IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 (IEG5)

"Meeting the targets for e-government"

Name of Authority: East Cambridgeshire District Council

IEG Contact Name: Andrew Killington

Email: andrew.killington@eastcambs.gov.uk

Telephone No: 01353 616303

Submitted date: 16/12/2005

Local Context

EAST CAMRIDGESHIRE DISTRICT COUNCIL.

East Cambridgeshire District Council (ECDC) serves a population of approximately 75,000 and covers an area of around 65,500 hectares. The widespread nature of the district makes the provision of electronically enabled services an essential requirement. Many citizens live and work a considerable distance from the Council office, particularly those in the south of the District. A Comprehensive Performance Assessment (CPA) in July 2004 rated East Cambridgeshire as a "good" authority and the council's e-government programme will make a significant contribution to its breakthrough to Excellence.

The Council has agreed the following corporate objectives:

- **As one of the fastest growing districts in the Country, our ambition is to actively manage sustainable growth that will benefit the whole community for the next 10 years.**

- **To provide high quality services that protect, enhance and develop the quality of life through the effective and efficient use of resources for everyone in East Cambridgeshire.**

- **To work with the Local Strategic Partnership to implement the Community Strategy and foster a united, participating and informed community.**

In support of these objectives, the ICT Service Plan identifies the Service Purpose - "*to transform and improve service delivery within the organisation and to the wider community and beyond".* The key drivers of our e-government programme are:

 ü Improvements in levels of customer service

 ü Efficiency through streamlined processes and better use of information

 ü Increased accessibility to Council services

 ü Effective and joined up working with our strategic partners

Our extensive e-government programme has so far achieved:

A number of partnership objectives with the County and District councils and other agencies which has delivered:

- The Cambridgeshire Community Network (CCN) a PFI Partnership with local private and public organisations that has provided high quality broadband access to over 400 locations across the county. These connections include schools, libraries, learning centres, post offices and pubs, opening up lifelong learning initiatives and making a

significant contribution to improving access to our services throughout the county.**This project was awarded Beacon status for promoting social inclusion through the use of technology**.

- A Cambridgeshire portal (**www.cambridgehire.net**) a county – wide portal which provides a single point of access to the services offered by the County and District Councils and other Public Sector organisations (including the police and the NHS)

- The introduction of Personal Identification Cards to enable customers to pay for council services through shops and post offices at a time and location which suits them. Initially the primary function of cards will be related to authentication and payment of council tax but the intention is to extend the capability to a full smart card service which can be used to purchase any council service, including those of other authorities and partners such as non council run Leisure Centres and local park and ride schemes.

- East Cambridgeshire on line (ECOL) which provides on line learning opportunities, community access and skills development throughout the District.The ECOL project is specifically aimed at addressing social exclusion in a rural context, in particularly thinly dispersed pockets of socially excluded citizens living in otherwise affluent villages, as well as more concentrated pockets. 30 public community ICT "Access Points" have been established in villages throughout the district, located in pubs, village halls, sheltered housing schemes and other community locations. They are all connected to the Internet through the CCN and offer learning services with outreach tutors for the Cambridgeshire Library Service available.The provision of these rural access points ensures non-PC owners can also access these services, thus minimising the "digital divide" across the district. Almost 2000 citizens have registered to take part in the scheme, and the Council was awarded Beacon Status for " Social Inclusion through ICT". A future phase of the current CRM project will be to enable the Access Points to to provide a true on stop shop experience for the customer.

- East Cambridgeshire was one of several districts in the region to have been awarded funding by the Big Lottery Fund, formerly known as the New Opportunities Fund (NOF), to help improve the health of residents. The initiative rolls across the district through a number of local organisations, all working under the project name "Healthy Living - East Cambridgeshire" (**www.hlec.org**). Seventeen projects, five main theme groups in partnership with the Primary Care Trust that address a range of needs within the local community. A mobile information service managed by ECDC staff is now up and running. This project provides a mobile information and advice service to remote areas of the district through a community bus. In addition to one to one help the bus also offer people the opportunity to find out health and social information via the internet.

