



BABERGH DISTRICT COUNCIL

**"Making the area a better place to
live and work for everyone."**

**STATEMENT
ON IMPLEMENTING
ELECTRONIC GOVERNMENT**

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Babergh District Council

Our corporate objectives

- 1. Maintain a safe, secure, healthy community.**
- 2. Promote a thriving, caring, inclusive community.**
- 3. Protect and improve the environment.**
- 4. Provide services which meet local needs and offer Best Value.**
- 5. Be accessible, listen to local people and help them to help themselves.**

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Glossary

BVPI	Best Value Performance Indicator
CRM	Customer Relationship Management
DTLR	Department for Transport, Local Government and the Regions
EGIF	Electronic Government Interoperability Framework
EIPDG	Exchanging Information with the Public Development Group
ESD	Electronic Service Delivery
GIS	Geographic Information System
ICT	Information Communications Technology
IEG	Implementing Electronic Government
ISDN	Integrated Subscriber Digital Network
ISP	Internet Service Provider
ITSDG	Information Technology Strategy & Development Group
LGA	Local Government Association
NLIS	National Land Information System
NPLG	National Land and Property Gazetteer
ODBC	Open Database Connectivity
PI	Performance Indicator
SCC	Suffolk County Council
SCEG	Suffolk Chief Executives Group
SOCTIM	Society of Information Technology Managers
SPP&B	Service Performance Plan & Budget

Preface

This section of the document describes the position for Babergh District Council, and forms an integral part of the joint submission, while setting out our individual aspirations and objectives for electronic service delivery.

1 Introduction

1.1 About Babergh District Council

- 1.1.1 Babergh covers a largely rural area of 53,643 hectares and has an estimated population of 81,930 (June 1998). It is served by 42 district councillors, a number that will rise to 43 following a recent review of electoral arrangements. The district comprises 76 parishes including 2 towns, Sudbury and Hadleigh. Most of the district is rural with the main centres of population in Hadleigh, Great Cornard, Sudbury and on the fringes of Ipswich.
- 1.1.2 About 25% of the population live in Sudbury, Great Cornard and the surrounding area. There are several areas of social and economic deprivation in this locality and there has been a recent successful Single Regeneration Budget bid to promote social inclusion and community-inspired projects.
- 1.1.3 The Council's offices are in Hadleigh (population approximately 7,000) which, although central to the district, is not easily accessible by a significant proportion of citizens. Public transport, workplaces and shops create a natural flow of people to Ipswich, Sudbury and Bury St Edmunds, which lie on or outside the district boundaries. An Advice Centre, jointly resourced by the Council, Suffolk County Council and Sudbury Town Council, operates in Sudbury to assist with this problem.
- 1.1.4 Accessibility to services is one of our major concerns, particularly in rural areas. Providing cost-effective contact points continues to be a challenge and the Advice Centre was a first step in partnership working to meet that need. The drive towards electronic delivery of services and government ('e-government') presents an excellent opportunity to reduce the level of social exclusion and stimulate community involvement further.
- 1.1.5 That commitment was given a sharper edge in March when a successful 'Pathfinder' bid from Suffolk County Council, Ipswich Borough Council and Babergh was accepted by the (now) DTLR. The theme of the bid was to develop digital TV and 'kiosk' technology as an additional communication and interactive medium in both rural and urban areas.
- 1.1.6 The Council's administration is driven by a streamlined committee system, under normal chairmanship arrangements. Supporting it is a Management Team comprising the Chief Executive and two Corporate Directors. Day-to-day delivery of services is spread across 13 Divisions.
- 1.1.7 IT (information technology) services are provided and managed in house.
- 1.1.8 An internal e-government audit shows that 22% of all our services are already available in electronic format. However, the majority of them provide information only (Appendix 2).

1.2 The need for a statement on implementing electronic government

1.2.1 Electronic service delivery (ESD) will help us to provide accessible, efficient and effective services targeted on our citizens' needs. Realigning our services to this customer-focused approach will not happen overnight. Progress will be phased and incorporate Best Value and the Modernising Agenda.

1.2.2 By 31 July 2001, all councils must outline their intended approach to e-government using an implementing electronic government (IEG) statement. In our case, the IEG statement will be the starting point for the work we need to do to take advantage of the efficiency offered by information communications technology (ICT) to improve services to benefit citizens and businesses in the District. The IEG statement will be constantly reviewed and developed to achieve the Council's vision.

