south cambridgeshire

where ancient & modern meet in rural England

South Cambridgeshire District Council

Implementing Electronic Government Statement 2003

Draft Version 4
5 September 2003

CONTENTS

1. Priority Services

A summary of how e-government will improve services and outcomes for citizens in the Authority in terms of the seven shared priorities for local government and any additional local priorities.

Objectives

South Cambridgeshire District Council (SCDC) is making e-government requirements part of the Council's Corporate Objectives and Priorities. This is being achieved in two main ways. First by implementing progressive application systems to provide well managed, accessible and consistent information which can be used by staff, Council Members and citizens through a variety of channels. It will improve inclusivity by enabling users to access information when, how and where they need it. The Council is also moving towards a structure based on a front office, for public facing services, and back office, for internal services. This involves all the building blocks in the local e-government six part model which cover interactions, access channels, trust & connections, enablers, e-business and organisational development. The combination of an organisation which is more citizen focussed, has a sound technology base and is able to share facilities and data with partners will lead to the provision of more effective and efficient public services.

Past

The Council embarked on a substantial programme to improve its ICT capacity in order to provide the public with efficient, responsive services delivered through an improved website; one stop shops; enhanced telephone service and other appropriate delivery channels. In the last two years SCDC has:

- Appointed a new lead officer and team to advance this initiative.

- Developed improved interdepartmental working with ICT.

- Established a robust reliable network infrastructure.

- Appointed an IT partner, ITNET, to provide support.

- Established working relations with the County Council's Cambridgeshire Community Network (CCN).

- Joined with the County Council to establish the first 'one stop shop' at Gamlingay library with telephone and computer links to SCDC.

- Installed a new Environmental Health computer system to improve customer service.

- Installed an intranet to improve communication and efficiency within SCDC.

Present

The main thrust of the Council's e-government strategy this year includes the implementation of a number of new applications. These are key components on which to build the delivery of electronic services and include:

- Financial Management (FMS)

- Revenues and Benefits

- Corporate Document Image Processing (DIP)

- Building Control

- Housing [upgrade]

- Local Land and Property Gazetteer (LLPG)

In addition, evaluation of a new HR/Payroll system is in progress in conjunction with two other local Councils. New Development Control, Land Charges and Geographic Information (GIS) systems, which complement the Building Control system, have also been selected and will be implemented after the LLPG.

To provide customer services on a wider basis a contact centre has been set up by the County Council as a shared facility for use by Councils within Cambridgeshire. SCDC is currently planning the

---

migration of some key services to the contact centre. The use of a shared contact centre means that common support systems are in place, including a Customer Relationship Management (CRM) system and Knowledge Base. This facility will enable citizens to obtain a range of services from SCDC, the County and others with a single telephone call or e-mail. The longer opening hours of the contact centre also mean that services are available outside normal office hours, including Saturdays.

A secure Virtual Private Networking (VPN) has been set up and is available to Council Members, Sheltered Housing Scheme wardens and trusted suppliers. A pilot project is in place to assess the viability of home working for staff by using the VPN and external access to the Council's e-mail system via the web.

SCDC actively supported a successful application to the East of England Development Agency (EEDA) which resulted in the provision of funding to take Broadband into the villages of South Cambridgeshire. Continued involvement will assist in the provision of facilities which benefit businesses (especially smaller ones) and encourage economic development within the District.

Future

The work that has already been done creates a sound basis on which to build e-government services. For the next two years SCDC will:
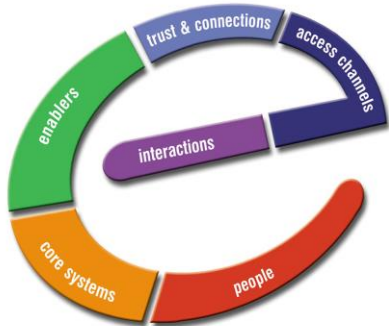
- Continue migrating front office services to the Contact Centre and providing electronic services to local offices. The Council is moving its head office from Cambridge to Cambourne in May 2004 and creating a one stop shop facility in the city so there will be a wider choice of contact points available to the public.