·The foundations upon which future delivery of e-services can be based:
- The development of the Council's own Internet Website (including a life events section) which maintained it's C+ status in the latest SOCITM Better Connected survey conducted in December 2004, SOCITM made specific reference to it's improved search engine and A - Z facilities. Although not yet fully transactional it has electronically enabled a number of customer interactions with the council, for example: Application for services, making a payment on line, seeking views and preferences of citizens via surveys and consultations, the completion and submission

of a job application and the ability to submit, view and comment on planning applications. Information about County district and parish council services and contacts is incorporated, with links to relevant web sites.The content management system has enabled the devolvement of web content creation and management to staff within each of the council's services. The Council is now in the process of implementing the Tagish e-forms package to further improve customer -access and choice to services and back office integration.

- Access to broadband Internet services is regarded as a key priority for all living and working in the East Cambridgeshire District. It forms an integral part of our e-government strategy, ensuring the increasing number of e-services provided by ECDC can be effectively and efficiently accessed by the community. Efforts to address previous market failure relating to ADSL broadband services have been successful following the award of EEDA grant to ECDC.There were eight exchanges in the district that were not enabled by BT, which have now been enabled for ASDL2 by Trilogy telecom. 99% of all homes and businesses in the district are now able to access ADSL services.

- The creation of Local Land & Property Gazetteer, a **single** up to date and maintained address database using the British standard BS7666 to record address information and incorporating a Unique Property reference Number (UPRN) for each property. This allows a cross reference to different council systems for example council tax and electoral roll which inevitably improves response times to public requests for property information

- Removal of stand-alone service specific computer programmes and the implementation of corporate systems that offer data sharing capabilities and commensurate efficiencies.

- The provision of Public Access to the Planning system on line – Following a major data capture exercise the public can now view current and historic (post1972) planning data, both textually and spatially via links to the corporate GIS, and comment on planning applications on line. Additionally, the council is signed up to the Advanced Level with the Planning Portal, which allows the public to view East Cambridgeshire's Local development Plan, and provides the ability to receive applications and payments on line. A connector to provide integration between the Planning Portal and the Council's planning system has also been installed enabling the council to move to the integrated level (to receive applications directly on to it's planning system) . The enablement so far has met 15 of the 21 Pendleton survey criteria.

- Replacement Cash Receipting System, allowing the public to make payments on line or over the telephone whilst conversing with a member of staff or via voice recognition software.

- The replacement of the Financial Management System. The implementation is now in it's second phase and the progress the council has made so far includes the ability to pay creditors via Bacs, the ability to receive, store and send invoices electronically and internally allow requisitions and authorisation of invoices to made electronically via a

web browser. Phase 3 of the project will give budget holders direct access to their budgets along with basic set of reporting tools. Phase 4, which will involve our county and regional partners, will deliver e-procurement.

- Members IT – To enable Council members to engage and interact more effectively with the public, council staff and other council members we have increased the ICT capability of the councils members. Following a successful pilot scheme ICT equipment and broadband access has been installed in the homes of councillors. An extensive ICT training programme has accompanied this project.

- ECDC uses mapping software to analyse patterns of crime across the district, and works with partner organisations to determine appropriate actions to improve the safety of citizens. Addressing Antisocial behaviour is a key priority for East Cambridgeshire Community Partnership. Council department's exchange information with the police and other partner organisations using the Criminal Justice IT secure email system.

2005 and beyond:
- The major area of activity this year will be the implementation of Customer Relationship Management (CRM) facilities. The principal drivers for CRM are improving customer service, enabling longer-term efficiencies and increasing back office capacity. It is now the major component of the council's e- government programme. The enablement of CRM will improve the customers experience by presenting its services in a cohesive portfolio, with services provided by partner agencies seamlessly integrated. Delivering as many services as possible via single contact (face to face, by telephone or electronically), and providing a consistent quality response irrespective of the access channel and to enable the council to offer a proactive intelligent, efficient service.

- The council has evaluated three options, which included an in-house solution; a service provided by Cambridgeshire Direct using the Cambridgeshire Community Network to connect to back office systems, a service operated by an external provider or a combination of those. The preferred solution is an in house solution with an initial wide and shallow implementation which will accommodate a phased manageable approach, to provide consistency of customer care throughout the council and inline with the Gershon Report provide a cost effective service delivery implementation.

