



# Allerdale Borough Council

## IEG (Implementing Electronic Government) Statement

### Joint sections with Copeland BC

Date 31 July 01

Status Final Draft

Revised 30 July 01

## **Contents**

<b>1.0</b>	<b>Introduction .....</b>	<b>3</b>
<b>2.0</b>	<b>Allerdale's vision .....</b>	<b>3</b>
<b>3.0</b>	<b>Customer first .....</b>	<b>4</b>
<b>4.0</b>	<b>Currently .....</b>	<b>7</b>
<b>5.0</b>	<b>Our plans .....</b>	<b>10</b>
<b>6.0</b>	<b>Implementation .....</b>	<b>13</b>
<b>7.0</b>	<b>Allerdale short-term action plan .....</b>	<b>14</b>
<b>8.0</b>	<b>Implementation (Joint IEG section between Allerdale BC &amp; Copeland BC) ..</b>	<b>15</b>
<b>9.0</b>	<b>Milestones .....</b>	<b>17</b>
<b>10.0</b>	<b>Costs - Benefits.....</b>	<b>18</b>
<b>11.0</b>	<b>Appendix A – Services for Electronic delivery BV157.....</b>	<b>19</b>

## **1.0 Introduction**

- 1.1 This statement has been prepared with Allerdale's Vision and our customers' needs as its focus. It will be reviewed every 12 months or more frequently if necessary.
- 1.2 Some sections of this document have been jointly completed and agreed with Copeland Borough Council. We have agreed to continue working towards a joint IEG statement.
- 1.3 The statement has Chief Executive approval, and is awaiting members' consideration for approval.

## **2.0 Allerdale's vision**

- 2.1 An area in which all communities share in the prosperity currently enjoyed only in some parts of the borough – with no Ward suffering an unemployment rate higher than the Regional average.
- 2.2 Key aims · Promote excellent standards of service, raise the profile of the area, create more self-reliant communities, increase investment from public and private sectors, encourage others to become aligned around our Vision.

## 3.0 Customer first

- 3.1 This document is in response to government targets for ESD by 2002 and 2005. However, the key driver to such developments is that of customer expectations. The council must recognise and respond to these changes. Our customers have expectations of the same level of service via the telephone, or other means, that they encounter from other service providers and organisations e.g. Direct Line. We should also be mindful that councils offer an exceptionally wide range of services, which makes their effective delivery by electronic means all the more challenging.
- 3.2 Allerdale's Citizens' Panel has been consulted on a range of service delivery issues. Key points in relation to electronic service delivery are:
  - 3.2.1 38.4% of contacts had access to the Internet, 55.2% said they would be happy using the Internet to contact Allerdale Borough Council. 65.6% said they would use the Allerdale website 60% showed a willingness to obtain information from the Internet, 33.2% in completing forms on-line.
  - 3.2.2 Only 21.6% expressed willingness to make payments, the main reason for concern was lack of security/privacy.
  - 3.2.3 Currently the preferred method of contact with the council was by telephone 52.2% (the main reasons were convenience 45.2%, easier 25.5% and quicker 18.5%, the chance of an immediate response, easier when working full-time), 36.9% preferred in person at a local office, 5.6% by post, 5.0% by e-mail.
  - 3.2.4 Actual method of contact with the council was by telephone 75.2%, personal visit 24.8%, letter 12.1%, e-mail 0.7%.
  - 3.2.5 The most common departments contacted in the previous two years were: domestic refuse/recycling 22.0%, benefits 14.8%, Council tax 9.2%, planning 9.2%, environmental health 7.2%, others or no department accounted for the other responses.
  - 3.2.6 When people contacted the council for 89.4% the person required was available, and for the remaining 10.6%, 88.9% had someone else to help. That leaves only 1.2% who didn't find someone to help.
  - 3.2.7 Despite the high contact rates, satisfaction with the response received was disappointing with 62.4% satisfied or very satisfied, 30.5% dissatisfied or very dissatisfied.
  - 3.2.8 Most Council offices were judged easy to visit, but the main reason for those who disagreed was lack of transport.
  - 3.2.9 Contact with the council through electronic voice was not a popular concept. 68% would mind if this was the first contact. However, the question did not refer specifically to the idea a number specifically for payment by such system.
- 3.3 The Citizens' Panel also includes which includes, rural communities, elderly groups, youth groups, community groups, adults with learning difficulties. Their responses relating to electronic service delivery issues:
  - 3.3.1 100% indicated that their organisation/group would access an Allerdale portal website.
  - 3.3.2 100% felt that it would be useful if the website acted as a single point of contact for other public bodies. Organisations identified included: transport, employment

service, benefits agency, chamber of Trade, voluntary groups, Health Action Zone, housing associations, leisure & sporting facilities

3.3.3 100% thought that online services would benefit the whole community eventually

3.4 The results of consultations with citizens, guidance from central government and evidence from our staff has helped us to develop our vision for electronic Government and a plan for its implementation.

Our vision:

3.4.1 Promote excellent standards of service by putting the customer first. Increase citizens' options for access and interaction with the council and its partners.

3.4.2 Create more self reliant communities, through access to enabling technologies.

3.4.3 To raise the profile of the area, through the website and other high profile developments.

3.5 By 2005 we plan for our citizens, businesses and other organisations to have:

3.5.1 A range of **choices** in the way a service can be accessed, telephone, one stop shop, Internet, mobile devices, digital TV, kiosks, enabling greater freedom to make the choices best suited to individual circumstances (See fig 1 for the full range of potential options). Citizens can access services in a way, and at a time which best suits their needs.