- Maintain the LLPG as a corporate resource and integrate it with other applications.

- Implement new systems, adding functionality and closer integration. An integrated Planning and Land Charges system will lead to faster, more accurate processing of Land Searches and Planning Applications.

- Continue development of the Website and Intranet, including closer integration with the Knowledge Base and a Portal shared with Cambridgeshire County and other Districts. This will provide customers with a more cohesive service via the contact centre or web.

- Introduce a Content Management System to control the Council's published information.

- Develop the GIS and capture data in the required format to allow more information to be analysed and presented geographically. Much of the information provided by SCDC is location based and GIS makes it possible to manipulate and display it in an appropriate way.

- Extend FMS to support e-procurement and improve the speed and efficiency of the procurement process, which is currently paper-based.

- Replace the Electoral Registration and Committee Minutes systems with new applications to aid e-democracy.

Shared Priorities

Although these developments mainly address local priorities they establish a basis from which more shared facilities and wider ranging services can be provided to our citizens. The benefits can therefore be linked to the seven shared Government priorities as it will be easier for people to obtain information, report issues and provide feedback on items relating to their environment, communities, educational facilities, local services, transport, housing, local democracy and business needs. Access through the contact centre, personal visits, web site or other means should result in a high quality service from a single contact. Transport needs, demographic information, local planning and any location based facility can be mapped using GIS and data shared across the County. The current priorities encompass District and County services and joint projects with shared facilities will be the preferred route for future developments.

2. Self-Assessment of Local e-Organisation

Key to traffic light status:

Code	Meaning	Explanation	e-Organisation Model
Black	Not part of current local e-government strategy or not applicable.	May include elements that are not planned, or awaiting the outcome of ODPM National Project work or partnership activity, or areas that are not applicable to particular types of authority. Limited areas of "black" are acceptable as a reflection of local circumstances and prioritisation of e-government work and investment.	This section relates to the six parts of the model of the local e-organisation, as presented in the ODPM's National Strategy for Local e-Government. The model provides a checklist of work areas against the e-organisation themes, or building blocks of local e-government - interactions, access channels, trust & connections, enablers, e-business and organisational development.
Red	Preparation & planning – to include projects that are being planned or being piloted.	Elements where work is at the research stage, being piloted before wider rollout across the authority/partnership, or planned but not yet approved for funding.	
Amber	Implementation stage – roll out of approved projects.	Elements where work has been approved for funding and is actively being implemented.	
Green	Fully implemented – projects completed & implemented.	Elements where projects have been actioned and implemented or particular standards achieved with plans for extended rollout on an enterprise-wide basis, i.e. across the authority/partnership.	

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
Interactions						
Progress towards 2005 target for the 100% e-enablement of local services	**Red**	**Amber**	**Amber**	**Amber**	**Green**	The initial objective is to implement new core business systems to replace legacy applications. Environmental Health, Revenues & Benefits (excluding NNDR) , Financial Management Accounting, Building Control and an upgrade to Housing have been implemented. The new systems provide a foundation on which to build electronic services, so after the initial implementation additional phases will extend the functionality, improve integration and add web based components and