- As well as the procurement and implementation of a CRM solution that is fully integrated with back office systems the CRM project includes the delivery and integration of a corporate Electronic Document Management and Workflow Solution to map all business processes and assist Customer Services in achieving the longer-term target of resolving 80% of enquiries at the first point of contact. It will also extend the current payment facility to allow payments to be made for services for which there is no invoice together with the acquisition of an e-forms package providing a further move towards fully transactional status.

- Remote access – via a secure VPN Connection. This technology will provide support for flexible working and "green" initiatives such as home working and the use of mobile devices "in the field".This will eliminate duplication and immediately increase efficiency, Additionally it will give council members increased access to information, through electronic storage, retrieval and reporting systems. Sharing of information with other Council members will also be easier.

1. Continued development of the website to achieve the councils desire to have a fully transactional website by April 2006. Priority will be given to the functionality required to deliver the CRM project, the atainment of AAA accessibility standard and compliance with IPSV.

1. The Council is keen to engage with Government Connect and has signed up as a "Government Connect member". Government Connect should provide both improvements in customer service and efficiency gains.

All projects are managed in accordance with PRINCE2 methodology with effective change management processes. The e-government programme is agreed by Council Members. Management Team acts as the project sponsor for all major projects.ECDC has entered into a formal partnership agreement with SOCITM to augment project management capacity.

