



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2004 (IEG4)

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

Name of Authority: London Borough of Kingston upon Thames

IEG Contact Name: Robin Noble

Email: robin.noble@rbk.kingston.gov.uk

Telephone No: 020 8547 5183

Local Context

RBK continues to be at the forefront of delivering eServices as part of the eGovernment agenda and we have responded to the National Strategy and the Seven Shared Priorities for eGovernment.

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 10,000 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.

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 nearly 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 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 country 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 year, we launched **ASKK** . ASKK is an on-line 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.

LivinLondon , a partnership with Merton, Hounslow, Richmond and Sutton is led by Kingston and is actively developing further on-line services for residents in South West London to build on the success of our [partnership web site](#) .

RBK is playing 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 is a BBC web site designed to promote greater participation in the democratic process.

There will be links between the Council and BBC iCan. A campaign is planned to encourage our residents to take part in consultations and get involved with campaigning.

Kingston is also part of the **e-Pay National Project** where 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.

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

Outcome & Transformation Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Amber	Amber	Green	Green	Admissions prospectus is already on-line. RBK is involved in the development of the 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	Green	Green	Green	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	Amber	Amber	Green	Green	A contact centre has now been introduced in Education and Leisure to deal with admissions enquiries from the public.
E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.	Baseline targets under review for 2005				
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	Green	Green	Green	Planning work already started for LAWS migration and links to A to Z. Will be completed by the end of the year.
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.	Amber	Green	Green	Green	Colleagues in Children and Families are planning implementation following discussions with the Criminal Justice Board. More work needed in partnership with supplier prior to implementation.
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.	Amber	Green	Green	Green	Development of ASKK was a pilot for the new Community Information System. Will use model developed in Brent for jobs and events. Development work completed on eTickets system which was part of the ePay National Project.
E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.	Work has already started on targets for customer satisfaction. Baseline survey underway using Citizen's Panel.				

R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green	Green	Green	Green	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	Green	Green	Green	Although this is technically completed, we need to explore this area to develop Members' pages on the web site and ensure all Members have been given the option about whether to have pages.
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	Green	Green	Green	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	Green	Green	Green	Completed but need to demonstrate that the multimedia is linked to consultations and/or local policy priorities.
E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.	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).	Amber	Green	Green	Green	Not completed but further work is expected on eForms this year for closer integration with the back office and better management of emails coming in.
R8 Online receipt and processing of planning and building control applications.	Amber	Green	Green	Green	Planned for spring 2005.
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Green	Green	Green	Green	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	Green	Green	Green	Completed. More data sharing planned as ISIS2 develops over the coming year.
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	Green	Green	Green	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.

E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.	Targets need to be agreed in partnership with the department and colleagues in Strategy & Performance Management.				
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green	Green	Green	Green	eKAS, the Council's finance system has helped us to meet this requirement but we need to consider other targets in the Governments eProcurement Strategy.
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).	Green	Green	Green	Green	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.
G9 Regional co-operation on e-procurement between local councils.	Green	Green	Green	Green	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.
E5 Access to virtual e-procurement 'marketplace';	We use GCAT2 as a market place to advertise tenders.				
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;	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.				
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).	Targets need to be agreed in partnership with the department and colleagues in Strategy & Performance Management.				
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green	Green	Green	Green	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.
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Amber	Green	Green	Green	Will use Gandlake solution based on lessons learned from the e-Pay National Project.

G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green	Green	Green	Green	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.
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Green	Green	Green	Green	Now live on the RBK Web Site.
E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	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).	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.	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	Green	Green	Green	This service has been available on the web site for a number of years. Now more prominent on front page of web site.
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Green	Green	Green	Green	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	Amber	Green	Green	Housing now use swipe cards. Need to explore if this is sufficient based on extent to which cards give entitlement to a wide range of services.
E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings.	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	Green	Green	Green	Completed. This service needs greater prominence on the Council web site and other publicity materials.
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.	Red	Amber	Green	Green	Will need to link to the Communications Strategy and the Consultation Strategy. Will also form part of work with the Local eDemocracy National Project.