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
						other facilities which aid electronic delivery. The 2006 delivery of e-government is a milestone rather than a completion of the work. It is anticipated that the main functions required for e-government will be in place at that time, but that the work will continue in order to extend the facilities.
Access Channels						Access channels are the various routes through which people might contact, or be contacted by, local service providers to undertake electronically enabled interactions.
• Publication of approved strategy for development of access channels	**Red**	**Amber**	**Green**	**Green**	**Green**	An Access to Services best value review has been conducted which included consideration of how customers requirements can be more fully met by e-government initiatives. The results of the review are currently being analysed.
• Local service websites (tailored to achievement of transactional status for corporate ".gov.uk" website)	**Red**	**Red**	**Red**	**Amber**	**Green**	There are two components needed to create a transactional capability on the SCDC website. One is the implementation of the core business systems which will provide the data in an accessible form. This work is progressing. The other is a technology change required to make our website transactional. It is intended that this will be incorporated in a content management server solution provisioned by County as part of the contact centre implementation.
• Specialist portals for local authority services in two-tier areas	**Red**	**Amber**	**Green**	**Green**	**Green**	Cambridgeshire Direct Portal will be available for internal use 01/10/03 and fully operational 01/11/03.
• Contact centres (e-enabled & dealing with at least 80% of incoming telephone calls to the local authority)	**Red**	**Amber**	**Green**	**Green**	**Green**	SCDC are using a shared contact centre established by the County. Initial implementation covers a limited number of services with new services and functions added as it progresses.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
• Establishment of fully e-enabled one stop shops for face-to-face customer contact	**Red**	**Amber**	**Green**	**Green**	**Green**	One stop shops will be established in Cambridge and at Cambourne alongside the contact centre implementation and will utilise the same technology,
• Use of mobile technology for home visits / supported access services	**Red**	**Red**	**Amber**	**Amber**	**Green**	Portable PCs are available where required for of off-site use. Homeworking is available to a limited number of staff as part of the VPN pilot scheme. A homeworking group is considering the implications of more widespread use. Connectivity to remote sites and for home visits is being considered as part of the County CCN implementation,
• Establishment of Interactive Digital TV service	**Black**	**Black**	**Black**	**Black**	**Red**	Not being considered until the technology has matured and take up increased. If it is introduced it will probably be treated as an extension of the Portal project.
• E-democracy – participation in the electoral modernisation pilots for electronic voting or electronic counting	**Black**	**Black**	**Red**	**Amber**	**Amber**	A new Electoral Register system is being implemented which will support e-democracy but more work is needed to consider the implications of using it. The options available will be reviewed.
• E-mail & Internet access provided for all Members	**Amber**	**Green**	**Green**	**Green**	**Green**	All SCDC members have access to e-mail, internet and intranet through the VPN.
• Engagement with intermediaries re delivery of e-government services (e.g. Citizens Advice Bureaux)	**Red**	**Amber**	**Amber**	**Amber**	**Green**	SCDC are involved with the local EEDA group to promote Broadband implementation in rural areas, training, consultation and other items of common interest. Other engagements are anticipated,
Trust & Connections						For the public sector to share information easily and securely, it is essential to operate within a framework of technical and legislative standards.
• Use of Government Gateway (e.g. for secure authenticated transactions)	**Black**	**Black**	**Black**	**Black**	**Black**	Planned as a later development of the Portal initiative which SCDC are contributing to.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
• Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS)	Red	Amber	Amber	Green	Green	Compliance is through implementation of compliant systems and including metadata standards in SCDC website to integrate with contact centre and Portal.
• Adoption of Guidelines for UK Government	Green	Green	Green	Green	Green	Guidelines have been adopted for the SCDC website and County Portal.
• Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility	Amber	Amber	Amber	Green	Green	Socitm's 'Better Connected 2003', presents the results of a survey of all local authority websites and the document includes W3C as a reference for information. The results contain some positive comments about the SCDC website: • It was rated as being one of 82 shire district websites which has improved. Only 37 out of 238 shire district websites in the survey scored higher than SCDC. • It came in the top ten for shire district sites on testing four scenarios and answering sample of questions. • It scored very highly for being 'Joined up' with other agencies and had a special mention in this category as an example of good practice. • It passed their metadata test. It was classed as a 'content' site because it provides useful content and encourages some interaction but is not transactional. The report only identified 10 transactional websites. The survey also indicated that it is not achievable for all local authorities to have fully transactional sites by 2005, and that they need to concentrate on the most frequently used transactions. SCDC's approach is consistent with this advice.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
• Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time	Red	Amber	Green	Green	Green	Requests are responded to, but the implementation of the new application systems should improve the process as the data required will be more easily accessible.
• Establishment of corporate information management policy (e.g. covering management of information assets, evidence for accountability, security, assurance, disaster & contingency planning)	Red	Amber	Amber	Green	Green	A policy is established and information assets are being identified and managed, but further work is required. Information sources change as new systems are implemented and these are being identified. Disaster recovery for business critical systems is being implemented.
• Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework	Black	Red	Amber	Green	Green	
• Establishment of partnerships for the joint (aggregated) procurement of broadband services	Red	Amber	Green	Green	Green	Involvement with the County CCN project using PFI has secured services for partner Councils, including SCDC.
• Compliance with BS 7799 on information security management	Black	Black	Red	Red	Red	No plans for formal compliance but best practice is being built into new system developments. The situation will be kept under review.
Enablers						Enablers refers to the computer systems, or 'middle-ware', used to support access channel policy and provide the link to core business and information systems. "Green" traffic lights should only be used for these items where enterprise-wide systems or policies have been implemented.
• Use of smart cards to support service development & delivery	Red	Red	Amber	Amber	Green	A County initiative which SCDC may share.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
• Corporate use of Customer Relationship Management (CRM) software	**Red**	**Amber**	**Amber**	**Green**	**Green**	SCDC are sharing the Contact Centre established by the County Council. We also share the technology which includes a CRM.
• Corporate use of Geographic Information Systems (GIS) (e.g. for map-based data presentation	**Red**	**Amber**	**Amber**	**Green**	**Green**	The main activity currently under way is capturing images and data in GIS compatible formats.
• Corporate ICT support and documented policy for home working (teleworking) by staff	**Red**	**Amber**	**Green**	**Green**	**Green**	A VPN is in place which allows teleworking for staff where it is appropriate.
• Use of telemetric systems for remote monitoring & signalling, e.g. helping older people remain in their homes	**Black**	**Red**	**Amber**	**Amber**	**Green**	A vehicle tracking system which monitors the location of waste collection freighters is in place. A planned second phase will allow additional information and instructions to be received and processed by the driver.
• Establishment of corporate Intranet	**Amber**	**Green**	**Green**	**Green**	**Green**	An intranet has been created and the content is growing.
• Corporate use of Document Image Processing & Workflow systems	**Red**	**Amber**	**Green**	**Green**	**Green**	Corporate system being implemented.
• Application of Knowledge Management (KM) systems & techniques for service improvement	**Black**	**Red**	**Amber**	**Green**	**Green**	KM is being introduced as an integral part of the contact centre.
• Establishment of corporate policy on electronic records management	**Red**	**Amber**	**Green**	**Green**	**Green**	This is included in the document retention policy.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
Core Systems						Successful e-government comes from integrating corporate office support and processes with e-enabled services. Core systems refer to the core business processes of the e-enabled organisation.
• Use of systems to enable e-procurement	**Red**	**Red**	**Amber**	**Amber**	**Green**	A new Financial Management System (FMS) has been implemented and will be extended to cover e-procurement.
• Upgrade of financial information systems to support e-government	**Red**	**Amber**	**Green**	**Green**	**Green**	A new FMS system has been implemented. Further phases are planned to roll out additional functions to provide better budget information for managers, on-line purchasing and up to date commitment accounting.
• Upgrade of office systems to support e-government, e.g. web-enabling legacy systems	**Red**	**Amber**	**Green**	**Green**	**Green**	All legacy systems are being replaced and desktop office systems standardised on Windows 2000products.
• Upgrade of Human Resources & payroll systems to support e-government	**Red**	**Amber**	**Green**	**Green**	**Green**	Investigating the possibility of sharing the purchase of a new system with City & Fenland Councils.
• Upgrade of asset management systems to support e-government	**Green**	**Green**	**Green**	**Green**	**Green**	Asset management and inventory control of computer equipment is handled by our IT Partner, ITNET using their standard systems. Asset management for Council housing is within the Orchard Housing system, which has been upgraded to a Windows version. The Land Terrier system holds asset information about Council owned land. This data may be incorporated in the new planning / GIS systems for greater compatibility. Asset management for other Council properties, of which there are a very small number, is considered to be adequate and does not need updating.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
• Link to National Land & Property Gazetteer (NLPG)	**Red**	**Red**	**Amber**	**Green**	**Green**	A local gazetteer (LLPG) is currently being created and when complete it will link to the NLPG.
• Automated interface with National Land Information Service (NLIS) hub	**Red**	**Red**	**Amber**	**Amber**	**Green**	Interfacing with NLIS will be initiated when implementation of the new planning systems has been completed.