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

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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.	Green 01/12/2005	Green 01/12/2005	Green 01/12/2005
	Comment: This is a Cambridgeshire County Council function. Deep links from ECDC web site (A-Z) to the relevent pages are established.		
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 01/12/2005	Green 01/12/2005	Green 01/12/2005
	Comment: This is a Cambridgeshire County Council function. Deep links from the ECDC web site (A-Z) to relevent pages are established.		
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 01/12/2005	Green 01/12/2005	Green 01/12/2005
	Comment: This is a Cambridgeshire County Council function. Deep Links form the ECDC web site (A-Z) to relevent pages are established		
If already 'green' on R1, R2 & G1 above please comment on **E1** Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.	**Comment:** This is a Cambridgeshire Councty Council Function.		
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 30/11/2005	Green 30/11/2005	Green 30/11/2005
	Comment: The website was relaunched in December 04 with a new A - Z and improved search mechanisms. It is fully IPSV compliant and is now committed to acheiving fully transactional status by April 2006		
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.	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	Comment: ECDC is using the Criminal Justice secure email system to commmunicate and exchange informaiton with crime reduction partners and the police.		
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Amber 01/09/2004	Amber 01/09/2004	Green 31/03/2006
	Comment: Mechanisms exist to enable local organisations, community groups and clubs to create and maintain their own information online. This but will be rolled out as part of the on-going programme of improvements.		
If already 'green' on R3, R4 & G2 above please comment on **E2** Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. Otherwise you may leave this row blank.	**Comment:** All Baseline and targets for customer satisfaction and efficiency savings willl be set as part of the CRM Implementation		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 01/09/2001	Green 01/09/2001	Green 01/09/2001
	Comment: Public access is available to all un-restricted reports, agendas and minutes as well as a diary of future meetings. In addition, free text search facilities allow documents relevant to specific topics to be identified.		
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 30/09/2005	Green 30/09/2005	Green 30/09/2005
	Comment: Standard information is currently maintained for each Councillor. Mechanisms exist to enable Councillors to create and maintain their own public web pages, or to have them maintained by Council officers. The business processes necesssary to support the implementation of this project has been formulated.		
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003
	Comment: Seeking the views and preferences of citizens is a regular feature of the Council's website.		
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Amber 01/06/2005	Amber 01/06/2005	Amber 01/06/2005
	Comment: This is under investigation and a business plan is currently being developed. The availability of broadband services across the district means that most citizens and organisations would be able to access material published in this way. Anticipated completion date is 31/03/2007		
If already 'green' on R5, R6, G3 & G4 above please comment on **E3** Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. Otherwise you may leave this row blank.	**Comment:** The council is committed to agreeing base line and targets for - e -participation, including targets for citizen satisfaction. These will be agreed once the CRM soluton have been fully implemented.		
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 01/09/2003	Amber 01/09/2003	Amber 01/09/2003
	Comment: E forms can be completed and submitted on line to enable reporting or applications. The CRM project will deliver tracking capabilities and on line procurement of goods and services. We anticpate this additonal functionality will be available by 31/07/2006		
R8 Online receipt and processing of planning and building control applications.	Green 30/06/2005	Green 30/06/2005	Green 30/06/2005
	Comment: The Council makes use of the Planning Portal to support the submission and processing of planning and building control applications. Submit a plan is being introduced to deal with Building Control Applications.		
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	Comment: Public access to the GIS for map-based data representation of property-related information is currently available for Planning information. The facility will be expanded to other information types as the supporting systems (including CRM and CAPS modules) are developed and implemented.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Amber 01/01/2005	Green 31/12/2005	Green 31/12/2005
	Comment: This is a County Council function. Deep Links from website are provided to the relevant County Council page. We also provide a link to www.tradingstandards.gov.uk.		
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: The Council is committed to the use of the CAPS system for relevant property-based information systems. Planning and IIcensing modules are already implemented and enable integration of these functions. Mapping facilities are used to analyse patterns of crime.		
If already 'green' on R7, R8, G5, G6 & G7 above please comment on **E4** Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	**Comment:** All Baseline and targets for customer satisfaction and efficiency savings willl be set as part of the CRM Implementation		
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: A new Agresso Fininacial Management Solution delivers this functionality throughout the council		
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).	Amber 01/03/2005	Amber 01/03/2005	Amber 01/03/2005
	Comment: This will be implemented as part of the CRM development. See R27.Anticipated target date for completion 31/07/2006		
G9 Regional co-operation on e-procurement between local councils.	Green 01/04/2003	Green 01/04/2003	Green 01/04/2003
	Comment: The Council is a mamber of the Regional Procurement Forum and is represented at Board level on the Centre of Procurement Excellence (Eastern Region)		
If already 'green' on R9, G8 & G9 above please comment on **E5** Access to virtual e-procurement 'marketplace';	**Comment:** This has been set as key objective of our best value review		
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;	**Comment:** THis has been set as a key objective of our best value review		
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	**Comment:** See section 6 for agreed targets for efficiency savings. The ECDC target for % of undisputed invoices paid in 30 days is 100%		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003