- 52 x 7 x 24 hour availability of information on services, ePayments and emergency service access. Citizens who live in one borough but who work or shop in another will find it easier to access services in common one stop shops.
- The range of services clearly defined and consistently promoted.
- Clear standards of service with a response time policy in place.

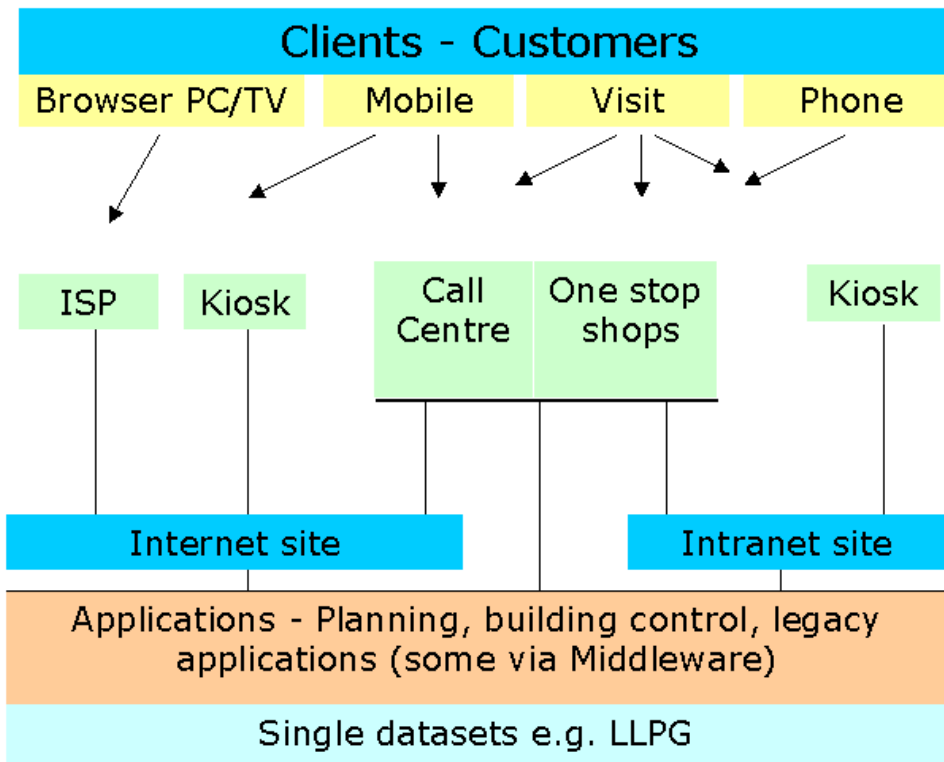


Fig 1

- 3.5.2 Maximum opportunity for access to services, inclusion in democratic processes and their community irrespective of geography, disability or disadvantage. Maximise **inclusion and access** for all.
- 3.5.3 Consistent presentation style and content from the portal via Internet, 3G mobile devices, Digital TV, kiosk systems (**content management**)
- 3.5.4 Confidence in the security and confidentiality of information. Confidence in the use of council ePayment systems and the council's IT **infrastructure and security**.
- 3.5.5 A range of ways to make payments for services i.e. **ePayments**. The capability to make payments for services in a manner which meets their requirements wherever they live, work or shop.
- 3.5.6 Improved **democratic process** with new channels for communication with elected members and consultation on a range of issues. More open government.
- 3.5.7 One point of contact for notification of change of address or major **life events** once, triggering automatic changes in all relevant council systems, and partner systems.
- 3.5.8 Access to **community group** information, news and contacts/links from the service portal.
- 3.5.9 A council that knows its customers, throughout the delivery of a service, when and why they might have previously made contact (**customer relations management**).
- 3.5.10 Improved access to services for businesses and those looking to invest or locate in the area. Use ICT to bring **improved business and employment opportunities**.

## 4.0 Currently

### 4.1 Choices

4.1.1 We have not completed our measurement of services against BVPI 157; the proportion of our services which could be provided electronically which are being provided electronically. This will be complete by September 2001. However, for the services which have been assessed, the following gives a snapshot of the current position (see Appendix A for a full breakdown of the figures and the assessment template).

	Providing information	Making an application	Making a booking	Receiving payments	Making payments	Receiving feedback	Total
Services possible	61	4	45	32	31	61	234
Percentage achieved	11	64	97	3	0	86	46

### 4.2 Inclusion and access

4.2.1 The new council website home page has been tested against the three main accessibility tests (WAI, Bobby, WAVE), passing all of them.

4.2.2 The IT department has a policy of distributing surplus/older IT equipment to community groups. A number of local groups have benefited from this policy in the previous year.

4.2.3 The Cumbria Economic Intelligence Partnership, household survey 1999/2000, produced the following key points in relation to Allerdale ESD:

- 13.2% of respondents had Internet access at home, 8.3% at work, 10.8% at both.
- 67.7% have no access to Internet.

### 4.3 Content management

4.3.1 The Chief Executive and members felt it was important to signal a change in the image and identity of the council linked to eGovernment developments in modernising our services. The council commissioned and approved a new website design and corporate ID, providing a more modern, outgoing, professional image of the council and its services for the future. This will provide a consistent identity for any council communication, service document, web page etc.

4.3.2 A content management system has been developed in house. This system will ensure consistent content and style of presentation through a variety of delivery channels. It can be used remotely, so that staff at external events or staff that are teleworking can update content. This also enables community organisations to setup and maintain their own information within the portal template.