• Upgrade of income collection systems to support e-government	**Amber**	**Amber**	**Green**	**Green**	**Green**	Some improvements have been made with the implementation of the new revenues system and will be further enhanced by the planned implementation of a new cash receipting system.
People						This part of the e-organisation model refers to the internal organisation and management practices of the council that are required to help deliver the people changes necessary for e-government.
• Circulation of National Strategy **checklist** to Chief Executive and all Councillors	**Black**	**Black**	**Green**	**Green**	**Green**	The checklist has been circulated and is used as part of the strategic guidance for implementing e-government.
• Establishment of formally constituted partnership working to help deliver e-government:						
– Local Strategic Partnership (LSP)	**Black**	**Red**	**Green**	**Green**	**Green**	The LSP has been in existence since June 2003 and supports the priorities of the constituent partners, including e-government.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
– Partnership working with other local authorities	**Red**	**Amber**	**Green**	**Green**	**Green**	All the Districts within Cambridgeshire are formal partners with the County Council in a PFI funded project which is bringing Broadband to all Council establishments, schools and public access points under the banner of the Cambridgeshire Community Network (CCN). A shared web Portal is also being developed as an extension of the CCN initiative. SCDC are also sharing with the County Council in the use of the Cambridgeshire Direct Contact Centre, which other Districts may also utilise.
– Public Private Partnership (PPP)	**Black**	**Black**	**Black**	**Black**	**Black**	No plans at present, although SCDC will be using the CCN developed with the County as a PPP.
• Incorporation of e-government into Community Strategy	**Black**	**Red**	**Amber**	**Green**	**Green**	Included in Access to Services Best Value review.
• Appointment of member & officer e-champions	**Red**	**Green**	**Green**	**Green**	**Green**	Officer e-champion – Greg Harlock, Finance & Resources Director, Member e-champion – Cllr John Batchelor, Information & Customer Services Portfolio Holder.
• Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)	**Amber**	**Green**	**Green**	**Green**	**Green**	A new post of Information Management Officer has been created and filled. The role includes responsibility for reviewing data structures and ensuring that access mechanisms are available to be compliant with Freedom of Information requirements.
• Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures	**Black**	**Red**	**Green**	**Green**	**Green**	The new Project Management Toolkit incorporates a standard approach to risk management. All risk logs are reviewed by the Finance & Resources Director to monitor risks corporately.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
• Use of customer consultation / research to inform development of corporate e-government strategy	Red	Amber	Amber	Green	Green	A Mori poll conducted on behalf of the County covers all the Districts and provides useful customer contact information. The main conclusion is that telephone is still the preferred means of contact for most people. Customer consultation has been somewhat variable in the past but a more continuous consultation process is planned for the future.
• Establishment of policy for addressing social inclusion within corporate e-government strategy	Black	Red	Amber	Amber	Green	SCDC's community strategy includes references to e-government initiatives and social inclusion. The CCN implementation includes an initiative to place access points at numerous locations in all Districts across the County which will make electronic services available to a wider social group.
• Establishment of internal targets & measures for e-services, including						
– Customer Take-up	Black	Black	Red	Amber	Green	Collection of data from the contact centre and portal will allow take up, usage and satisfaction to be measured and analysed more consistently.
– Customer Satisfaction	Black	Black	Black	Amber	Green	See above.
– Value for money / cost effectiveness	Black	Amber	Amber	Green	Green	The SOCITM benchmarking process is being used to evaluate value for money in general for ICT services and systems. The e-government components will need to be separated to track this specific requirement.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
• Use of project management methodologies (e.g. PRINCE2)	Red	Amber	Green	Green	Green	The need for a consistent approach to project management (PM) was recognised and a project initiated to create a PM toolkit and associated training for use throughout SCDC. A pilot training course was run by external consultants who developed the toolkit based on their experience and the training feedback. The toolkit has now been issued and training courses have been organised. It is a simplified version of the PRINCE2 methodology. The process was initiated by HR and monitored by ICT to ensure compliance with corporate requirements and best practice.
• Establishment of e-skills training programme for staff (e.g. European Computer Driving Licence)	Black	Red	Red	Amber	Green	An ECDL course and assessment process has been arranged with a local training supplier as a pilot scheme. If successful it will be rolled out to more staff.
• Use of networked technologies to support e-learning	Black	Black	Red	Red	Amber	Public access to e-learning facilities will be available through the shared Portal which will have links to the National Grid for Learning (NGfL). For staff use, CBT will be considered where it is appropriate, although it is not expected to replace hands on training because of the nature of the training required.

