



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2004 (IEG4)

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

**South Cambridgeshire District Council
Version 1
20 December 2004**

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Local Context

Electronic Service Delivery is an integral part of the Corporate Objectives within South Cambridgeshire District Council (SCDC). The implementation and expansion of electronic services alongside existing services will lead to improved customer service, contribute to achieving all our objectives, enable us to meet IEG targets and help to comply with the national Priority Outcomes.

Achievements in the Last Year

As a result of our achievements in the last year the Council is now well placed to meet the need for electronic services by having significantly enhanced technology in place, which will ensure residents are supported in the most effective and efficient manner possible. These include establishing a Contact Centre (shared with the County Council), moving to a new HQ in Cambourne and creating a Cambridge Office (housed at the City Council). All these facilities have network links to allow data to be accessed where it is needed. A shared web portal is being developed with the County Council and we have actively supported the provision of broadband services throughout the District. A home working policy has been approved to promote more efficient working, better use of officer time and reduce travelling. Significant progress has been made in implementing document imaging to replace paper files, GIS systems to map land and properties and a local land and property gazetteer linked to the national property database. New systems have been deployed to improve the processing of licenses, correspondence, information requests, housing repairs and e-mail management.



Plans to December 2005

The work we have planned will contribute to pursuing the Council's vision of excellent customer services through the use of ICT, improving working practices and providing additional ways for the public to obtain services. These include expanding the services available through the Contact Centre and implementing new systems to manage web information and usage, introduce electronic billing and account information, payments via the internet, procurement, human resources and payroll. Extensions to GIS mapping, document imaging, workflow and tracking information requests are also planned. Community access will also be enhanced by establishing 12 access points across the District equipped with computers for access to electronic services, with help for new users provided by local groups and individuals where needed.

Working Together

The six local authorities in Cambridgeshire are continuing to work together towards achieving the target of being e-enabled by the end of 2005. We are working jointly and sharing knowledge on a wide variety of projects, the nature and degree of participation depending on each Council's local circumstances. The main projects in which all six authorities are involved are the Cambridgeshire Community Network (CCN) which provides broadband infrastructure across the County, the Cambridgeshire Community Portal which provides a single access point to each authority's information and services and the Cambridgeshire Smartcard project which will bring together transport, library and leisure services.

Benefits for Citizens

This activity will contribute to meeting the Council's vision of excellent customer services and providing an enhanced customer service. It will give the residents of South Cambridgeshire, and others, the ability to obtain Council services using more convenient electronic means whilst retaining face to face contact where it is needed. Improved working practices, using common processes and sharing information where possible will make it easier for officers to find information and deal with a range of services and queries from a single point of contact. The new systems and facilities will also allow elected Council Members to access information more easily and to respond to the needs of their constituents more effectively.

Section 1 - Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005 and will inform the release of IEG capital funding in 2005/06

Outcome & Transformation Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Red	Red	Amber	Amber	A County function to be available September 2005 for Secondary and September 2006 for Primary. When available links from the SCDC website will be provided by a County-wide A-Z facility and the shared Portal.
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Amber	Green	Green	Green	Not applicable as this is a County function. Links from the SCDC website are provided by a County-wide A-Z facility and through the shared Portal.
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Green	Green	Green	Green	Not applicable as this is a County function. Links from the SCDC website are provided by a County-wide A-Z facility and through the shared Portal.
E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.	Not applicable				
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Green	Green	Green	Green	An A-Z facility operates across all Council websites within the County to provide access to a comprehensive list of services. We also share the County based Cambridgeshire Direct Contact Centre, which uses LGCL, and County wide web Portal.
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Red	Red	Amber	Amber	In discussion with other Districts about joining the Criminal Justice System Secure email (CJS SeM).
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Green	Green	Green	Green	SCDC's policy is to help community groups, clubs and local organisations with grants and advice but not to host a web facility for them. Grants have already been provided for this purpose to the following:- - Linton Parish Council website and local directory - East Hatley and Hatley St George website - Access Art website - Cambourne website