	Comment: Online payment facilities are currently available for Council Tax, Business Rates and Invoices. The payments system has recently been enhanced to allow other types of payment to be enabled. Trust and confidence features exist and the on line payments system is supported by 128 bit SSL security.		
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Amber 01/09/2005	Amber 01/09/2005	Amber 01/09/2005
	Comment: These facilities will follow the introduction of the CRM capability - see R27. Anticpated completion date for this additional functionality is 31/07/2006		
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green 31/03/2002	Green 31/03/2002	Green 31/03/2002
	Comment: Collection rates have improved over the last two years. The main efficiency savings have already been achieved by the introduction and take-up of direct debit facilities.		
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/04/2005	Amber 01/04/2005	Amber 01/04/2005
	Comment: This facility will be introduced during the first half of 2006. This will also enable updated accounts to be transmitted by e-mail. Major renogotiation of service has stalled the implemementation. Anticipated completion of this additional functionality is 30/06/2006.		
If already 'green' on R10, R11, G10 & G11 above please comment on E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	**Comment:** A service improvement bid for additonal funding to deliver this capability will be submitted when the CRM project has been completed		
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	**Comment:** ECDC is currently implementing a new personal Identification card system to enable customers to pay for council services through shops and post offices at a time and location which suits them. Initially the primary function of cards will be related to authentication and payment of council tax but the intention is to extend the capability to a full smart card service which can be used to purchase any council service, including those of other authorities and partners such as non council run Leisure Centres and local park and ride schemes. The cards are to be sent out to council tax payers on 27th January 2006 and can be used immediately.		
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	**Comment:** All Baseline and targets for customer satisfaction and efficiency savings willl be set as part of the CRM Implementation. Already we have been able to save one full time equivalent post as the result of paperless ordering, invoicing and payment.		
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 08/12/2004	Green 08/12/2004	Green 08/12/2004
	Comment: The Library service is provided by Cambridgeshire County Council. A link is provided from the ECDC A-Z to the County Council web page.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 01/04/2004	Amber 01/04/2004	Green 31/03/2006
	Comment: A wide range of leisure and recreational opportunities are brought to residents and visitors in the East Cambridgeshire area by eight independent Sports Trusts collectively known as SportsDec. SportsDec have created their own website, which contains comprehensive information about sports centres and clubs. The Council website provides links to the SportsDec website which does not currently offer this service and although the council will continue to encourage the development and provide ongoing support for this additional facility, the realtionship does not allow enforcement. However, Leisure Connection to whom we have contracted the management of our swimming pool is in the process of installing an online electronic booking system.			
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 01/04/2004	Amber 01/04/2004	Green 31/03/2006
	Comment: CRM will deliver, see also E9 & R13 above			
If already 'green' on R12, R13 & G12 above please comment on **E11** Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	**Comment:** Targets will be set once Personal Identification cards is extended beyond Council tax payments			
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 31/12/2004	Green 31/12/2004	Green 31/12/2004
	Comment: Cambridgeshire County Council is responsible for services relating to roads and transport deep links are provided from the ECDC website to the relevant page on the County website. Additionally we provide a link to transportdirect.info which provides interactive journey planning form our homepage.			
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 31/12/2004	Green 31/12/2004	Green 31/12/2004
	Comment: The web site is used regularly for public consultation and outcomes on a range of subjects.			
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 30/09/2005	Green 30/09/2005	Green 30/09/2005
	Comment: Enhancement to the councils current e-form capability is part of the CRM project. The penalty charge appeal forms will be included.			
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: This is not a District Council service. Deep links are provided to the relevent County Council pages.			
If already 'green' on R14, R15, G13 & G14 above please comment on **E12** Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	**Comment:** All Baseline and targets for customer satisfaction and efficiency savings willl be set as part of the CRM Implementation			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	Comment: Capita Benefits staff working on-site at The Grange are able to interact with other Council systems and thereby provide a partial "one stop" solution. Comprehensive facilities will be developed as part of the introduction of CRM facilities - see R27.		
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.	Amber 01/04/2003	Amber 01/04/2003	Amber 01/04/2003
	Comment: Major renogotiation of our revenues and Benefits service has just taken place. This functionality will be provided as part of the new agreement. Anticipated completion date for this additional service is 30/06/2006.		
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 01/09/2005	Amber 01/09/2005	Amber 01/09/2005
	Comment: Benefits officers visit citizens in their homes to assist in the completion of claims. They do not currently have facilities to process information directly from citizens' homes. Best Value Improvement Plan commits the Council to developing mobile services of this nature, but development has not yet been scheduled.		
If already 'green' on R16, R17 & G15 above please comment on **E13** Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	**Comment:** Agreed target date - 8 days		
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. Otherwise you may leave these rows blank.	**Comment:**		
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 31/12/2003	Green 31/12/2003	Green 31/12/2003