1.2.3 This statement:

- establishes the Council's vision of e-government;
- identifies the process to gain approval and ownership of key stakeholders;
- summarises progress to date;
- summarises the direction to be taken;
- develops into a detailed implementation plan.

1.2.4 The key objectives are:

- to create a seamless service to citizens;
- to enable ICT to be used by citizens and businesses;
- to develop better communication and information-sharing with agencies that assist or complement the Council's front-line services;
- to improve the capture and dissemination of information from external sources, so that it is captured once and shared electronically with partners;
- to improve the flow and accessibility of information used within the Council's administration;
- to ensure that the Council's infrastructure consistently remains able to support the objectives;
- to ensure that Members (Councillors) and staff working for the Council are fully trained and able to support the objectives.

1.2.5 Delivering these objectives will ensure that the Council has at least 25% of its services e-enabled by 2002 and 100% by 2005.

1.2.6 The Council's progress towards these targets will be monitored using the Best Value Indicator (BVPI) 157.

1.3 The vision

1.3.1 The Government has identified four guiding principles that underlie its desire for good e-government:

- building service provision around customer choice;
- making local government and its services more accessible to its stakeholders;
- social inclusion; and
- using information efficiently.

1.3.2 To achieve this the Council must:

- address issues of rural access;
- transform its business processes;
- provide better, seamless services more efficiently;
- provide customer-focused and integrated services;
- manage information as a resource;
- develop links for partnership working.

1.3.3 By 2002 Babergh will have overcome the first major hurdle of its e-government transformation and be making those first steps. For example:

- the more easily developed e-services will be in place;
- 'quick gains' will ensure that at least 40% of our services are enabled;
- we will have undertaken several Best Value Reviews and be implementing their Action Plans;
- a clear strategy and implementation plan will exist;
- we will have identified, allocated and budgeted for the resources needed to support the continuing work;
- our range of practical experience will have increased dramatically;
- the experience we gain will give added value to the continuing work;
- the 'Pathfinder' project will be in full swing;
- all Members will have been online for 12 months and be conversant with the technology.

1.3.4 By 2005, although e-government will continue into the future, the following situation will have evolved:

◆ **Customers:**

- People will feel supported by ICT and able to access the broadest range of services and facilities around the clock.
- Electronic communication will be mainstream in providing and disseminating information to the community, all organisations and citizens. Telephony will still be a strong influence and preferred by many for contact. This will be complemented by various channels including the website, digital TV, e-mail and information kiosks across the district.

- Easy-to-use, reliable and secure information and transaction services will be standard. They will be co-ordinated to minimise the resources required by users and providers.
- Services will be identified using everyday language and focus on life episodes or events. It will have become standard to deal with customers in their own preferred language, and a wider choice of languages will be offered.
- Greater accessibility of information will increase public participation in debate and consultation on our development of policies and services. E-democracy will have developed to a level consistent with demand, cost effectiveness and technical capacity.
- Customer relationship management (CRM) software will be used to manage the flow of information. Incoming information will be captured at a single point of contact and disseminated electronically across relevant services in the Council and to partners. Enquiry tracking and updating will be a natural part of this process for citizens, and also for quality assurance in the Council.
- Telephone enquiry services, customer contact points and home visits will remain available to those who are unable, or do not wish, to use interactive services. However, these facilities will be well supported by ICT, to ensure consistency in all the ways we deliver our services.
- Teleworking will have grown further. Staff value flexible working patterns which e-government technology has enabled. This will have reduced dependency on office space and the need to travel into the office for certain staff and Members. This will have improved efficiency, delivered savings and reduced the environmental impact of unnecessary travelling.

◆ **Partnerships:**

- The Council will be working more closely and more interactively with its partners and other providers in Suffolk and central Government and the private and voluntary sectors to tackle cross-cutting issues
- The existing partnership of local public sector bodies will have set up a 'Suffolk Portal' to meet the needs of citizens and business locally and nationally. This will incorporate both public and private sector services.
- Babergh will be using the 'Government Gateway' internet portal to support its administrative processes.
- E-business thinking will be embedded in our policy and planning, and a culture will exist in which Members and staff actively use e-business methods to support their working life.