E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.					
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green	Green	Green	Green	Minutes, agendas, reports and meeting dates are available on line. The process has been improved by the implementation of a new Democratic Services system.
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Green	Green	Green	Green	This facility is available as part of the new Democratic Services system which has been implemented.
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Red	Amber	Amber	Green	Part of the new CMS and e-Forms system which is being planned.
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Red	Red	Red	Red	The information will be provided in text form on the web and, although a multi-media approach may be useful, perhaps for users with a disability, it is not clear whether the benefits would justify the cost and effort required. Some research of the requirements and delivery mechanisms and a cost/benefit analysis will be required.
E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.					
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Amber	Amber	Green	Green	Environmental Health reporting facilities are available via the Contact Centre and are logged directly into the system. Web access is currently being implemented. Commercial waste management options are being evaluated.
R8 Online receipt and processing of planning and building control applications.	Amber	Amber	Green	Green	Working towards using the Planning Portal. Implementation of the web payment facility needs to be completed first.
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber	Amber	Amber	Green	Public access will be provided by Plan Access, an OGC compliant web map server, which will interact with the GeoStore GIS currently being implemented. Issues related to OS MasterMap licensing (common to all Local Authorities) need to be resolved.
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Red	Red	Red	Green	Trading Standards is a County function and they are currently tendering for a new regional web site to facilitate information sharing. SCDC anticipate being able to use this facility.

G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Amber	Amber	Amber	Green	A new licensing system has been implemented and the existing planning systems are being enhanced. Our intention is to integrate the licensing and planning systems to the LLPG so that individual properties are identified in a consistent way, This will provided facilities to track regulatory activity for properties and areas to aid the decision making process.
E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.					
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber	Amber	Green	Green	Purchasing is part of the new Financial Management System. Analysis work to define the requirements and plan the project is currently in progress alongside a pilot of the electronic ordering system for a limited number of users
G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Red	Red	Amber	Green	Being discussed with County in relation to the CRM at the Contact Centre as this is a focal point for customer contact. For Revenues a single account for C.Tax, NNDR and Rents can be created by the implementation of facilities to view information on the web.
G9 Regional co-operation on e-procurement between local councils.	Red	Red	Amber	Green	We are actively engaged with the regional centre of excellence, participate in a regional procurement group and are exploring opportunities in wider groupings of Authorities operating similar finance systems with a view to a collaborative development.
E5 Access to virtual e-procurement 'marketplace';					
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;					
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).	BVPI 8. % of undisputed invoices paid within 30 days. 2003/04 Actual 95%. 2004/05 Target 100%. Payment of invoices by BACS-IP is planned as a more efficient payment method.				
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment	Red	Amber	Green	Green	Implementation of a new Income Management system, including e-payments, is currently being planned.

solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).					
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Green	Green	Green	Green	An automated telephone payments system is in place.
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Red	Red	Red	Red	The current focus is on service improvement through providing services by various means and channels to meet customer needs. It is unlikely to be possible to investigate efficiency savings until all the components of the new Income Management system have been fully implemented.
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Red	Amber	Amber	Green	Implementation of e-billing is being planned as an extension of the Revenues system.
E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).					
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).					
E10 Agreed baseline and targets for reductions in unit costs of payment transactions.					
R12 Online renewal and reservations of library books and catalogue search facilities.	Green	Green	Green	Green	Not applicable as this is a County function. Links from the SCDC website are provided by a County-wide A-Z facility and through the shared Portal.
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Red	Red	Red	Red	Not applicable as SCDC do not own any sports or leisure facilities, other than Milton Country Park which does not have any booking requirement.
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Amber	Green	Green	Green	The SCDC network integrates with the County wide CCN broadband network to provide links to the Contact Centre, access to back office systems, and connections to other shared facilities and community access points. As we use the County Contact Centre the infrastructure is common. A smart card facility is also being considered in conjunction with the County. Where the back office systems are not all fully e-enabled they are being upgraded to provide web facilities and CRM integration.