4.3.3 The council is currently preparing a new website for release in October 2001. This will incorporate:

- Information on refuse collection, housing benefit, council tax and other services
- Current and historical planning application information
- Recycling site database
- An A-Z of council services
- Access to council minutes
- Accessible buildings database

- Available commercial property/land database
- A pilot discussion forum for consultation on local issues
- A database of Allerdale events
- Tourist information including an attraction and accommodation database
- A database of job vacancies at the Council
- OS Internet Street Maps linked to accommodation, events, accessible buildings databases
- Downloadable forms

#### 4.4 Infrastructure and Security

- 4.4.1 The council has invested heavily in modernising and developing the hardware/software and networking infrastructure. There is a high ratio of network stations to staff 96% and a high speed network within the main Allerdale Council office building with links to all outlying offices and most Tourist Information Centres.
- 4.4.2 All councillors have a computer with dialup connection to the council for e-mail, internet and the intranet through a secure firewall and content checking software.
- 4.4.3 An Intranet server has been installed and a facility managed server rented from UUNet for the council's Internet site.
- 4.4.4 The IT department have employed consultants to install a new firewall to increase security of Internet/e-mail access and also prepare for when Internet hosting is brought on-site. To date there have been no security breaches of the network system.
- 4.4.5 LLPG – Allerdale have signed up to the local government information house license agreement on 7<sup>th</sup> Sep 2000. Allerdale submitted its data to Intelligent addressing on 13<sup>th</sup> June 2001 for preliminary investigation only. Intelligent Addressing estimate a 6 week turnaround on this submission. We are currently investigating a suitable software solution to hold and manipulate this data following return from Intelligent Addressing. A period of 2-3 months will be required for further in-house cleaning of data.

#### 4.5 ePayments

- 4.5.1 Services can be paid for in cash or by cheque. Staff regularly receive complaints that the range of payment options does not reflect that offered by other service providers. Visitors to the council's Carnegie Theatre or Monroe's Bar can use debit or credit cards.

#### 4.6 Democratic processes

- 4.6.1 Agendas and minutes are delivered electronically to councillors by e-mail.
- 4.6.2 Council agendas and minutes are printed yearly in a handbook which is distributed to local libraries. Documents are currently entered into a system which allows committee staff to search locally on the council network. Councillors and citizens do not have access to the system other than by asking one of the committee staff to perform a search for them.

#### 4.7 Life events

- 4.7.1 Citizens are currently expected to inform all relevant departments within the council of a change in address or change in circumstance. There have been many

occasions when embarrassment has been caused to both council and citizen when a change has not registered with all the council information systems.

#### 4.8 Community groups and organisations

4.8.1 The current website has no community group information. The site being developed for launch in October 2001 will have links to community group contacts.

#### 4.9 Customer Relations Management

4.9.1 Paper and electronic records of customer transactions are kept by individual departments/sections and information systems. This information is not collated either manually or automatically. A customer who deals with one department will be treated as a new customer by another department for a first transaction.

#### 4.10 Improve business and employment opportunities

4.10.1 The current website has no business or employment content. The site being developed for launch in October 2001 will have a commercial property database, council job vacancies database and links to other information.

## 5.0 Our plans

### 5.1 Choice

- 5.1.1 We plan to offer our citizens a range of choices in the way a service can be accessed, telephone, one stop shop, Internet, mobile devices, digital TV, kiosks. There will be 52 x 7 x 24 hour availability of information on services, ePayments and emergency service access.
- 5.1.2 There will be clearly defined standards of service with a response time policy in place.
- 5.1.3 It is clear, from the statistics quoted in section 3.2, that the telephone will remain the predominant means of communication for the majority of citizens for the foreseeable future. We will investigate and develop with our partners the most effective means of delivering services by telephone with access to backoffice systems by electronic means to improve efficiency.

### 5.2 Inclusion and access

- 5.2.1 Whilst it has been a concern that people in greatest need of services are often those who are least able to access services electronically there is growing evidence of a rapid narrowing in the digital divide. Allerdale has a full range potential barriers to inclusion and access, rural isolation in the north, south and east, social exclusion in the more economically deprived areas on the west coast.
- 5.2.2 Access to information on the Internet shouldn't discriminate geographically. Currently speed of access is dependant on access to highband services. We are working hard to establish high bandwidth links within West Cumbria in conjunction with Copeland Borough Council and Cumbria County Council.
- 5.2.3 Partner groups to be electronically enabled. ICT can help in situations where people might live nearby, but be unable or unwilling for physical, economic or social reasons to come out of their homes.
- 5.2.4 We will offer services in a more welcoming/less official environment. People in disadvantaged communities are often reluctant to use local authority or other official (or official looking) services, for many reasons, such as poor past experience. Projects will use ICT to offer services and information in a less formal, more user-friendly environment.
- 5.2.5 Inclusion of disabled is a major consideration. The new web site will pass accessibility tests and will be submitted to the RNIB for assessment. The Allerdale Disability Association will also be consulted on a range of service delivery issues.

### 5.3 Content management

- 5.3.1 The content management system will be used to supply consistent content and style to a variety of service channels; Internet site, WAP, 3G mobile devices, kiosks. One dataset, used many times. The style of presentation can be easily changed to suit any portal design.

### 5.4 Infrastructure and Security

- 5.4.1 The council will continue develop systems in accordance with e-GIF interconnection policies.