3. BVPI 157

This table uses the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). Annual BVPI 157 actuals and estimates are based on the position at the 31st March in each financial year, with the exception of 2005/6 when the position at 1st January 2006 is required. The 'total types of interaction e-enabled' is the number of types which can be e-enabled. The '% enabled' is the percentage of transactions which have been enabled of those which can be enabled.

BVPI 157 Interaction Type	Actual		Forecast		
	2001/02	2002/03	2003/04	2004/05	2005/06
Providing information:					
• Total types of interaction e-enabled	47	47			
• % e-enabled	41	57	80	90	100
Collecting revenue:					
• Total types of interaction e-enabled	6	6			
• % e-enabled	46	48	60	80	100
Providing benefits & grants:					
• Total types of interaction e-enabled	6	6			100
• % e-enabled	0	17	30	60	
Consultation:					
• Total types of interaction e-enabled	46	46			
• % e-enabled	7	11	30	60	100
Regulation (such as issuing licences):					
• Total types of interaction e-enabled	Not	16			
• % e-enabled	Measured	0	10	50	100
Applications for services:					
• Total types of interaction e-enabled	20	20			
• % e-enabled	13	13	20	60	100
Booking venues, resources & courses:					
• Total types of interaction e-enabled	22	22			
• % e-enabled	35	53	70	90	100

BVPI 157 Interaction Type	Actual		Forecast		
	2001/02	2002/03	2003/04	2004/05	2005/06
Paying for goods & services:					
• Total types of interaction e-enabled	16	16			
• % e-enabled	0	0	20	60	100
Providing access to community, professional or business networks:					
• Total types of interaction e-enabled	Not applicable				
• % e-enabled	at present				
Procurement:					
• Total types of interaction e-enabled	16	16			
• % e-enabled	13	13	30	60	100
TOTALS:					
• Total types of interaction e-enabled	**179**	**195**			
• % e-enabled	**21**	**30**	**40**	**70**	**100**

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, plus street light failure reports / abandoned vehicles. (County councils and all-purpose authorities should complete figures for street light failure reports, whilst district councils should complete figures for abandoned vehicle reports). 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.

E-enablement & Main E-Access Channel Take-Up	Actual ('000s)		Forecast ('000s)			Comments
	2001/2	2002/3	2003/4	2004/5	2005/6	
Local Service Websites						SCDC website, or Cambridgeshire Portal when available.
• Page impressions (annual)	697	861	905	950	1,000	Based on figures for calendar years.
• Unique users, i.e. separate individuals visiting website (annual)						Not available. Dynamic address allocation for end users means that identifying and counting individuals is not practical. Using cookies to identify users and counting them can be difficult as many systems switch cookies off for security reasons, making the count misleading.
• Number of e-enabled payment transactions accepted via website	0	0	10	20	30	New systems need to be settled and website has to be made transactional before e-payment facilities can be introduced. There could be scope to use facilities provided by County or other partners. It may be deemed unnecessary for SCDC to provide a web payment facility directly where there are existing e-payment methods provided by financial institutions which present a more cost effective solution.
• Number of ~~street light failure reports (county)~~ / abandoned vehicle reports (district) accepted via website	0	0.1	0.2	0.3	0.4	Reported to Shire Homes for council estates and Environmental Health for other land using e-mail links from the website.