E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings.					
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green	Green	Green	Green	Links from the SCDC website are provided by a County-wide A-Z facility and through the shared Portal.
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Green	Green	Green	Green	Not applicable as this is a County function. Links from the SCDC website are provided by a County-wide A-Z facility and through the shared Portal.
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Green	Green	Green	Green	Not applicable as SCDC does not operate any car parks for which payment is taken at present. For County services links from the SCDC website are provided by a County-wide A-Z facility and through the shared Portal.
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green	Green	Green	Green	Not applicable as this is a County function. Links from the SCDC website are provided by a County-wide A-Z facility and through the shared Portal.
E12 Agreed baseline and targets for customer satisfaction and efficiency savings.	Not applicable in relation to R14 to G14				
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Amber	Green	Green	Green	Already available at a basic level. The Contact Centre deals with telephone enquiries. Cambourne and Cambridge offices deal with face to face enquiries. Improvements to the integration between the Contact Centre CRM and back office applications is planned to make it more effective and efficient.
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Red	Red	Green	Green	The SCDC website has a facility to estimate benefit entitlement in summary form. Existing forms are being redesigned to allow them to be downloaded from the web when the new CMS is implemented.
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Green	Green	Green	Green	Home visiting officers provide a service in citizen's homes using a laptop to capture information and calculate benefit. Proofs of identity are validated and electronically copied at the same time and subsequently loaded into the DIP system.

E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	BVPI 78a. Average days to process new benefits claims. 2003/04 Actual 29. 2004/05 target 27. BVPI 78b. Average days to process new benefits changes. 2003/04 Actual 11 2004/05 target 7.				
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms.	Requires discussion with County.				
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green	Green	Green	Green	SCDC provides an information service for the homeless by telephone and the website. Other services are provided by or through the County and links from the SCDC website are provided through the Contact Centre, a County-wide A-Z facility and the shared Portal.
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Red	Red	Red	Red	Not applicable as this is a County function.
G16 Systems to support joined-up working on children at risk across multiple agencies.	Red	Red	Red	Red	Not applicable as it is a County function. SCDC does not manage the systems or processes but does work with the Children and Young Peoples Strategic Partnership to address any relevant issues that arise.
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red	Red	Red	Red	Not applicable as this is a County function.
E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).	BVPI 57 is not applicable				
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green	Green	Green	Green	Available to all SCDC staff and Members.
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green	Green	Green	Green	ICT help desk support is available 24 x7 for staff and Members. Policy document is available on the Intranet.
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Green	Green	Green	Green	Access to facilities is available where required and the policy document is available on the Intranet.

G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Green	Green	Green	Green	Training for PC Office products is available to all staff and members as required. Training is provided by a local specialist provider and the course schedules are published on the intranet. More specialised training for specific applications and functions is available where necessary. ECDL is under review to consider whether it is appropriate and how it could be used.
E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.	To be considered when web based access facilities have been implemented and the impact and benefits can be evaluated.				
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Red	Amber	Green	Green	Information on the internet is available at all times. There is no transactional capability at present but it is being implemented. The automated telephone payments system is available at all times. The Contact Centre operates 12 hours a day six days a week.
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Red	Amber	Green	Green	A new CMS, which is an updated and more functional version of the existing system, is being implemented.
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Amber	Amber	Amber	Green	Work is progressing on the implementation of a corporate Document Image Processing (DIP) and Workflow system. DIP and workflow, for request tracking, a web based publication scheme and an e-mail archiving system are being implemented to support and manage FoI requests. The requirements and impact of being impact of being ISO15489 compliant will be considered.
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Amber	Amber	Green	Green	Included with the new CMS implementation.
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Amber	Amber	Green	Green	All new systems that are being implemented are package systems for which the suppliers claim e-GIF and e-GMS compliance where appropriate. Legacy systems, which are not compliant, are being replaced.
E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.	See Section 6 of this document.				

R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Amber	Amber	Green	Green	Part of an on-going review which will establish standards for all services.
R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Amber	Amber	Green	Green	The Nielsen//NetRatings service, supported by Socitm, is being used to provide access and usage statistics. The requirement is also linked to the implementation of the new CMS which will make it easier to identify user interactions.
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Red	Red	Amber	Green	Will follow implementation of the new CMS
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Red	Amber	Green	Green	The guidelines will be incorporated in the website re-design which is part of the new CMS implementation.
E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings.					
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Amber	Amber	Green	Green	The Contact Centre and CRM will provide this facility, which will be enhanced by the implementation of a new version of the CRM.
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Red	Amber	Green	Green	To be implemented for items which require a response.
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Red	Amber	Green	Green	To be implemented for items which require a response.
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Amber	Amber	Amber	Green	The Contact Centre has been established but additional work is required to integrate the CRM with back office systems.