G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Amber	Amber	Green	Green	This is linked to the new parking system. Implementation will start this year. Priority outcome will have been completed by the end of 2005.
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Amber	Amber	Green	Green	More work needs to be done in this area to include daily updates of road works and incidents by SMS and emails for alerts.
E12 Agreed baseline and targets for customer satisfaction and efficiency savings.	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	Green	Green	Green	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	Green	Green	Green	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	Amber	Green	Green	Research phase underway. Working in partnership with colleagues in Sutton and project NOMAD (Mobile Working National Project) to develop this further.
E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	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.	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	Green	Green	Green	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	Green	Green	Green	Green	Remote access to SWIFT is available for staff outside office hours using the Council's Virtual Private Network (VPN).

availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.					
G16 Systems to support joined-up working on children at risk across multiple agencies.	Green	Green	Green	Green	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/ .
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Green	Green	Green	Green	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.
E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).	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	Green	Green	Green	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	Green	Green	Green	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	Green	Green	Green	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	Green	Green	Green	Completed. Need to confirm availability and cost.
E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.	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	Green	Green	Green	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	Green	Green	Green	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).	Amber	Amber	Green	Green	Review underway. Strategy will be presented to CDT and members. Need to confirm potential costs.
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Amber	Amber	Green	Green	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).	Amber	Amber	Green	Green	Work still required on Metadata standards but full compliance including e-GMS expected by end of 2005.
E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.	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.	Amber	Green	Green	Green	Draft on the intranet. Will go live on the RBK web site by the end of 2004.
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.	Amber	Green	Green	Green	Completed. Increase in web site use has been sustained ever since the site went live and the end of the 1990's. More data is needed about what proportion of use is by borough residents and how these people use the site.
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber	Amber	Green	Green	Need to review targets with departments. Also involve colleagues in Strategy & Performance Management.
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Amber	Green	Green	Green	Constantly evaluating site to ensure we keep up with latest guidance.
E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web,	Need to review data across all channels. Public Access Group to set targets.				

telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings.					
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Amber	Amber	Green	Green	Much more work is needed in this area. Plans are being developed for joining up the web site, front office and back office in Environmental Services.
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber	Green	Green	Green	Completed. This also should be extended to all emails sent to the Council. Pilot planned for later in 2004 to meet this requirement.
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Amber	Amber	Green	Green	Also needs to be linked to email enquiries as well as those using web forms. (see above)
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Amber	Green	Green	Green	Workflow already in use by depts (incl. Revs and Bens & Social Services). Others implementing – Housing, Parking and Environmental Services.
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Amber	Amber	Green	Green	Expected to be achieved by the end of 2005. This will demonstrate that the Council can work in a joined up way.
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.	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 Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757):					
i) Member & officer e-champions	Green	Green	Green	Green	Roles and Responsibilities allocated in 2002.
ii) e-government programme manager	Green	Green	Green	Green	Roles and Responsibilities allocated in 2002.
iii) customer services management	Green	Green	Green	Green	Roles and Responsibilities allocated in 2002.
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.	Green	Green	Green	Green	Roles and Responsibilities allocated in 2002.
Establishment of an e-delivery programme board	Green	Green	Green	Green	Roles and Responsibilities allocated in 2002. Public Access Group established which has been given authority
Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme.	Green	Green	Green	Green	Prince widely in use in RBK - by some internal staff but primarily by suppliers delivering services.
Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures.	Green	Green	Green	Green	Risk management process started as part of planning for IEG 1.
Use of customer consultation/research to inform development of corporate e-government strategy.	Green	Green	Green	Green	Consultation/research has been used for a number of years. Approach includes dedicated surveys, using the citizen's panel and on-line consultation.
Establishment of policy for addressing social inclusion within corporate e-government strategy.	Green	Green	Green	Green	Development of Social inclusion strategy was key part of planning for IEG 1.
Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)	Green	Green	Green	Green	Lead officers appointed and dedicated staff now recruited for Records Management, Data Protection and Freedom of Information.
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)	Green	Green	Green	Green	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.