- 5.4.2 The council will converge with eGIF XML data integration standards as and when XML schemas are agreed and published.
  - 5.4.3 Our cash receipts system (Radius Icon), and any modules we might add for ePayments, is already XML compliant. Other software will be assessed and compliance issues addressed.
  - 5.4.4 Dublin Core metadata standards will be incorporated in the new website in anticipation of the e-Government Metadata Framework (e-GMF).
- 5.5 ePayments
- 5.5.1 The capability to make cash, debit card payments for all services, in person to council offices or one stop shops, by the Internet. Credit card payment facility for all services, in person to council offices or one stop shop, by automated telephony, by telephone, by the Internet except Council Tax. A department offering a service will also accept payment for it directly. The majority of single contacts with the council (a website visit, single phone call) provide a complete service transaction (75% target).
  - 5.5.2 Priorities for ePayment are parking fines and council tax. The council is taking responsibility for the control of on-street parking as well as car parks in 2002. This is likely to lead to a considerable increase in parking penalty payments. Council tax ePayments have proved to be popular with citizens of authorities that have adopted such payment systems.
- 5.6 Democratic processes
- 5.6.1 Council documents available on-line. Councillors contactable via e-mail and telephone.
- 5.7 Life events
- 5.7.1 As soon as more information on the scheme for integration with ukonline becomes available content will be re-engineered to comply. The content database from the content management system should ease this process.
- 5.8 Community groups and organisations
- 5.8.1 Linking to the community strategy being developed by the Local Strategic Partnership.
  - 5.8.2 Partner groups to be electronically enabled. Websites within content management system and template design, updateable remotely. Electronically publicise and promote what is going on in local communities acting as a web-based information network for the local community.
  - 5.8.3 Strengthening the sense of community identity, create a positive image of a community, celebrate local successes, and allow its members to express their views in a virtual meeting place.
- 5.9 Customer Relations Management
- 5.9.1 A customer relations management system needs to be central to our development of electronic services, to manage not only telephone enquiries, but visits to one stop shops etc.
- 5.10 Improve business and employment opportunities

- 5.10.1 Quicker and more efficient access to services for businesses locating in the area. Professional presentation of area through portal and new corporate ID for the council.
- 5.10.2 Allowing people to access information/learn/work from home. This is of greatest value to groups like the disabled who may find it physically difficult to leave their homes.
- 5.10.3 Details of available commercial property and council job vacancies online. Links with the Employment Service and the local Careers Service.



## 7.0 Allerdale short-term action plan

Priorities - 1,2,3 (high to low urgency)

Action	Priority	2001				2002			
		1	2	3	4	1	2	3	4
Members on-line, external e-mail address	1	✓							
Intranet server operational	1		✓						
New corporate ID launched	1		✓						
Content management system available on Intranet	2			✓					
Electronic response policy and targets agreed and in place.	3				✓				
New Allerdale Internet site launched	1				✓				
Style guide for content management system and presentation of service information/documentation	2				✓				
90% of forms downloadable on Internet site (most commonly used)	2				✓				
Pilot Internet consultation forums	3				✓				
Council minutes available/searchable on-line	2				✓				
Identified website content managers and editors in departments/sections, trained to use content management system	2					✓			
WAP site. Selected information/services from content management system	3					✓			
Intranet site established - AllerdaleNet	1						✓		

## **8.0 Implementation (Joint IEG section between Allerdale BC and Copeland BC)**

### 8.1 Partnership

8.1.1 Copeland and Allerdale Borough Councils together comprise the area known as West Cumbria. Historically we have worked closely together in several areas, particularly economic development and we envisage a close working arrangement to implement e-government. Both councils recognise that partnering will be fundamentally important to enable us to deliver our e-government strategy, to:

- pool resources, human and physical
- join-up government with others e.g. County Council, Health Authority
- provide Best Value
- enable us to partner in a more effective way with other organisations

8.1.2 Our view is that partnership at both the West Cumbria and County level is essential.

### 8.2 The Local Strategic Partnership

8.2.1 A Local Strategic Partnership for West Cumbria is currently being formed based on the Allerdale and Copeland council areas. The LSP is building on an existing West Cumbria Partnership. In addition to being the prime vehicle for the development and publication of a community strategy for the area we see the LSP providing a portal for service delivery across the public, voluntary and private sectors in West Cumbria.

### 8.3 Cumbria Partnership

8.3.1 Both Allerdale and Copeland Borough Council's have also actively encouraged partnership at Cumbria County Council level and are members of the newly formed Robust Cumbria Partnership. All seven principle councils have submitted a joint bid to the latest round of the Invest to Save budget to develop a joint customer relations management infrastructure; to "Channel accesses for service, advice and information, consolidated within a single information and ICT platform inputting client information directly into the back office."

### 8.4 NW eGovernment group

8.4.1 The North West eGovernment Group, set up as part of the working arrangements of the North West Regional Assembly, represents all of the local authorities in the North West and will shortly include partners from the private and voluntary sector. It is committed to facilitating the achievement of the eGovernment targets across the region.

8.4.2 The Group offers a forum for learning and sharing of best practice, for collaboration and partnership working on key issues and the provision of a "gateway" for efficient relationships with UKOnline, central government departments, suppliers and the Pathfinders programme. The exploitation of economies of scale, the avoidance of duplication and the development of innovative partnership working arrangements will all add value to the work of individual local authorities as the challenges reflected in IEG statements are overcome. The structure of the work will include cluster group arrangements based around IEG statements, project groups to promote specific project areas and

mentoring arrangements. Examples of early projects are e-procurement, shareware provision and security and authentication.