<p>G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.</p>	Green	Green	Green	Green	<p>A process using a web link to lamMoving.com (a widely used commercial facility) provides a single point of contact for address change and the information is shared corporately. The Contact Centre also takes address change details which are shared corporately.</p>
<p>E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology.</p>	<p>SCDC plan to use the CRM and associated technology is to capture these measures.</p>				

Section 2 - Change Management (self-assessment)

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

Change Management Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757):					
i) Member & officer e-champions	Green	Green	Green	Green	Officer e-Champion: Greg Harlock, Finance & Resources Director Member e-Champion, Portfolio Holder, Information and Customer Services
ii) e-government programme manager	Green	Green	Green	Green	Geoff Sissons, Applications & Information Manager (ICT)
iii) customer services management	Green	Green	Green	Green	The Council already provides a developing range of services through the Contact Centre and 'One-stop shop'. However, a decision as to how the Council will bring together it's customer facing services will be addressed as part of the CPA Improvement Plan. In the meantime this responsibility is shared among a number of senior officers in the business areas.
Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning.	Amber	Green	Green	Green	
Establishment of an e-delivery programme board	Green	Green	Green	Green	Owner: Steve Rayment, Assistant Director ICT
Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme.	Green	Green	Green	Green	Owner: Geoff Sissons, Applications & Information Manager
Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures.	Green	Green	Green	Green	Owner: Greg Harlock, Finance & Resources Director
Use of customer consultation/research to inform development of corporate e-government strategy.	Green	Green	Green	Green	County Wide Mori e-Government Survey is used.
Establishment of policy for addressing social inclusion within corporate e-government strategy.	Red	Red	Amber	Green	SCDC are working with the County on developing an e-learning strategy that will cover a number of social inclusion issues. Practical measures to deal with social inclusion include establishing 12 community access points with PCs, e-mail and internet access in a variety of community spaces such as village halls and Sheltered Housing schemes. This is in addition to PCs being installed by the County in local libraries and schools.






Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)	Green	Green	Green	Green	Postholder: Dan Horrex, Information Management Officer
Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovt.alk.rtf).	Red	Red	Red	Red	To be considered.
Establishment of partnerships for the joint (aggregated) procurement of broadband services.	Green	Green	Green	Green	SCDC is sharing use of a County broadband infrastructure created to link Local Authorities in Cambridgeshire. SCDC, East of England Development Agency and a telecommunications supplier are working together to expand the availability of broadband services for business use throughout the District and the process is on-going. The telecommunications supplier is contractually bound to achieve 98% coverage with a 'best endeavours' aim of 99% coverage.
Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf).	Red	Red	Red	Red	To be considered.
Compliance with BS 7799 on information security management.	Green	Green	Green	Green	ITNet, who support SCDC's infrastructure, are contracted to provide a service that conforms to BS7799.
Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives.	Red	Red	Red	Red	
Completion of mapping of BVPI 157 services against approved security levels (0-3) (see http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc).	Red	Red	Red	Green	LGSL list is apparently being extended to include this and SCDC will utilise this standard.
Planned compliance to HMG Security and authentication frameworks (see http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc &	Red	Red	Red	Amber	SCDC will seek to comply with these policies where it is practical to do so.

http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc .					
Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org).	Red	Red	Red	Amber	For e-payments SCDC will use a reputable third party service provider. For e-procurement payments the requirements are still being established.
Use of Government Gateway (see http://www.gateway.gov.uk) to support:					
i) personalisation & registration for services categorised at security level 0	Red	Red	Red	Red	Use of the Government Gateway has been considered but we have not yet made any decision about using it. It is being discussed with the County to consider a shared approach linked to the County-wide Portal project.
ii) citizen & business authentication for services for services categorised at security levels 1-3	Red	Red	Red	Red	
iii) authentication of employees for cross-agency services	Red	Red	Red	Red	
iv) corporate approach to collection of e-payments	Red	Red	Red	Red	
v) cross agency secure transactions (Government to Government)	Red	Red	Red	Red	
Government Gateway (see http://www.gateway.gov.uk) back office connection in place (Department Interface Server).	Red	Red	Red	Red	
Connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green	Green	Green	Green	Link on website home page
Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm &	Amber	Green	Green	Green	Includes a process to manage information requests, a tracking system to ensure that they are dealt with in the prescribed timescale and e-mail archiving to improve searching facilities.

http://www.pro.gov.uk/recordsmanagement/access/default.htm)					
Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)	Green	Green	Green	Green	
Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk)	Red	Amber	Green	Green	
Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa)	Red	Amber	Green	Green	Not applicable to SCDC but public access is facilitated by links to the County website through the common A-Z facility and shared Portal.