◆ **Standards:**

- The technology we use will be consistent with Government-wide 'interoperability standards'.
- The National Land and Property Gazetteer (NPLG) and the National Land Information System (NLIS) will cover a good proportion of the country.
- GIS (geographical information system) will have become a referencing standard for the majority of our IT property-based systems.

- Recognised standards for the structure and security of data and information necessary for an e-world, will have been achieved.
- BS7666 will control addressing standards, while BS7799 will control system security.

1.3.5 Beyond 2005 it is difficult to be precise on what will happen. However some issues already stand out:

- The current emphasis is on re-engineering and restructuring our service delivery, and using e-technology to build that vision. By 2005 citizens' use of those facilities will have increased dramatically, but not to the fullest extent. Comprehensive use by citizens will perhaps be the most significant feature of the post-2005 period. A point will be reached when ESD is generally accepted and citizens will naturally use these services with equipment that will be common in every home.
- From 2006 onwards, we will start to get the first indications of how sustainable administrative procedures based on our initial IEG statement have been. This will be a period of consolidation and refinement, as distinct from the current step change.

2 Current position

2.1 Recent history and achievements

- 2.1.1 During the last four years the Council has successfully made major changes to prepare for the delivery of ICT- based services; these will provide a sound platform for the continued move towards e-government.
- 2.1.2 An integrated database has been installed. It brings together the Local Taxation, Housing and Benefits Services. As a result a one-stop shop service is now possible for most of the Council's customer base.
- 2.1.3 The Council has taken a positive lead in e-development. It has co-ordinated and driven through a partnership of the 8 Suffolk local authorities which will move 'joined-up-working' forward. This will ensure co-ordinated and complementary e-services across Suffolk.
- 2.1.4 A partnership has been agreed with Suffolk County Council, Ipswich Borough Council and several private sector companies, to provide services via digital TV and on-street 'kiosks' across a mixed urban and rural area. The project, which won "Pathfinder" status, will receive Government funding of £1.5m over a 3-year period.
- 2.1.5 Modernising the Council's approach to IT has meant moving away from mainframe technology to the introduction of structured cabling as the backbone of the Council's local area network.
- 2.1.6 All office-based staff now have access to a personal computer with standard software. All Members have personal computers and email addresses for contact by members of the public and officers.
- 2.1.7 A comprehensive staff-training programme, backed by tailored documents, has supported this transformation as part of our Investors in People programme.
- 2.1.8 Internet services are being made available on appropriate computers and the Council's website is maintained in-house.

2.1.9 The software and systems we buy depends on business needs. Internal and external compatibility is achieved by adopting industry standards and ODBC compliance.

2.2 Day-to-day delivery – internal

- 2.2.1 Internally the Council gives all office-based staff a standard desktop computer including word processing, spreadsheet and e-mail, and browser access to the Council's intranet and the web.
- 2.2.2 A total of 13 service divisions use a number of ICT applications across the Council to deliver various business needs.
- 2.2.3 A corporate Intranet provides an information source to all Members and staff.
- 2.2.4 The Council's website is hosted by an external internet service provider (ISP), but is maintained by the Council's own staff via a Web Management Board.
- 2.2.5 Remote access is restricted to selected IT support via an ISDN telephone line.
- 2.2.6 All our ICT procurement is performed centrally to ensure value for money and sound asset management. We already use e-procurement for low-value and regular purchases.
- 2.2.7 Development Group (ITSDG) is responsible for forward planning.

2.3 Day-to-day delivery – external

- 2.3.1 There is a relatively small but growing take-up of direct service delivery by citizens and businesses via the internet. Online payments are available for council tax, business rates, housing rents, sundry debtors and car-park fines.
- 2.3.2 All Divisions of the Council are served by direct dialling, so our customers can directly contact the service they need.
- 2.3.3 Email addresses also exist for major sections of the Council; these are published on our website. A full interactive email system is in place for Members and office-based staff. All have individual addresses and can send and receive email directly.
- 2.3.4 In a recent collaborative project, all the Councils in Suffolk agreed to co-operate to provide all planning application forms electronically, via a Suffolk Planning Portal.
- 2.3.5 Later in the year, Members will be able to access application software in a controlled environment.

2.4 Where are we now? Assessment of current services

- 2.4.1 The Council has performed an interim internal audit of all services provided to its customers. This will be used to measure progress on ESD within Divisions, and performance against BVPI 157 (a Best Value performance indicator).
- 2.4.2 The initial audit indicates that the Council has already achieved 22% electronic service delivery towards the 2002 targets.
- 2.4.3 'Quick wins' have been identified and are being put in place. (These are gains we can quickly achieve.)
- 2.4.4 Tasks that need greater resources or the buying of new equipment or software have been incorporated into an IT Development Plan.