& http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf).					
Establishment of partnerships for the joint (aggregated) procurement of broadband services.	Green	Green	Green	Green	RBK is part of the London Grid for Learning. Council also uses the OGC Telecoms and Broadband framework agreements for purchasing telecoms services.
Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf).	Green	Green	Green	Green	We have a good track record of working in partnership with intermediaries including the Citizens Advice Bureau and colleagues in the Health sector.
Compliance with BS 7799 on information security management.	Amber	Amber	Amber	Amber	
Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives.	Green	Green	Green	Green	Benefits of e-government programme are reviewed in a regular basis by the Public Access Steering Group.
Completion of mapping of BVPI 157 services against approved security levels (0-3) (see http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc).	Green	Green	Green	Green	Web Site migrated to BVPI 157 services in 2003.
Planned compliance to HMG Security and authentication frameworks (see http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc).	Green	Green	Green	Green	Standards were required as part of connection to the NHS which is now live.
Compliance with an independent trust scheme approval process designed to provide assurance for individuals and	Green	Green	Green	Green	Guidance published on the RBK web site for people making transactions.

companies using or relying upon e-business transactions (see www.tscheme.org).					
Use of Government Gateway (see http://www.gateway.gov.uk) to support:					
i) personalisation & registration for services categorised at security level 0	Amber	Amber	Amber	Amber	The Council already has personalisation, registration and corporate payment facilities available on-line. Propose to join Government Gateway when services become available that aren't already provided locally.
ii) citizen & business authentication for services for services categorised at security levels 1-3	Amber	Amber	Amber	Amber	The Council already has personalisation, registration and corporate payment facilities available on-line. Propose to join Government Gateway when services become available that aren't already provided locally.
iii) authentication of employees for cross-agency services	Amber	Amber	Amber	Amber	The Council already has personalisation, registration and corporate payment facilities available on-line. Propose to join Government Gateway when services become available that aren't already provided locally.
iv) corporate approach to collection of e-payments	Amber	Amber	Amber	Amber	The Council already has personalisation, registration and corporate payment facilities available on-line. Propose to join Government Gateway when services become available that aren't already provided locally.
v) cross agency secure transactions (Government to Government)	Amber	Amber	Amber	Amber	The Council already has personalisation, registration and corporate payment facilities available on-line. Propose to join Government Gateway when services become available that aren't already provided locally.
Government Gateway (see http://www.gateway.gov.uk) back office connection in place (Department Interface Server).	Green	Green	Green	Green	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.
Connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green	Green	Green	Green	Link in place.
Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm)	Amber	Green	Green	Green	Work has been progressing throughout 2004. Expect to be compliant by the end of 2004. Compliance has been externally validated by the NCC Group.
Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)	Green	Green	Green	Green	Now have direct link to the central NLPG hub and send updates as we make changes to our LLPG.

Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk)	Amber	Amber	Amber	Amber	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.
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	Green	Green	Green	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

		Actual			Forecast	
BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	2001/2	2002/3	2003/4	2004/5	2005/6
						
Providing information: Total types of interaction e-enabled e-enabled	94%	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	87%	0 0	6 85.71	6 85.71	7 100.00	7 100.00
Providing benefits & grants: Total types of interaction e-enabled e-enabled	78%	0 0	1 12.50	8 100.00	8 100.00	8 100.00
Consultation: Total types of interaction e-enabled e-enabled	86%	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	76%	0 0	21 77.78	22 81.48	27 100.00	27 100.00
Applications for services: Total types of interaction e-enabled e-enabled	83%	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	78%	1	5	9	18	18

e-enabled		5.56	27.78	50.00	100.00	100.00
Paying for goods & services: Total types of interaction e-enabled e-enabled	80%	1 3.03	27 81.82	30 90.91	33 100.00	33 100.00
Providing access to community, professional or business networks: Total types of interaction e-enabled e-enabled	82%	4 16.67	10 41.67	21 87.50	24 100.00	24 100.00
Procurement: Total types of interaction e-enabled e-enabled	73%	0 0	0 0	0 0	0 0	3 100.00
TOTAL Total types of interaction e-enabled % e-enabled	86%	515 52.60 %	745 76.10 %	905 92.44 %	966 98.67 %	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 up to 2005/6, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Industry definitions of page impressions