Telephone						Telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres.
• Number of e-enabled payment transactions accepted by telephone	8	11	15	20	25	Primarily using automated electronic telephone debit card payment system.
• Number of ~~street light failure reports (county)~~ / abandoned vehicle reports (district) accepted via telephone	1	1	1.2	1.5	1.6	
Face To Face						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.
• Number of e-enabled payment transactions accepted via personal contact	0	0	0	25	20	Payments expected to be made at the one-stop shops when established.
• Number of ~~street light failure reports (county)~~ / abandoned vehicle reports (district) accepted via personal contact	0	0	0	0	0	Approximately one a month.
Other Electronic Media						BACS, text messaging, etc.
• Number of e-enabled payment transactions accepted via BACS or other electronic form	425	428	415	410	405	Includes BACS, direct debit, standing orders and Post Office plastic cards.
• Number of ~~street light failure reports (county)~~ / abandoned vehicle reports (district) accepted via other electronic media	0	0.1	0.1	0.2	0.3	Direct e-mail notification.
Non Electronic						Cash office, post, etc.
• Number of payments accepted by cheque or other non-electronic form	52	60	60	25	20	Cash office, which includes postal payments.
• Number of ~~street light failure reports (county)~~ / abandoned vehicle reports (district) accepted via non-electronic form	0	0	0	0	0	Very few letters received.

5. Delivery of Key Technical Building Blocks & Priority Services

An indication of how technical building blocks and priority services are to be developed and managed by indicating the relative usefulness of outputs from ODPM Pathfinder Projects, National Projects and/or partnership working with other local authorities and/or use of other means. Scores are from 1 to 5, where 1 = not useful and 5 = essential.

National Project Technical Building Blocks & Priority Service Areas	Use of outputs from ODPM Pathfinder Project	Use of outputs from ODPM National Project	Partnership working with other local authorities	Other Means	Comment (Brief comment on SCDC plans for developing each named technical building block or priority service area)
Websites	2	2	5		The introduction of the Cambridgeshire Portal provides a single entry point which takes users to individual pages or websites. To achieve this metadata standards have been introduced among the participating Councils and some output from APPLAWS has been incorporated. In the longer term there may be a consolidation of the individual websites but with separate branding retained so that the user still knows who is responsible for the service being provided.
Smart Cards	1	1	5		SCDC are considering joining a County led smart card project which is currently at the evaluation stage. If the project goes ahead it will introduce smart cards which can be used throughout Cambridgeshire. This will promote a common format and consistent approach.
Interactive Digital TV	1	1	1		Not being considered until the technology matures
Mobile Technology (i.e. for home/site visits)		1	1		Home and site visits using mobile technology are being considered in a number of areas including Planning, Housing and Environmental Health, but can only be introduced when the new application systems have been fully implemented.
Telemetry (i.e. remote, real time & signalling)		1	1		A vehicle tracking system which monitors the location of waste collection freighters is in place. A planned second phase will allow additional information and instructions to be received and processed by the DLO operative.