2.4.5 As part of collaboration within Suffolk, a Citizens Panel, 'Suffolk Speaks', has been formed. It provides survey results on how our customers view the quality of their public services. This yields regular feedback about citizens' views of e-government and influences the e-development process. The following quotes have been taken from the MORI survey carried out in January and February 2001 on preferred methods of communication:

- "Electronic information kiosks in super markets and leisure centres are a preferred source of information among 14% of residents, increasing to 23% among the lower socio-economic groups (DEs). This compares to just 7% of those from higher socio-economic groups (ABs) preferring this method."
- "Using the internet as an information source is preferred by two-fifths (22%) of residents, while currently used by 15%. However, this method is preferred by the higher socio-economic groups (AB 31%, DE 8%) and younger people (27% of those under 55, 12% of those over 55)."
- "Over six in ten (64%) *Suffolk Speaks* panel members say they have access to the internet: 49% say they have access at home and 31% say they have access at work. These figures are above average compared to MORI's national data (41% anywhere, 35% have access at home). However, Suffolk's results are more similar to the data from the Eastern region of the UK, where 52% have access anywhere and 44% have access at home."

2.4.6 In addition, we have a corporate Consultation Plan which includes Best Value Reviews. E-government issues are picked up in these exercises.

2.5 E-government champions

2.5.1 To ensure that the Council's plans are pushed forward internally, the current roles and responsibilities have been established:

- the e-government agenda is directly sponsored by the Management Team, consisting of the Chief Executive and two Corporate Directors;
- Members' input is through the Executive Task Group, which includes leaders of the political groupings;
- the Head of Policy and Personnel is tasked with driving the initiative forward;
- each of the 13 Service Divisions has its own e-government officer, or 'champion'.

2.5.2 To ensure that the champions keep abreast of developments in e-government, they will attend briefings organised by the Local Government Association, the Society of Information Technology Managers and the Exchanging Information with the Public Development Group, etc.

2.5.3 The information they gain will be spread through the Council by reports, briefings seminars and workshops.

2.6 Joint working

2.6.1 An 'e-government Partnership Group' has been formed with representatives from public bodies across Suffolk, i.e. County Council, seven District Councils, Health Authority, Police, and the Learning and Skills Council.

2.6.2 Five common aims and objectives have been agreed at Chief Executive level:

- seamless access to services by citizens;
- economies of scale and savings;
- improving services;
- improving business operations;
- social inclusion.

2.6.3 This has resulted in the following targets for joint working:

- single telephone contact point;
- single web portal;
- extend the Pathfinder project concerning the
- introduction of digital TV and kiosks;
- broad band usage;
- extranet development;
- electronic payments;
- smart cards;
- training and awareness;
- electronic records management.

The extent and timings of these targets will be subject to funding and agreement amongst the partnership.

2.6.4 The Council works closely with Town and Parish Councils and businesses in its area in various forums. The Council will use these forums to discuss ways of implementing e-government.

2.6.5 The Council has recently signed up to a joint expression of interest for Invest to Save Round 4 in conjunction with all the other Suffolk authorities, to develop digital signature software for every resident in Suffolk.

2.6.6 The Council is a key partner in a Single Regeneration Budget (SRB) project in Great Cornard and Sudbury. This project is supported by more than 40 local authority, voluntary and community groups. It aims to identify new, community-inspired projects to promote social inclusion in the Sudbury and Great Cornard areas. We will consider how the Pathfinder project and other electronic initiatives can contribute to this process.

2.6.7 Babergh will be investigating the development of area committee/forum arrangements with community representation as part of the new political structures from 2002. These committees/forums will help determine how we deliver e-government.

3 The way forward

3.1 Developments

3.1.1 Our future development of services will build on the Action Plans we identify using the Best Value process plus those resulting from our ongoing service and financial planning arrangements. Developments will cover:

- direct services to our customers (such as Council Tax, Benefits, Refuse Collection);
- indirect support to services (such as Tourism and Economic Development);
- giving knowledge to inform choice and action (such as health and safety advice);

- regulation (such as deciding planning applications);
- grants (such as home improvement grants).