	Actual ('000s)	Forecast ('000s)				Comment
		03/04	04/05	05/06	06/07	
E-enablement + Main E-Access Channel Take-Up						
Local Service Websites						
• Page impressions (annual)	5652	8000	10000	12000	14000	
• Unique users, i.e. separate individuals visiting website (annual)	420	500	600	700	800	
• Number of e-enabled payment transactions accepted via website	5	8	10	11	12	
• Number of change of address notifications accepted via website	0	0	1	2	2	
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	12	14	16	18	
• Number of change of address notifications accepted via telephone	0	0	1	2	2	
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	65	65	65	65	
• Number of change of address notifications accepted via personal contact	0	0	1	2	2	
Other Electronic Media <i>(e.g. BACS, text messaging)</i>						

• Number of e-enabled payment transactions accepted via BACS or other electronic form	400	400	400	400	400	
• Number of change of address notifications accepted via other electronic media	0	0	1	1	1	
Non Electronic (e.g cash office, post)						
• Number of payments accepted by cheque or other non-electronic form	95	90	85	85	80	
• Number of change of address notifications accepted via non-electronic form	0	0	1	1	1	

Section 5 - Local e-Government Implementation Expenditure

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

Programme Resources	Actual (£'000s)	Forecast (£'000s)				Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
• IEG capital grant	400	350	150			
• 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	
• financial contribution from public-private partnerships	0	0	0	0	0	
• resources being applied from internal revenue and capital budgets to implement e-government	220	140	140	140	50	
• other resources (e.g. training) (please specify)	0	0	0	0	0	
• ODPM e-Innovations Fund capital grant	0	0	0	0	0	
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	0	0	0	0	0	
TOTAL	620	490	290	140	50	

Section 6 - Local e-Government Programme Efficiency Gains

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

Efficiency Gains	Actual	Forecast (£'000s)				Comment
		01/02 to 03/04	04/05	05/06	06/07	
a) Cash Releasing Efficiency Gains						
e-Procurement, of which:						
• achieved through reductions in prices		20	20	20	20	Rolling programme of reviewing contracts to achieve reductions in prices
• other gains from e-procurement		0	0	0	0	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.
Corporate support (back office), of which:						
• e-recruitment		20	20	20	20	Recruitment of temporary staff currently under review. Anticipate the introduction of supplier panel to reduce costs for temporary staff. As new arrangements are implemented, expect in the region of £20K savings each year.
• e-payments		0	0	0	0	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.
• Other corporate support gains		0	0	0	0	The Council is still committed to providing 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 efficient in how these transactions are processed.
Transactional services		0	0	0	0	The Council is still committed to providing 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 efficient in how these transactions are processed.
Productive time		0	0	0	0	The Council is still committed to providing 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 efficient in how these transactions are processed.
Sub total (a) cash releasing efficiency gains)	0	40	40	40	40	
b) Non Cash Releasing Efficiency Gains						
non-cash benefits (1) please specify		0	0	0	0	No figures available. See notes above for Council's Public Access Strategy and efficiency gains.
non-cash benefits (2) please specify		0	0	0	0	No figures available. See notes above for Council's Public Access Strategy and efficiency gains.
Sub total (b) non cash releasing efficiency gains)	0	0	0	0	0	
TOTAL EFFICIENCY GAINS - GROSS	0	40	40	40	40	
LESS e-government implementation expenditure	710	490	290	50	50	
TOTAL EFFICIENCY GAINS - NET	-710	-450	-250	-10	-10	