8.4.3 It is expected that the linkages to UKOnline will lead the way for other regions. It is also anticipated that the Group will promote the dissemination of regional as well as national Pathfinder developments and clear arrangements to optimise the investment in electronic service delivery in the region.

8.4.4 The North West eGovernment Group will be looking to receive funding from the Local Government Online Initiative to facilitate its working arrangements, which will specifically reflect the opportunities that the technology creates. These arrangements will include online discussions, video conferencing, the development of online databases and virtual meetings. An online forum has already been created.

8.4.5 This authority is committed to the Group and will both contribute to and benefit from its work programme as part of the implementation of electronic service delivery in our community.

## 8.5 Pathfinders

8.5.1 We are currently actively seeking assistance from a leading Pathfinder authority to enable us to develop a plan/strategy for integrating the service front end with a customer relations management system and back-office systems.

## 8.6 Joint eGovernment Team

8.6.1 Delivery of step change across Copeland and Allerdale requires top level involvement from political leaders and senior management. We are therefore establishing a joint team responsible for driving the e-government agenda with partners. The team will comprise senior officers and Members from both councils and have the following objectives:

- Ensuring funding made available by Members is used in accordance with the programme of projects approved by Members.
- Reviewing the IEG statement(s) at least six monthly.
- Developing a programme of projects and work to achieve the aims and objectives in the IEG.
- Liaising with project managers to ensure objectives are met.
- Working with service managers to ensure investment programmes are developed to support electronic delivery of services.

8.6.2 Best Value reviews of ICT services at both Copeland and Allerdale will be completed by October 2001 and as part of this process we are developing an option for a joint ICT unit to procure and maintain ICT infrastructure and projects on behalf of both authorities.

## 9.0 Milestones

- 9.1 The following milestones have been established at this early stage to enable us to measure progress over the medium/long term. It is anticipated these will be refined and that further milestones will be set when partnership arrangements become established:

Milestone	Target
eGovernment team established	Sep 2001
Communications infrastructure between Allerdale and Copeland sites in place	Oct 2001
Committee minutes available on-line	Nov 2001
Complete IT Best Value reviews and implement key changes	Dec 2001
Complete a pilot scheme on electronic document filing joint with Allerdale Borough Council. This will include document imaging and corporate filing arrangements and standards.	Pilot by Dec 2001
LSP partners sign joint IEG	Jun 2002
ePayments for on-line services	Aug 2002
Joint portal Internet website (westcumbrialive.com)	Aug 2002
25% of services electronically enabled (BV157)	Jul 2002
Westcumbrialive One stop shops. Capable of dealing with 50% of enquiries. Integrated service front end with a customer relations management system and back-office systems.	2004
New telephone service capable of dealing with 50% of enquiries.	2004
100% of services electronically enabled (BV157)	Dec 2005
75% of enquiries/transactions dealt with at first point of contact	2005

- 9.2 It should be noted that there are a number of uncertainties associated with these milestones:

- 9.2.1 We are unaware of what funding, and the type of funding we might receive from central government
- 9.2.2 As individual or partnered councils we do not currently have the human or physical resources to fully develop electronic service delivery
- 9.2.3 The timescale and detailed plans for a number of aspects of these developments is unclear e.g.
- integration with ukonline
  - feedback/mentoring from Pathfinders

## 10.0 Costs - Benefits

- 10.1 Delivering eGovernment requires a high level of investment in the short to medium term to enable us to benefit from savings which are likely to arise in the long term. A small authority such as Allerdale does not have the resources to invest the sums required, we will therefore be dependant on availability of finance from external, Government or private, sources.
- 10.2 Although it is difficult to quantify exactly cost benefits, and also to specify the timing of future potential savings, the following gives an indication of savings that we anticipate from implementing our eGovernment strategy through business efficiencies. The majority of savings will only be realised as take up of new service delivery methods increases.
- 10.2.1 Procurement with partners, savings in software costs e.g.
- for a given application one server with software and a high bandwidth link between partners enabling connection to that service. Savings are likely to accrue from the initial software cost rather than from licences,
  - shared web server hosting (£10,000 pa shared).
- 10.2.2 ePayments, reduced costs in processing transactions, better validation (payment guarantee) reducing bad debtors, cost of collecting cash, offering/promoting least cost payment methods e.g. direct debit.
- 10.2.3 Improved cash flow, more services paid for before delivery e.g. special collections. Reduced debt recovery costs.
- 10.2.4 Teleworking for appropriate staff. Hot desking where appropriate. Potential reduction in overheads through accommodation review. The council currently has one main office building in Workington, Allerdale House 193 staff, and also the Town Hall building with 33 staff. ICT will also make it easier for staff to spend less time in their main office building and more time out in their local community.
- 10.2.5 Fewer journeys between council offices.
- 10.2.6 Reduced printing and copying costs (Allerdale Borough Council photocopying costs in excess of £57,000 p.a.)