3.1.2 To support the above outcomes, we will put in place the following 'back office' systems:

- office automation;
- Customer Relationship Management;
- contents management;
- document and records management;
- resource accounting;
- e-procurement;
- data collection.
- a broad range of payment facilities to transform service delivery – we will also improve information management;
- telephony technology is fundamental to ESD and enables some of the more readily achievable aspects of ESD from the infrastructure already in place. Most people have access to private, business or public phones, so any improvements or revised methods of service delivery based on the telephone will have a rapid effect. Investment must continue in this area and not be overshadowed by more exciting and attractive technology.

3.1.3 To help staff responsible for service delivery, we will:

- continue our rolling programme of training, consolidating the process to achieve accredited standards – for example, we will introduce the European Computer Driving Licence as the base IT skill standard for the organisation;
- analyse and establish those services that will have the greatest effect and give them top priority in our Action Plan;
- further develop our Intranet;
- continue to develop our use of GIS;
- continue our programme of awareness days to update staff who deliver services direct to the public;
- continue to integrate all our software applications wherever possible;
- limit the range of external software application suppliers;
- work with suppliers on developing Web-based software for our particular purposes;
- continue our investment in 'thin client technology'.
- enlarge the 'Knowledge Network' with our partners;

- develop the use of portable devices, such as laptops, palmtops and data recording devices;
- give non-office-based staff access to electronic communications. .

3.1.4 To ensure that our customers can receive services from us every day and round the clock, we will:

- continue to implement our plans to enhance our website;
- expand the provision of teleworking facilities for staff;
- cleanse and standardise our address databases to ensure compatibility, as far as possible, between legacy systems and BS7666-driven software;
- develop the use of GIS within the authority, to provide links between service-specific software and that used by external service providers;
- continue to develop public access points and kiosks in our towns and villages;
- continue to develop digital television services;
- develop contact points at communal housing schemes.

3.2 Resources: what will be needed?

3.2.1 Achieving e-government targets within the suggested timescale is a significant challenge and will require co-ordination of a number of areas:

- the Babergh Community Plan;
- the Council's Service and Financial Planning process;
- adequate funding both by central Government and from within the Council's own strategy for expenditure on ICT;
- promotion and communication of our IEG statement;
- additional human resources to enable efficient partnership working.

3.2.2 Three key areas that this Council considers essential to the successful implementation of the IEG statement are:

◆ Project management

Sound project management is key to all successful implementations. Dedicated resources will be made available for the overall development of e-services across the Council, and the individual projects which support that.

◆ Skills

- All Members and staff must be e-confident.
- Continued awareness training for senior managers.
- ICT skills updating for all Members and staff.

- European Computer Driving Licence will become the standard base for all training.
- consistency of e-skills will be maintained by adopting a policy of accredited IT training and qualifications.
- ICT specialists, in-house or contract staff must have the necessary skills to implement best practice.

◆ **Finance**

- The Council has a 3-year capital programme, currently running up to 2003/04, which is reviewed and updated annually through a service and financial planning process that takes into account:
 - ◆ competing priorities across all the Council's services
 - ◆ achieving the Council's corporate, strategic and service objectives
 - ◆ the views of the public, partners and other stakeholders
 - ◆ the Council's overall financial strategy
- The Council's financial strategy currently aims to keep annual council tax rises to inflation, plus a margin of up to 2% if that is deemed necessary. This strategy was overwhelmingly endorsed by the public through a district-wide consultation exercise in 1999.
- The budgetary provision the Council has specifically made for Electronic Government is within the capital programme for IT services, where a total of £50,000 was earmarked in last year's budget; already some £20,000 has been spent on buying PC's for councillors.
- These resources will clearly be inadequate if we are to make any significant impact on the way forward described in paragraph 3. It might be possible to identify further sums in future years spending plans, although this will depend on the competing needs of other IT development.
- To realise the benefits from our vision for the future, the Council will need to invest heavily in human resources, project management, infrastructure, hardware and software.
- A full assessment of the potential costs and savings will be needed, but at this stage our financial needs and our ability to deliver all the items on our shopping list cannot be assessed. There will be opportunities for cost savings through joint purchasing, shared software and joint training initiatives. But given the time constraints being imposed on the delivery of e-government it will be difficult to prepare a full business case and cost benefit analysis which normally precedes the implementation of major new technology. Accountability might have to wait until after the technology is introduced.
- Looking pragmatically at the list of developments in paragraph 3, the Council has examined its IT Development Programme and capital spending over the last 4 years, and concluded that if IT development continues at roughly the same pace in future years, there would be little opportunity to make progress with electronic service delivery unless there is additional funding.