	Comment: The corporate website has links to the County Council and other organisations providing care services. The "Healthy Living - East Cambridgeshire" (HLEC) initiative was launched in 2002. This was enabled by the New Opportunities Fund, and the major partners are ECDC and the locsl Primary Care Trust. Local charities, voluntary and public organisations and local businesses are involved in the project.		
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.	Amber 01/04/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Care services are provided by Cambridgeshire County Council. Deep links to the relevant County Council pages are provided.		
G16 Systems to support joined-up working on children at risk across multiple agencies.	Amber 01/09/2005	Amber 01/09/2005	Green 31/03/2006
	Comment: Cambridgeshire County Council is taking the lead in this area. Children's services are being re-engineered.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red 01/09/2004	Red 01/09/2004	Green 31/03/2006
	Comment: ECDC works closely with Social Services in assessing the needs of vulnerable people. The County Council is undertaking pioneering work in mobile assessment and is leading the Nomad national project.		
If already 'green' on R18, R19, G16 & G17 above please comment on **E15** Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57). Otherwise you may leave this row blank.	**Comment:**		
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 31/03/2002	Green 31/03/2002	Green 31/03/2002
	Comment:		
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber 01/09/2004	Amber 01/09/2004	Green 31/03/2006
	Comment: The network structure has been enhanced to support remote access. Policies are being formulated and agreed.		
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.	Amber 01/01/2005	Amber 01/01/2005	Green 31/03/2006
	Comment: A rollout plan is being formulated to support R21		
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 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: Following a successful ECDL pilot scheme, the Management Team recognised ECDL as the Council's basic ICT qualification. Opportunities for undertaking ECDL training are being rolled out across the Council.		
If already 'green' on R20, R21, R22 & G18 above please comment on **E16** Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working. Otherwise you may leave this row blank.	**Comment:**		
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).	Amber 01/04/2002	Green 31/12/2005	Green 31/12/2005
	Comment: Website facilities are being continually developed (including an e-forms package) to acheive the council desire to have a fully transactional website by April 2006 .		
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 01/09/2004	Green 01/09/2004	Green 01/09/2004
	Comment: CMS is in place, and has recently been upgraded, increasing the capability of content creation and mangement within service areas.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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 01/04/2005	Amber 01/04/2005	Green 31/03/2006
	Comment: This is part if the major project to implement CRM and associated facilities. The project will include a comprehnesive review of records management procedures and systems. See R27		
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Green 31/12/2004	Green 31/12/2004	Green 31/12/2004
	Comment: The re-developed website was launched in December 2004 and comforms to level AA. The Council is committed to achieving level AAA by March 2006.		
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	Comment:		
If already 'green' on R23, R24, G19, G20 & G21 above please comment on **E17** Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. Otherwise you may leave this row blank.	**Comment:** All Baseline and targets for customer satisfaction and efficiency savings willl be set as part of the CRM Implementation		
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Amber 01/01/2005	Green 31/12/2005	Green 31/12/2005
	Comment: Enhanced solution to be implemented by 31/08/2005		
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.	Green 01/04/2003	Green 01/04/2003	Green 01/04/2003
	Comment: Access to the corporate website is routinely monitored, and statistices are available.		
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 01/06/2005	Amber 01/06/2005	Amber 01/06/2005
	Comment: The introduction of CRM facilities will enable an improved level of monitoring. This will allow accurate measurement of take-up, and facilitate the setting of realistic and challenging targets. We antcipate targets will be in place by 31/07/2006		
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 30/09/2003	Green 30/09/2003	Green 30/09/2003
	Comment: The council's website is developed in line with the Laws guidelines and Better Cconnected		
If already 'green' on R25, R26, G22 & G23 above please comment on **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. Otherwise you may leave this row blank.	**Comment:** All Baseline and targets for customer satisfaction and efficiency savings willl be set as part of the CRM Implementation		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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 01/04/2005	Amber 01/04/2005	Amber 01/04/2005
	Comment: The Council is currently procuring a CRM system. The development will involve the use of Workflow to streamline and integrate back office procedures, and will also incorporate electronic document records management, enhancements to our current on line payments facility and the processing of e-forms. Anticipated completion date for this phase of implementation of the CRM project is 31/07/2007		
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber 01/09/2004	Amber 01/09/2004	Amber 01/09/2004
	Comment: Work is in progress to achieve this. Full implementation will be achieved as part of the CRM-related development. Anticipated completion date for this phase of implementation of the CRM project is 31/07/2007		
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Amber 01/09/2004	Green 31/12/2005	Green 31/12/2005
	Comment: E-mails submitted via the website currently receive an immediate automatic reply. Full management of e-mail enquiries will be achieved as part of the CRM-related development.		
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 01/04/2005	Amber 01/04/2005	Amber 01/04/2005
	Comment: See R27. Anticipated completion date for this phase of implementation of the CRM project is 31/07/2007		
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Amber 01/04/2005	Amber 01/04/2005	Amber 01/04/2005
	Comment: This will be follow from the implementation of a CRM solution - see R27 Anticipated completion date for this phase of implementation of the CRM project is 31/07/2007		
If already 'green' on R27, R28, R29, G24 & G25 above please comment on **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. Otherwise you may leave this row blank.	**Comment:** All Baseline and targets for customer satisfaction and efficiency savings willl be set as part of the CRM Implementation		

