askk	

Section 3 - BVPI 157

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

BVPI 157 Interaction Type	Forecast average IEG5 % e-enabled position at 31 December 2005	Actual				
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: ● Total types of interaction e-enabled ● % e-enabled	99 %	● 356 ● 64.73 %	● 479 ● 87.09 %	● 525 ● 95.45 %	● 540 ● 98.18 %	● 550 ● 100.00 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 0 ● 0.00 %	● 6 ● 85.71 %	● 6 ● 85.71 %	● 7 ● 100.00 %	● 7 ● 100.00 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	92 %	● 0 ● 0.00 %	● 1 ● 12.50 %	● 8 ● 100.00 %	● 8 ● 100.00 %	● 8 ● 100.00 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 8 ● 18.18 %	● 19 ● 43.18 %	● 38 ● 86.36 %	● 44 ● 100.00 %	● 44 ● 100.00 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	90 %	● 0 ● 0.00 %	● 21 ● 77.78 %	● 22 ● 81.48 %	● 27 ● 100.00 %	● 27 ● 100.00 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 145 ● 54.72 %	● 177 ● 66.79 %	● 246 ● 92.83 %	● 265 ● 100.00 %	● 265 ● 100.00 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	88 %	● 1 ● 5.56 %	● 5 ● 27.78 %	● 9 ● 50.00 %	● 16 ● 88.89 %	● 18 ● 100.00 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	91 %	● 1 ● 3.03 %	● 27 ● 81.82 %	● 30 ● 90.91 %	● 32 ● 96.97 %	● 33 ● 100.00 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 4 ● 16.67 %	● 10 ● 41.67 %	● 21 ● 87.50 %	● 23 ● 95.83 %	● 24 ● 100.00 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 3 ● 100.00 %
Total: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 515 ● 52.60 %	● 745 ● 76.10 %	● 905 ● 92.44 %	● 962 ● 98.26 %	● 979 ● 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
Local Service Websites					
• Page impressions (annual)	5,652,000	8,000,000	10,000,000	12,000,000	14,000,000
• Unique users, i.e. separate individuals visiting website (annual)	527,172	776,148	888,086	1,000,000	1,200,000
• Number of e-enabled payment transactions accepted via website	5,041	5,240	11,983	15,000	18,000
• Number of change of address notifications accepted via website	0	0	0	2,000	5,000
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	15	100	250
	Comment:				
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>					
• Number of e-enabled payment transactions accepted by telephone	9,000	12,000	14,000	16,000	18,000
• Number of change of address notifications accepted via telephone	0	0	1,000	2,000	2,000
	Comment:				
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i>					
• Number of e-enabled payment transactions accepted via personal contact	62,000	65,000	65,000	65,000	65,000
• Number of change of address notifications accepted via personal contact	0	0	1,000	2,000	2,000
	Comment:				
Other Electronic Media <i>(e.g. BACS, text messaging)</i>					
• Number of e-enabled payment transactions accepted via BACS	400	400	450	500	550

	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				10,000	12,500
• Number of change of address notifications accepted via other electronic media	0	0	1,000	1,000	1,000
	Comment:				
Non Electronic (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	95,000	90,000	85,000	85,000	80,000
• Number of change of address notifications accepted via non-electronic form	0	0	1,000	1,000	1,000
	Comment:				

Section 5 - Local e-Government Implementation Expenditure

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements in the table below and brief commentary on the use of IEG money. For 2005/6 onwards, please include best estimates of revenue and capital expenditure even though the council may not yet have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

Programme Resource	Backward Look (£)			Forward Look (£)	
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment:				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	Comment:				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	0	0	0	0	0
	Comment:				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
• resources being applied from internal revenue and capital budgets to implement e-government	220,000	140,000	140,000	140,000	50,000
	Comment:				
• other resources (e.g. training) (please specify)	0	0	0	0	0
	Comment:				
• ODPM e-Innovations Fund capital grant	0	0	100,000	0	0
	Comment:				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	0	0	100,000	0	0
	Comment:				
TOTAL	620,000	490,000	490,000	140,000	50,000

Section 6 - Local e-Government Programme Efficiency Gains

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

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
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	440,000	30,000	390,000	30,000	150,000	0	50,000	0
	Comment: Savings in 04/05 and 05/06 are through increased use of low cost web advertising rather than using newspaper ads for jobs.							
• e-payments	1,600	1,600	8,000	8,000	5,000	0	5,000	0
	Comment: Whilst transaction costs are cheaper than face to face transactions, there are no real savings because the Council is still committed to allowing the public which means that efficiency gains will be limited. Use of ePayments and telephone payments have improved the Council's cash flow.							
• corporate services efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
e-Procurement, of which:								
• Service specific	63,700	1,000	66,900	1,000	20,000	20,000	20,000	20,000
	Comment: Rolling programme of reviewing contracts to achieve reductions in prices. Ordering and invoicing process already very automated which will make cashable savings difficult to achieve. Likely to see non-cashable efficiency savings for departments in the future as processes become more streamlined.							
• Cross-cutting e-procurement efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
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	109,000	101,000	59,000	0	0	0	0	0
	Comment: The Council is still committed to provided the full range of access channels. RBK's Public Access Strategy includes a commitment to introduce new ways of accessing Council services and times, locations and methods to suit the public. Technology has been used to streamline business processes and make it easier to access Council services. In reality, this has meant that more people are using Council services but the Council has become significantly more effectient in how these transactions are processed.							
• Cross-cutting productive time efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment: channels. RBK's Public Access Strategy includes a commitment to introduce new ways of accessing Council services and times, locations and methods to suit the public. Technology has been used to streamline business processes and make it easier to access Council services. In reality, this has meant that more people are using Council services but the Council has become significantly more effectient in how these transactions are processed.							
Transactions	10,000	0	10,000	0	10,000	0	10,000	0
	Comment: channels. RBK's Public Access Strategy includes a commitment to introduce new ways of accessing Council services and times, locations and methods to suit the public. Technology has been used to streamline business processes and make it easier to access Council services. In reality, this has meant that more people are using Council services but the Council has become significantly more effectient in how these transactions are processed.							
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
TOTAL EFFICIENCY GAINS - GROSS	624,300	133,600	533,900	39,000	185,000	20,000	85,000	20,000
LESS e-government implementation expenditure	490,000		490,000		140,000		50,000	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	134,300		43,900		45,000		35,000	