Section 3 - BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against version 2.01

		Actual			Forecast	
BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	2001/2	2002/3	2003/4	2004/5	2005/6
						
Providing information: Total types of interaction e-enabled e-enabled	94%	25 37.88	37 56.06	46 69.70	57 86.36	62 93.94
Collecting revenue: Total types of interaction e-enabled e-enabled	87%	0 0	1 7.69	2 15.38	3 23.08	11 84.62
Providing benefits & grants: Total types of interaction e-enabled e-enabled	78%	0 0	0 0	0 0	0 0	0 0
Consultation: Total types of interaction e-enabled e-enabled	86%	6 22.22	11 40.74	15 55.56	18 66.67	20 74.07
Regulation (such as issuing licenses): Total types of interaction e-enabled e-enabled	76%	0 0	0 0	0 0	4 66.67	6 100.00
Applications for services: Total types of interaction e-enabled e-enabled	83%	3 8.82	7 20.59	16 47.06	21 61.76	29 85.29
Booking venues, resources & courses: Total types of interaction e-enabled	78%	0	2	2	2	2

e-enabled		0	100.00	100.00	100.00	100.00
Paying for goods & services: Total types of interaction e-enabled e-enabled	80%	2 12.50	2 12.50	3 18.75	4 25.00	14 87.50
Providing access to community, professional or business networks: Total types of interaction e-enabled e-enabled	82%	12 36.36	17 51.52	23 69.70	26 78.79	26 78.79
Procurement: Total types of interaction e-enabled e-enabled	73%	0 0	0 0	1 50.00	2 100.00	2 100.00
TOTAL Total types of interaction e-enabled % e-enabled	86%	48 23.88 %	77 38.31 %	108 53.73 %	137 68.16 %	172 85.57 %

Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in up to 2005/6, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Industry definitions of page impressions

	Actual ('000s)	Forecast ('000s)				Comment
		03/04	04/05	05/06	06/07	
E-enablement + Main E-Access Channel Take-Up						
Local Service Websites						
• Page impressions (annual)	3742	5000	6500	8000	9000	Payment transactions: Web payments are being introduced in early 2005 and it is thought likely that use will be small at first but gradually increasing. This is due to the nature of the payments and alternatives available; e.g. Council Tax is mainly paid by direct debit. Change of Address: Web notifications are currently accepted but take up is still very low. Implementing additional web forms may improve this.
• Unique users, i.e. separate individuals visiting website (annual)	122	140	150	200	250	
• Number of e-enabled payment transactions accepted via website	0	0	1	2	3	
• Number of change of address notifications accepted via website	0	0.1	0.2	0.5	1	
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>						
• Number of e-enabled payment transactions accepted by telephone	16	20	20	20	20	Payments are accepted via an Automated Telephone Payments (ATP) system, which is well used. A desktop extension of the ATP is used to take payments at the Contact Centre and approximately 30% of the transactions in this category are received in this way. Electronic payments overall are expected to increase but probably favouring web payments with use of the ATP remaining stable. Change of address notifications by telephone are processed in the Contact Centre where possible and approximately 40% of the transactions are processed in this way. The ones that require more complex processing or calculations are passed to the back office.
• Number of change of address notifications accepted via telephone	5	7	7	8	8	
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line)</i>						

<i>there and then, including interactions at reception desks, One Stop Shops & home visits)</i>						
• Number of e-enabled payment transactions accepted via personal contact	0	0	0	0	0	e-Payments received and processed by reception and cashiers at Cambourne HQ and Cambridge office using the ATP extension so these transactions are included with the Telephone payments.
• Number of change of address notifications accepted via personal contact	0	0	0	0	0	
Other Electronic Media <i>(e.g. BACS, text messaging)</i>						
• Number of e-enabled payment transactions accepted via BACS or other electronic form	400	400	400	400	400	The popularity of this method of payment is because annual charges divided into monthly payments favours direct debit and bank transactions.
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0	
Non Electronic <i>(e.g cash office, post)</i>						
• Number of payments accepted by cheque or other non-electronic form	74	60	58	56	54	The take up of web based payments and change of address notifications is likely to reduce the number of non-electronic payments and notifications.
• Number of change of address notifications accepted via non-electronic form	5	5	5	4	4	