- Capital spending for the last 4 years has been as follows :-

1997/98	£244,044
1998/99	£389,933
1999/00	£383,803
2000/01	<u>£371,506</u>
TOTAL	£1,389,286

- The current 3-year IT Capital Budget is as follows :-

2001/02	£183,600
2002/03	£195,000
2003/04	<u>£125,000</u>
TOTAL	£503,600

- It is reasonable to assume that we will need to spend at the levels shown in the current 3-year IT Capital Budget just to maintain and develop our ICT infrastructure and service delivery.
- To meet the Government's requirements on electronic government, meet the public's likely anticipated expectations on electronic service delivery, and deliver the ambitious programme outlined in this IEG, we expect that about an extra £1.5 to £2.5 million will be needed.
- The projects we will need to deal with over the next few years for electronic government are significantly bigger than those we have handled to date. An accurate estimate of the likely costs is impossible at this time, but we consider that spending of this magnitude is likely if we are to achieve our objectives.

3.3 Standards

- 3.3.1 We will conform to the Interoperability Standards as outlined in the Government's e-government Interoperability Framework. This is key to our e-government strategy as it requires service interaction across a wide range of organisations.
- 3.3.2 We will adopt the BS7666 standard for addressing and make it mandatory for all new software applications. This will ensure that addresses are consistently analysed into a recognised series of elements. Basic information can then be used electronically, for information or updating purposes, without manual intervention.
- 3.3.3. We will adopt the principles of BS7799 for ICT security.

3.4 Action Plan

- 3.4.1 The Action Plan provides interim targets for moving towards the final 2005 targets.
- 3.4.2 This plan will be influenced externally by the priorities and Action Plan agreed with the Suffolk e-government Partnership Group, through the Suffolk Chief Executives Group.
- 3.4.3 This plan will be influenced internally by, and linked to, Best Value Review Action Plans, our Corporate Objectives, Financial Strategy, ICT Strategy and in due course, our Community Strategy.

3.4.4 Each Divisional Service Plan will include the development of e-services and say how and when the development will be completed.

3.5 Risks

3.5.1 Several risks could significantly affect our progress towards e-government:

- changes in central Government policy;
- high investment costs;
- lack of central and local funding;
- long pay-back periods;
- unpredictable take-up rates by citizens and business;
- the widening of the digital divide, meaning that some people will not have access to electronic services;
- unpredicted changes in technology standards;
- the need for legislation to help people do electronic business securely, together with authentication access procedures;
- the higher levels of risk that accompany rapid development;
- the typical delays and problems encountered on any major complex project.

4 Local targets

4.1 Target setting

Our setting of targets will be based on the following process:

- The Council's long-term strategy is driven by five corporate objectives, and we will identify e-government issues within each objective.
- Each Division creates service plans and targets that work towards these objectives.
- Divisional service plans are brought together by a Service and Financial Planning process overseen by the Executive Task Group, and subject to approval by Council. In turn this produces a Service Performance Plan & Budget (SPP&B) document, which includes the Council's statutory requirement to prepare a Best Value Performance Plan.
- The SPP&B document is published annually: electronically on the website and intranet and as a hard copy for limited distribution. A summary of the Plan is also published annually in Babergh Focus and distributed to every household in the District.
- Citizens and other stakeholders are encouraged to tell us their views. Their comments generate adjustments and targets in future plans, where appropriate.

4.2 Monitoring and reviewing targets

Established procedures exist for performance management:

- An appraisal system enables staff to comment, monitor performance and agree individual targets that support the corporate objectives, as part of each Division's service plans.
- Divisional performance is monitored quarterly against service plans, using national and local performance indicators. All Divisions contribute towards BVPI 157 and are measured individually on it.
- The Performance and Review Task Group oversees divisional performance and receives annual reports, in addition to the quarterly updates.
- Corporate performance is considered annually by the Scrutiny and Review Committee.
- National Performance Indicators are published annually and copies are issued to all households and businesses in the District. Questionnaires and requests for feedback are an integral part of that publication.
- The Council regularly consults citizens at corporate and divisional levels. MORI regularly surveys the 'Suffolk Speaks' Citizens Panel.
- The District Audit Service audits our achievements against national Performance Indicators and provides comments from an external perspective.