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	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
● 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 01/04/2001	Green 01/04/2001	Green 01/04/2001
	Comment: Member e-champion is Councillor Colin McLean. Officer e-champion is Andrew Killington, Executive Director of Human Resources and Information Technology.		
ii) e-government programme manager	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	Comment: Annette Wade, Principal IT Officer (E-Government and ICT Support Officer)		
iii) customer services management	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
	Comment: Andrew Killington, Executive Director of Human Resources and Information Technology.		
● 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 (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1)	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: Workforce development plan is now inplace. Development of competencies including Managemnt Team pilot in plan.		
● Establishment of an e-delivery programme board	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	Comment: The Council's management Team acts as the e-delivery programme board.		
● Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003
	Comment: The Council has a strategic partnership with SOCITM to project manage the council's e delivery programme. The projects are managed in accordance with PRINCE2 methodology.		

16

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
● Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures	Green 30/06/2005	Green 30/06/2005	Green 30/06/2005
	Comment: The District Auditor has also carried out an audit of risk for ICT, and the Council also engaged SOCITM to carry out a further security risk assessment. The findings have been addressed and now feature as an improvement item in the ICT Service Plan. Recommendations being implemented include BS7799 compliance and consideration of corporate accreditation. The Management Team spent a full day during December 2004 discussing corporate risk management, including e-government implications. Risk management now forms an integral part of the coproate and departmental service plannuing process		
● Use of customer consultation/research to inform development of corporate e-government strategy	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment:ECDC has reviewed its processes for consulting local people. The Council entered into a Joint Consultation Contract in October 2002. This is a partnership of district councils, the County Council, Police and Primary Care Trusts. E-government issues are included as part of the core survey with reference to issues such as the level of IT access and the rate of take-up of electronic services.		
● Establishment of policy for addressing social inclusion within corporate e-government strategy	Green 01/06/2005	Green 01/06/2005	Green 01/06/2005
	Comment: No separate policy document has been developed. Social Inclusion is however a major element in all ECDC policies. The East Cambs On-Line service has been well received and resulted in the Council being awarded Beacon Status. The roll-out of broadband across the community has been completed, and this will further enable the development of facilities to address social inclusion		
● Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialexclusion.gov.uk/page.asp?id=583)	Amber 01/11/2005	Amber 01/11/2005	Amber 01/11/2005
	Comment: We have received a demonstration of the Citizen Link project from the East Riding of Yorkshire Council, we are currently evaluating this approach to tackling rural social exclusion through ICT.		
● Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures	Green 01/01/2002	Green 01/01/2002	Green 01/01/2002
	Comment: Eleanor Hoggart (Executive Director, Legal and Democratic services) leads on information legislation.		
● 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/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer	Green 31/10/2005	Green 31/10/2005	Green 31/10/2005
	Comment: This will be considered as part of the final phase of Freedom of Information Act implementation.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
● Establishment of partnerships for the joint (aggregated) procurement of broadband services	Green 31/12/2004	Green 31/12/2004	Green 31/12/2004
	Comment:ECDC is working in partnership with Cambridgeshire CC and other districts to develop the PFI-funded Cambridgeshire Community Network (CCN). This has provided the bandwidth necessary to deliver e-enabled and joined-up services effectively. The Council's five main sites are connected. The Council is working with Trilogy Communications under an EEDA funded initiative to bring broadband capability to exchange areas not already enabled by BT. This is making broadband facilities available to the community and businesses across the district.		
● Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal)	Amber 01/12/2004	Green 31/12/2005	Green 31/12/2005
	Comment:CAB's currently facilitate access to Council services via the Internet from their offices. A current project involves the CAB and other agencies in an Out-Reach Benefits Take Up Campaign that will take electronic services to individuals in isolated rural areas. It is likely that the Community Access Points will provide a means of providing IT facilities with mediated assistance. In addition to accessing Council services, specific projects include health information, Community archive, Young People's projects,Social and Community Information, Language skills and ICT skills. Cambridgeshire Distrcit is now working with the CAB to establish joined up working through the contact centre.		
● Compliance with BS 7799 on information security management	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment:ECDC is committed to complying with BS 7799. The Council has completed a series of security penetration tests and corrective work is in hand to enhance systems and procedures where necessary.		
● Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	Comment:A Benefits Realisation Plan is currently being developed and will be implemented implemented during 2006.		
● Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgsl/lgsl.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc)	Amber 01/04/2005	Amber 01/04/2005	Amber 01/04/2005
	Comment: Work is planned for 2006/07		
● Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal)	Amber 01/04/2005	Amber 01/04/2005	Amber 01/04/2005
	Comment: Work is planned for 2006/07		
● 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) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/)	Amber 01/06/2004	Amber 01/06/2004	Green 31/03/2006
	Comment: Payments made via the Internet are handled by the Anite Paris facility which provides necessary assurances. Planning transactions use the Planning Portal. It is expected that the introduction of facilities such as e-billing or joint ventures with health services or police will be subjected to approval during development.		
● Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support:			