Section 5 - Local e-Government Implementation Expenditure

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

Programme Resources	Actual (£'000s)	Forecast (£'000s)				Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
• IEG capital grant	400	350	150			
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	20	20	0	0	0	SCDC share of County LGOL funding for contributing to the portal metadata standards and applying them to the SCDC website.
• financial contribution from public-private partnerships	0	0	0	0	0	
• resources being applied from internal revenue and capital budgets to implement e-government	3169	1694	1490	1038	1009	
• other resources (e.g. training) (please specify)	102	100	98	0	0	EEDA grant to facilitate introduction of broadband access across the District. Total grant offered is 300K, consisting of 255K capital and 45K revenue. Expenditure to date 57K capital 44K revenue.
• ODPM e-Innovations Fund capital grant	0	0	0	0	0	
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	144	0	0	0	0	Funding from Department for Works and Pensions to support the implementation of DIP in Benefits. 60% has been received, with the remainder due in 2004/05. A bid for special grant funding for Planning related ICT projects may also be submitted, if appropriate, when more details are available.
TOTAL	3835	2164	1738	1038	1009	

Section 6 - Local e-Government Programme Efficiency Gains

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

Efficiency Gains	Actual	Forecast (£'000s)				Comment
		01/02 to 03/04	04/05	05/06	06/07	
a) Cash Releasing Efficiency Gains						
e-Procurement, of which:						
• achieved through reductions in prices		0	0	0	0	e-Procurement is not yet implemented. Scheduled for 2005.
• other gains from e-procurement		0	0	0	0	
Corporate support (back office), of which:						
• e-recruitment		0	0	0	0	e-Recruitment is not yet implemented
• e-payments		0	0	0	0	e-Payments are not yet implemented. Scheduled for 2005.
• Other corporate support gains		0	0	0	0	In the medium to long term the implementation of e-Government is expected to be cost neutral overall as some cost savings are anticipated to offset implementation costs. As the dynamics of the new procedures are understood processes can be revised to make service provision more efficient. In the short to medium term, the primary objective is to provide an improved service across a wider range of access channels. There are no efficiency gains which lead to cost benefits in the process at present.
Transactional services		0	0	0	0	
Productive time		0	0	0	0	With limited resources available, any release of staff from a specific area or from routine work means that they are available to fill gaps in the service provision, to give more attention to those who need it most and allocate time to considering service improvements.
Sub total (a) cash releasing efficiency gains	0	0	0	0	0	
b) Non Cash Releasing Efficiency Gains						
non-cash benefits (1) please specify		0	0	0	0	Implementation of the Contact Centre has a significant impact on service delivery and is providing benefits in service improvements. It allows the

						agents to deal with the routine calls and process them quickly to improve customer satisfaction. This releases back office staff to deal with the issues which are more complex or require more time devoted to them. New telephony facilities allow abandoned or lost calls to be identified. Sharing the Contact Centre between the County and Districts also allows a more comprehensive service to be provided to the customer at a single point of contact. The use of a CRM at the Contact Centre allows a customer contact database to be built up over a period and customer profiles created so that appropriate services can be offered. In the longer term there may be a reduction in the use of the Contact Centre if there is more take up of the web services which are being implemented. However, it is not possible to quantify this at present and more time will be required to identify trends. Previous consultation with residents throughout the County indicates that the preferred method of contact is by telephone so use of the Contact Centre may continue at existing levels. The flexibility offered by the Contact Centre makes it easier to re-deploy resources if necessary.
non-cash benefits (2) please specify		0	0	0	0	Making information available electronically means that it can be shared more easily and maintained more effectively. This also contributes to providing a more wide ranging service from any contact point, with a higher possibility of meeting the customer needs at the first point of contact. Mobile working also becomes possible so services can be taken out to the customer rather than the customer having to come to the service. Providing services through a variety of access channels means that the customer can access them at the time which is most convenient and is no longer limited to normal office hours, which improves customer satisfaction.
Sub total (b) non cash releasing efficiency gains)	0	0	0	0	0	
TOTAL EFFICIENCY GAINS - GROSS	0	0	0	0	0	
LESS e-government implementation expenditure	3835	2164	1738	1038	1009	
TOTAL EFFICIENCY GAINS - NET	-3835	-2164	-1738	-1038	-1009	