5 CONCLUSIONS

- 5.1 Babergh District Council welcomes the opportunity to develop its services towards 100% electronic service delivery by 2005. This IEG statement reinforces our commitment to use e-government initiatives to improve service delivery for businesses, residents and visitors in our District.
- 5.2 We are also committed to working with our partners in Suffolk and have played an active part in bringing together the Suffolk e-government Partnership Group, which has resulted in submission of a joint IEG statement, through SCEG, in addition to this, our own individual statement.
- 5.3 For Babergh to develop projects that will help us meet government targets for electronic service delivery, we will need external funding.
- 5.4 To demonstrate our commitment to our residents, and to encourage feedback, this IEG statement will be published on our website from 1 August 2001.

Implementing Electronic Government: Action Plan

Introduction

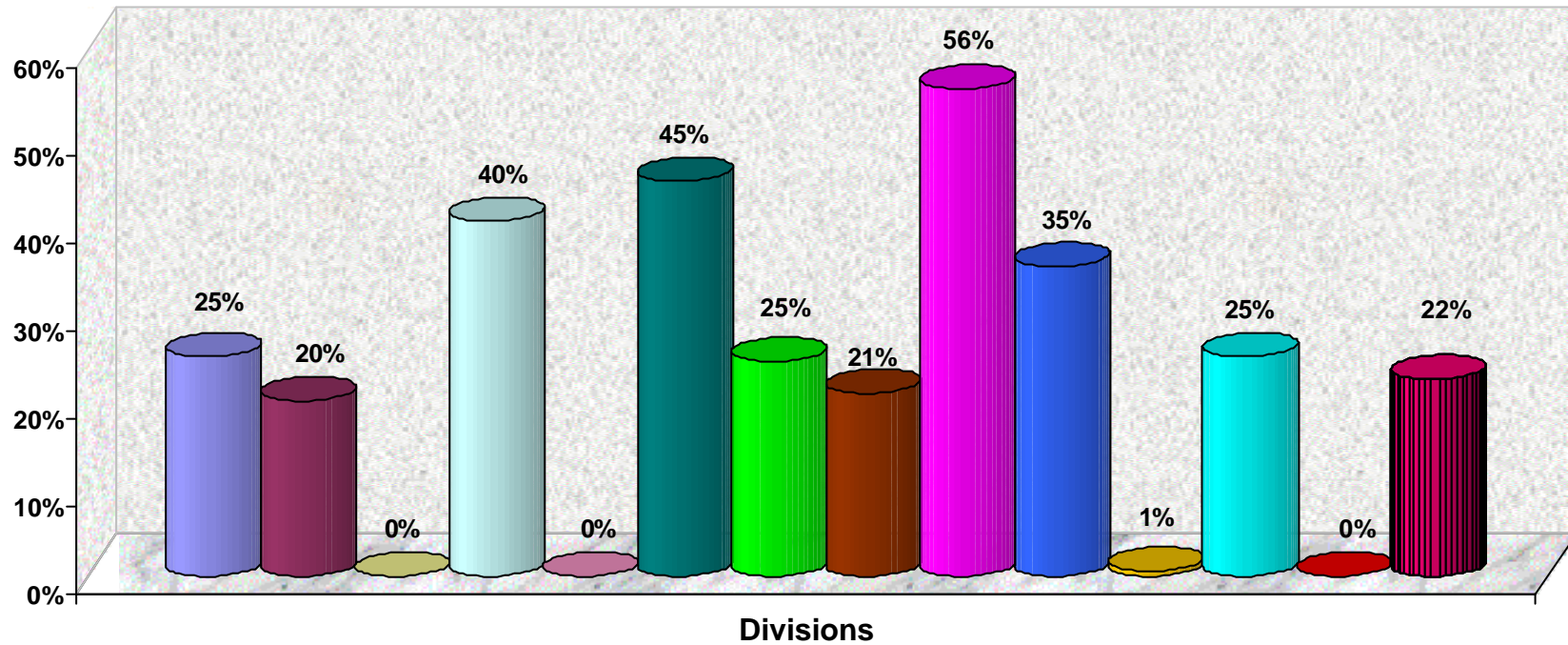
The level of external funding is critical to the progress that can be made on the ambitious programme set out in this IEG. Decisions on a detailed action plan cannot be made until the level of funding is known. Many decisions on our action plan will also need to be made in consultation with our other Suffolk partners. This action plan therefore sets out the main building blocks that can be determined now. It will continue be developed.