National Project Technical Building Blocks & Priority Service Areas	Use of outputs from ODPM Pathfinder Project	Use of outputs from ODPM National Project	Partnership working with other local authorities	Other Means	Comment *(Brief comment on SCDC plans for developing each named technical building block or priority service area)*
Customer Relationship Management (CRM)	5	1	5		A CRM is part of the technical architecture for the County contact centre used by SCDC. The Onyx e-Shop CRM that has been implemented is an output from pathfinder work at Brent and Lewisham Councils. The configuration of the CRM is in the early stages so the functionality is limited at present, but this will increase as more applications are integrated with it.
Knowledge Management	1	1	5		Introduced as part of the shared contact centre project.
Workflow	1	1	1	3	The shared CRM has workflow capabilities, which are being used to a limited extent. SCDC is implementing a corporate document image (DIP) system which includes workflow. The level of workflow usage varies according to the requirements of each service. It may be integrated with the CRM in due course but the extent of the interaction has not yet been defined.
e-Procurement	1	1	1		The new FMS system includes e-procurement facilities which will be introduced after the accounting and basic purchasing functions have been implemented during 2003.
Schools Admissions					Not applicable.
Local Planning Services	2	2	3	2	Pathfinder planning work at Wandsworth has been a benefit. National projects have been a stimulus to move forward and work with other authorities so they have been a help, but they need more time to mature. The ability to discuss and observe the pioneering planning work done by Huntingdonshire has been beneficial. Working with suppliers who have contributed to the overall objectives has been of value.

National Project Technical Building Blocks & Priority Service Areas	Use of outputs from ODPM Pathfinder Project	Use of outputs from ODPM National Project	Partnership working with other local authorities	Other Means	Comment *(Brief comment on SCDC plans for developing each named technical building block or priority service area)*
Electronic exchange of property information with Valuation Office Agency (VOA) for Council Tax & Business Rates		1	1	5	Council Tax data from the new IBS Revenues & Benefits system is passed to VOA and data from VOA is input directly into the system as a standard feature. Business Rates will use a similar process when the NNDR module has been implemented.
Working with business		1	1	4	A bid for broadband funding from the East of England Development Agency has been successful. The bid was promoted by SCDC in conjunction with a number of other interested parties including local groups and businesses.
Crime Reduction / Youth Offending					Not applicable
Claiming Benefits		1	1		The implementation of a new Benefits system will lead to the opportunity to provide more web facilities and home/site visits.
Local e-Government Standards & Accreditation	1	1	2		See comments on Websites above for metadata standards
Fire Services					Not applicable.
Trading Standards					Not applicable.
Multi Agency Information Sharing	1	5	1	5	The Housing Benefits matching service is a National Project which is a valuable facility. Interaction with the DWP and Rent Officer Service are also beneficial.
e-Democracy		1	1		Discussions are taking place on various aspects of e-Democracy involving officers and external advisors. A new Electoral Register system is planned for implementation in early 2004 which will make e-voting a possibility as one aspect of e-Democracy.

6. Resources

A summary of current and forecast expenditure on implementing electronic government up to 2005/6. This 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 is not included. Some shared projects are externally funded but unless these funds are managed by SCDC they are not shown here.

Resources	Actual (£'000s)		Forecast (£'000s)			Comment
	2001/02	2002/03	2003/04	2004/05	2005/06	
£200,000 IEG money in 2002/3 and 2003/4		200	200	?	?	IEG funding has not been allocated to a specific project but used as part of the funding for the new systems in general.
Financial contributions from EU funding						
Financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB)			177			DWP funding to implement DIP and workflow in Benefits.
Financial contribution from public-private partnerships						
Financial contribution to or from partnership projects undertaken with other organisations, including ongoing project work using ODPM Local e-Government Partnership Programme funding and work with other government departments or agencies that have an element of service e-enabling		20	20			Funding from County for contributing to the portal metadata standards and applying them to the SCDC website.
Resources being applied from internal revenue and capital budgets to improve the quality of services through e-enablement	237	842	1,901	327	231	
Other resources (e.g. training) (please specify)						
Sub total						
Less current and projected savings produced from e-government investment	0	0	0	0	0	No financial benefits have been realised yet as the Council is still in the process of implementing the systems which will facilitate electronic service delivery. The Council is seeking to achieve overall cost neutrality. If any savings do materialise they could be directed towards improving services rather than cost savings.
TOTAL	**237**	**1,062**	**2,298**	**327**	**231**	