## 11.0 Appendix A – Services for Electronic delivery BV157

List of Services	Service area	FUNCTIONS					
		Enter percentage of service available via electronic service delivery or enter Not applicable (N/A)					
		Providing information	Making application	Making booking	Receiving payment	Making payment	Receiving feedback
dead animals	Animal issues	25	n/a	n/a	n/a	n/a	100
dangerous / wild animals	Animal issues	n/a	n/a	n/a	n/a	n/a	n/a
dangerous animals	Animal issues	n/a	n/a	n/a	n/a	n/a	n/a
dangerous dogs	Animal issues	n/a	n/a	n/a	n/a	n/a	n/a
dog fouling	Animal issues	n/a	n/a	n/a	n/a	n/a	50
dog wardens	Animal issues	n/a	n/a	n/a	n/a	n/a	10
dogs	Animal issues	n/a	n/a	n/a	n/a	n/a	10
farm animal welfare	Animal issues	n/a	n/a	n/a	n/a	n/a	n/a
stray dogs	Animal issues	n/a	n/a	n/a	n/a	n/a	50
performing animals	Animal issues / Licensing						
pet shops	Animal issues / Licensing						
cruelty to animals	Animal welfare / Health						
barking dogs	Animal issues	1	n/a	n/a	n/a	n/a	50
what's on	Art and entertainment						
art galleries	Arts and entertainment						
arts / art development	Arts and entertainment						
arts and events	Arts and entertainment						
banqueting	Arts and entertainment						
cinemas	Arts and entertainment						
circuses	Arts and entertainment						
dance	Arts and entertainment						
drama	Arts and entertainment						
fairgrounds	Arts and entertainment						
fairs	Arts and entertainment						
graffiti	Arts and entertainment						
benefits	Benefits						
council tax benefits	Benefits						
housing benefit	Benefits						
rebates	Benefits						
dangerous structures	Building control						
demolition	Building control						
demolition works	Building control						
scaffolding	Building control						
building conservation	Building Control / Conservation / Planning						
alterations to building	Building Control / Planning						
building control/regulations	Building Control / Planning						
building regulations	Building Control / Planning						
building sites	Building Control / Planning						

dilapidated premises	Building Control / Safety					
draught proofing and insulation	Building services					
energy conservation	Building services					
energy efficiency	Building services					
external insulation	Building services					
fire escape regulations	Building services					
garage lettings	Building services					
hire of premises	Building services					
insulation	Building services					
residents parking schemes	Car parking					
car parking badges	Car parks					
car parks	Car parks					
parking	Car parks					
parking fines	Car parks					
parking permits	Car parks					
parking spaces	Car parks					
care attendant scheme	Care call					
warden call	Care call / Home care					
	Care call / Social services					
careline						
burials	Cemeteries and crematoria	100	100	100	0	0
	Cemeteries and crematoria					
cemeteries	Cemeteries and crematoria	55	55	n/a	n/a	n/a
	Cemeteries and crematoria					
graveyards	Cemeteries and crematoria	0	0	n/a	n/a	n/a
building cleaning	Cleansing	50	n/a	n/a	n/a	n/a
cleaning and maintenance of common areas	Cleansing	50	n/a	n/a	n/a	n/a
cleansing	Cleansing	5	n/a	n/a	n/a	n/a
graffiti removal	Cleansing	0	n/a	n/a	n/a	n/a
road cleaning	Cleansing	0	n/a	n/a	n/a	n/a
street cleaning	Cleansing	0	n/a	n/a	n/a	n/a
coast protection	Conservation					
conservation	Conservation					
conservation areas	Conservation					
listed buildings	Conservation					
tree preservation	Conservation					
best value	Council information					
best value performance plan	Council information					
cabinet	Council information					
census	Council information					
census of employment and population	Council information					
citizen information points	Council information					
citizen's charter	Council information					
committees	Council information					
consultation	Council information					
council meetings	Council information					
councillors	Council information					
councillors surgeries	Council information					
democracy	Council information					
information about the council and its services	Council information					

information kiosks	Council information				
interpreters service	Council information				
magistrates	Council information				
maps	Council information				
mayor	Council information				
members of parliament	Council information				
modern local government	Council information				
parades	Council information				
parish and town councils	Council information				
performance indicators	Council information				
population statistics	Council information				
processions	Council information				
scrutiny committees	Council information				
village and community halls	Council information				
wards	Council information				
winter fuel allowance	Council information				
council tax banding	Council tax				
council tax bills	Council tax				
valuation for rates	Council tax				
debts - council tax and business rates	Council tax / Benefits / Business rates				
discretionary rate relief	Council tax / Benefits / Business rates				
Access - disabled	Disability				
blindness and partial sight	Disability				
deaf services	Disability				
deafness	Disability				
disability	Disability				
disabled access	Disability				
hearing difficulties	Disability				
learning disability	Disability				
learning difficulties	Disability				
sensory impairment	Disability				
shopmobility	Disability				
visual disability	Disability				
blue badge	Disabled access				
drains	Drainage				
effluent	Drainage and sewage				
land drainage	Drainage and sewage				
sewers	Drainage and sewage				
blocked drains	Drainage and sewerage				
cesspools and septic tanks	Drainage and sewerage				
business advice	Economic Development				
business development / support	Economic Development				
business support	Economic Development				
commercial development	Economic Development				
premises to let	Economic Development				
regeneration	Economic Development				