2001	STATUS
◆ Suffolk e-government partnership formed.	Completed
◆ Provide lap-tops or PC's to Councillors	80% complete
◆ Audit progress towards BVPI 157	In progress
◆ Determine e-government champion arrangements.	Completed
◆ Review ICT Strategy.	In hand
◆ Review disaster recovery plan.	Draft produced
◆ Survey Divisional e-representatives.	In progress
◆ Survey of needs for remote access for electronic communication (off site working)	Completed
◆ Set up 'thin client' technology to provide remote access to our intranet and other computer applications. This will be used for a range of purposes such as teleworking, Councillors, tourism, Depot, Sudbury Advice Centre and some key suppliers.	In hand
◆ Roll out 1 st phase of access through, 'thin client' technology.	Project Plan to be prepared
◆ Achieve 25% electronic service capability.	22% achieved.
◆ Determine new political structures and arrangements for preparing and monitoring a community strategy.	Model for political structures agreed. Constitution and operational arrangements to be prepared.
◆ Commence Pathfinder Project with Suffolk County Council, Ipswich Borough Council and private sector partners.	In hand
◆ Prepare IEG to reflect the position at July 2001.	Completed
◆ Initial consideration of priorities for a detailed action plan following funding announcements from DLTR. This applies to both the partnership's joint IEG and Babergh's individual IEG.	Completed
◆ Set up formal partnership arrangements to determine and deliver an action plan for joint IEG.	Awaiting funding announcement

<ul style="list-style-type: none"> ◆ IT training programme for staff and Councillors. ◆ E-government awareness training for staff and Councillors 	<p>Significant part of programme delivered.</p> <p>1st phase completed</p>
2002	
<ul style="list-style-type: none"> ◆ Introduce new political structures and arrangements including area Committees/Forums. Obtain some further directions from them on e-government issues. ◆ Development of a process to determine a community strategy including e-government requirements. ◆ Achieve 40% electronic service delivery capability ◆ Begin Year 2 of Pathfinder Project. ◆ Undertake consultation / research to inform detailed action plans. ◆ Launch Suffolk Planning Portal ◆ Finalise detailed action plan, with priorities and funding arrangements for implementing the IEG and the revised ICT strategy. ◆ Together with other partners determine and begin an action plan for our individual and joint IEG's. This will include priorities, funding decisions, and a decision on which authorities will take the lead on specific issues. ◆ Determine future funding arrangements from capital and revenue budgets. ◆ Identify suitable electronic service delivery locations throughout the District – e.g. libraries, shops, schools, village halls etc. ◆ Audit progress towards BVPI 157, a performance on Best Value. ◆ Ongoing IT training and development arrangements and support will be determined, including using the European Computer Driving Licence as the standard level of competence. ◆ Roll out 2nd phase of access through 'thin client' technology ◆ Review and revise IEG 	
2003	
<ul style="list-style-type: none"> ◆ Achieve 60% electronic service delivery capability. ◆ Begin Year 3 of Pathfinder Project. ◆ Roll out programme of suitable electronic service delivery locations throughout the District. ◆ Monitor progress and continue implementation of detailed action plans, together with partners where appropriate. ◆ Audit progress towards BVPI 157. ◆ Review and revise IEG. 	
2004	
<ul style="list-style-type: none"> ◆ Achieve 80% electronic service delivery capability. ◆ Complete Pathfinder project. ◆ Monitor progress and continue implementation of detailed action plans, together with partners where appropriate. ◆ Audit progress towards BVPI 157. ◆ Review and revise IEG. 	
2005	
<ul style="list-style-type: none"> ◆ Achieve 100% electronic service delivery capability ◆ Review and revise IEG. 	

Electronic Service Delivery Analysis as at 31st July 2001

(Appendix 2)



■ Corporate	■ Planning Policy	■ Planning Control
■ Customer and Office Services	■ Housing	■ Leisure and Community Services
■ Benefits and Revenues	■ Finance and Performance Review	■ Policy and Personnel
■ Local Taxation	■ Environmental Services	■ Legal and Administration
■ Technical Services	■ Overall % achieved	