twin towns	Economic Development				
economic development	Economic Development				
farmers market and food directory	Economic Development				
business grants, loans and funding	Economic Development / Grants				
design guide for development	Economic Development / Planning				
voting	Electoral registrar				
boundaries - electoral	Electoral registration				
elections	Electoral registration				
electoral register	Electoral registration				
electoral services	Electoral registration				
postal voting	Electoral registration				
postal/proxy votes	Electoral registration				
civil protection	Emergency Planning				
emergency alarms	Emergency planning				
emergency council services	Emergency planning				
emergency planning	Emergency planning				
flood warnings	Emergency planning				
flooding	Emergency planning				
sandbags	Emergency planning				
health promotion	Environmental Health				
air pollution	Environmental Health				
air quality	Environmental Health				
bonfires	Environmental Health				
chemical pollution	Environmental Health				
clean air	Environmental Health				
crop spraying	Environmental Health				
damp	Environmental Health				
delivery vehicles - hygiene	Environmental Health				
dust	Environmental Health				
exhaust fumes	Environmental Health				
fumes	Environmental Health				
health alliance	Environmental Health				
hygiene inspections	Environmental Health				
infectious diseases	Environmental Health				
inspections - hygiene and safety	Environmental Health				
lead	Environmental Health				
metered water	Environmental Health				
mobile snack bars	Environmental Health				
poisonous waste	Environmental Health				
pollution	Environmental Health				
pollution control	Environmental Health				
rabies	Environmental Health				
radiation	Environmental Health				
radioactivity	Environmental Health				
smoke control	Environmental Health				
sulphur dioxide - monitoring	Environmental Health				
water quality	Environmental Health				
public conveniences	Environmental Health / Drainage				

public toilets	Environmental Health / Drainage					
drinking water	Environmental Health / Health					
travellers	Environmental Health / Legal					
accident at work	Environmental Health / Safety					
Accident prevention	Environmental Health / Safety					
food hygiene and safety	Environmental Health / Safety					
zoos	Environmental Health / Tourism					
agri food support	Food Safety / Environmental Health / Trading Standards					
fraud hotline	Fraud hotline					
decoration allowance	Grant					
clothing grants	Grants					
community grants and loans	Grants					
grants	Grants					
grants - voluntary sector	Grants					
home improvement grants	Grants					
house improvement grants	Grants					
lottery	Grants					
renovation grant	Grants					
sport - grants	Grants					
insulation grants	Grants / Building services					
loft conversions	Grants / Building services					
grass cutting	Grounds maintenance					
grass verges	Grounds maintenance					
grounds maintenance	Grounds maintenance					
hedges and scrubs	Grounds maintenance					
verges	Grounds maintenance					
health and safety	Health / Safety					
health and safety at work	Health / Safety					
health visitors	Health / Safety					
heatwaves	Health / Safety					
housing advice	Housing					
gas repairs service	Housing repairs					
training	Human Resources					
equal opportunities	Human Resources					
discrimination - disability, sex and race	Human Resources / Crime and disorder					
harassment	Human Resources / Crime and disorder					
work experience	Human Resources / Jobs					
industrial land	Industrial services / Economic development					
industrial property	Industrial services / Economic development					
industrial units /workshops	Industrial services / Economic development					

recruitment	Jobs				
vacancies	Jobs				
land charge searches	Land charges	100	100	n/a	100
land charges	Land charges				
landscape and nature conservation	Landscaping				
landscaping	Landscaping				
byelaws	Legal and admin				
gardening competitions	Leisure				
golf courses	Leisure				
houseboats	Leisure				
keep-fit	Leisure				
leisure	Leisure				
leisure centres	Leisure				
sports centres	Leisure				
swimming pools	Leisure				
castles	Leisure / Conservation				
fishing	Leisure / Licensing				
	Leisure / Parks, playgrounds				
adventure playgrounds	Leisure / Tourism				
Holiday accommodation	Leisure / Tourism				
horse riding establishments	Leisure Services				
angling	Leisure services				
cycleways cycle routes	Leisure services / Licensing				
camp sites	Leisure services / Licensing				
clubs and organisations database	Licensing				
	Leisure services / Licensing				
coaching for sport	Libraries				
libraries	Libraries				
mobile libraries	Libraries				
acupuncture	Licensing				
amusement arcades	Licensing				
betting offices	Licensing				
betting, gaming and lotteries	Licensing				
bingo	Licensing				
bookmakers	Licensing				
caravan and camping site licenses	Licensing				
caravan sites	Licensing				
civic licensing	Licensing				
entertainment licensing	Licensing				
fishing permits	Licensing				
gaming machines	Licensing				
hackney carriages	Licensing				
HGV management and signing	Licensing				
licences	Licensing				
licensing	Licensing				
livestock marts	Licensing				
massage and special treatment licences	Licensing				
minerals	Licensing				
permits	Licensing				
permits (skip and scaffold)	Licensing				

raffles	Licensing						
skip permits	Licensing						
street collections	Licensing						
street trading	Licensing						
markets	Markets and Town Centres						
museums	Museums						
council land and property arboriculture	Parks / Housing Parks / Landscaping Parks / Leisure Services						
bowls							
children's playgrounds	Parks, playgrounds						
parks	Parks, playgrounds						
parks and gardens	Parks, playgrounds						
parks and open spaces	Parks, playgrounds						
planning applications	Parks, playgrounds						
playgrounds	Parks, playgrounds						
allotments	Parks, playgrounds, open spaces						
fencing	Parks, playgrounds, open spaces						
football pitches	Parks, playgrounds, open spaces						
village and town greens	Parks, playgrounds, open spaces						
ants	Pest control	0	n/a	100	0	0	100
bed bugs	Pest control	0	n/a	100	0	0	100
bees	Pest control	0	n/a	50	0	0	100
beetles	Pest control	0	n/a	100	0	0	100
cockroaches	Pest control	0	n/a	100	0	0	100
fleas	Pest control	0	n/a	100	0	0	100
fumigation	Pest control	0	n/a	100	0	0	100
insects	Pest control	0	n/a	100	0	0	100
lice	Pest control	0	n/a	100	0	0	100
mice	Pest control	0	n/a	100	0	0	100
pest control	Pest control	0	n/a	100	0	0	100
rats	Pest control	0	n/a	100	0	0	100
vermin	Pest control	0	n/a	100	0	0	100
wasps	Pest control	0	n/a	100	0	0	100
appeals - planning applications	Planning						
building design	Planning						
compulsory purchase orders	Planning						
change of use - enforcement	Planning						
commercial property	Planning						
commercial/industrial property	Planning						
commercial property	Planning						
compulsory purchase orders	Planning						
contaminated land	Planning						
enforcement	Planning						
enforcement of planning applications	Planning						
extensions to buildings	Planning						
Home improvements	Planning						
house numbering	Planning						
land registry	Planning						

local development plans	Planning						
local plan	Planning						
planning advice	Planning						
planning appeals	Planning						
satellite dishes	Planning						
street naming	Planning						
urban design	Planning						
urban regeneration	Planning						
conveyancing	Planning / Legal and admin						
gypsies	Planning / Social services						
advertisements - display of	Press and public relations						
media enquiries	Press and public relations						
press enquiries	Press and public relations						
travel permits	Public transport						
composting	Recycling						
fridge/freezers	Recycling / Refuse and waste	1	n/a	n/a	n/a	n/a	
agenda 21	Recycling and LA21	0	n/a	100	0	0	100
local agenda 21	Recycling and LA21						
recycling	Recycling and LA21						
recycling banks	Recycling and LA21	100	n/a	100	n/a	n/a	100
waste recycling	Recycling and LA21	0	n/a	n/a	n/a	n/a	100
Abandoned vehicles	Refuse and Waste						
asbestos	Refuse and Waste	0	n/a	100	0	0	100
bins	Refuse and Waste	0	n/a	100	0	0	100
builders skips permits	Refuse and Waste						
bulky household waste	Refuse and waste	10	n/a	100	0	0	100
cars abandoned	Refuse and Waste						
clinical waste	Refuse and Waste	0	n/a	100	0	0	100
dangerous waste	Refuse and waste	0	n/a	n/a	n/a	n/a	100
disposal of household refuse	Refuse and waste	0	n/a	100	0	0	100
domestic refuse collection	Refuse and waste	0	n/a	100	0	0	100
dumped rubbish	Refuse and waste	0	n/a	100	n/a	n/a	100
dumped vehicles	Refuse and waste						
dustbins	Refuse and waste	0	n/a	100	0	0	100
fly tipping	Refuse and waste	0	n/a	100	n/a	n/a	100
hazardous waste	Refuse and waste	0	n/a	100	n/a	n/a	100
household waste	Refuse and waste	0	n/a	100	n/a	n/a	100
illegal tipping	Refuse and waste	0	n/a	100	n/a	n/a	100
landfill	Refuse and waste	0	n/a	n/a	n/a	n/a	n/a
landfill tax	Refuse and waste	0	n/a	n/a	n/a	n/a	n/a
litter	Refuse and waste	0	n/a	100	n/a	n/a	100
litter bins	Refuse and waste	25	n/a	100	n/a	n/a	100
litter complaints	Refuse and waste	0	n/a	100	n/a	n/a	100
microwave ovens	Refuse and waste	0	n/a	100	n/a	n/a	100
missed bins	Refuse and waste	0	n/a	100	n/a	n/a	100
refuse collection	Refuse and waste	0	n/a	100	n/a	n/a	100
rubbish	Refuse and waste	0	n/a	100	n/a	n/a	100
rubbish collection	Refuse and waste	0	n/a	100	0	0	100
trade refuse	Refuse and waste	50	n/a	100	0	0	100

trade waste	Refuse and waste	50	n/a	100	0	0	100
waste disposal	Refuse and waste	0	n/a	0	0	0	100
wheelie bins	Refuse and waste	0	n/a	100	0	0	100
bottle banks	Refuse and Waste / Recycling	100	n/a	100	n/a	n/a	100
garden refuse	Refuse and waste / Recycling	0	n/a	100	0	0	100
garden refuse sacks	Refuse and waste / Recycling	0	n/a	100	0	0	100
garden rubbish	Refuse and waste / Recycling	0	n/a	100	0	0	100
control of substances hazardous to public health	Safety						
smoke detectors	Safety						
food	Safety / Environmental Health						
food safety and hygiene	Safety / Environmental Health						
lighting - faults	Street lighting						
street lighting	Street lighting						
rooms to let	Tourism						
bed and breakfast accommodation	Tourism / Housing						
calibration service	Trading standards						
consumer advice	Trading Standards						
consumer advice / protection	Trading Standards						
counterfeiting	Trading Standards						
crossbows	Trading standards						
descriptions of goods	Trading standards						
doorstep salesmen	Trading standards						
ear piercing	Trading standards						
fair trading	Trading standards						
fake goods	Trading standards						
fireworks	Trading standards						
fly posting	Trading standards						
food hawkers	Trading standards						
food labelling	Trading standards						
garages	Trading standards						
hairdressers	Trading standards						
hall marking	Trading standards						
hallmarking of precious metals	Trading standards						
hawkers	Trading standards						
illegal moneylenders	Trading standards						
Liquid petroleum gas	Trading standards						
misleading advertisements	Trading standards						
trading standards	Trading standards						
weighbridges	Trading standards						
weights and measures	Trading standards						
catering	Trading standards / Environmental Health / Safety						
animal boarding establishments	Trading Standards / Licensing / Planning						
animal feedstuffs	Trading Standards / Licensing / Planning						
animal health and welfare	Trading Standards /						

	Licensing / Planning						
	Trading Standards /						
animal nuisances	Licensing / Planning						
Maximum no. services available by ESD							