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account	Amber 01/06/2005	Amber 01/06/2005	Green 31/03/2006
	Comment: The council supports the aims and objectives of Governemnt Connect and have signed up as a member. We will commit to implementing when the necessary funds are in place and the business case has been proven and approved by members.		
ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect	Amber 01/06/2005	Amber 01/06/2005	Amber 01/06/2005
	Comment:see i above. Anticipated target date for completion is 31/03/2007		
iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/proje cts/mad/bereave.asp)	Amber 01/06/2005	Amber 01/06/2005	Amber 01/06/2005
	Comment:see i above. Anticipated target date for completion is 31/03/2007		
iv) citizen & business authentication for services for services categorised at security levels 0-3	Amber 01/06/2005	Amber 01/06/2005	Amber 01/06/2005
	Comment:see i above. Anticipated target date for completion is 31/03/2007		
v) registration & authentication of employees for internal and cross-agency services	Amber 01/06/2005	Amber 01/06/2005	Amber 01/06/2005
	Comment:see i above. Anticipated target date for completion is 31/03/2007		
vi) corporate approach to collection of e-payments	Amber 01/06/2005	Amber 01/06/2005	Amber 01/06/2005
	Comment:see i above. Anticipated target date for completion is 31/03/		
vii) cross agency secure transactions (Government to Government)	Amber 01/06/2005	Amber 01/06/2005	Amber 01/06/2005
	Comment:see i above. Anticipated target date for completion is 31/03/2007		
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Amber 01/06/2005	Amber 01/06/2005	Amber 01/06/2005
	Comment:see i above. Anticipated target date for completion is 31/03/2007		
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Amber 01/06/2005	Amber 01/06/2005	Amber 01/06/2005
	Comment:see i above		
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber 01/06/2005	Amber 01/06/2005	Amber 01/06/2005
	Comment:see i above. Anticipated target date for completion is 31/03/		
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber 01/06/2005	Amber 01/06/2005	Amber 01/06/2005
	Comment:see i above. Anticipated target date for completion is 31/03/		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
● Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Amber 01/06/2005	Amber 01/06/2005	Amber 01/06/2005
	Comment: The Council recognises the potential benefits the Government Gateway may provide, particularly with regard to it becoming a cost effective route to enabling secure transactions with single log-in.		
● Enable Directgov (see www.direct.gov.uk) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see http://www.localegov.gov.uk/localdirectgov/ieg5)	Amber 01/11/2005	Amber 01/11/2005	Green 31/03/2006
	Comment: Fully committed to and have fully co-operated with the Data Collections for Local Directgov Programme.		
● Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green 08/12/2004	Green 08/12/2004	Green 08/12/2004
	Comment:A link to Directgov is included on the Home page of the Council's recently re-designed website. A link is also provided from the Cambridgeshire Portal site (www.cambridgeshire.net)		
● Introduction of Digital Interactive TV services (see http://www.digitv.org.uk)	Amber 01/12/2005	Amber 01/12/2005	Amber 01/12/2005
	Comment:see i above. Completion date not yet known		
● Establishment of dedicated telephone contact centre(s) services	Amber 01/04/2005	Amber 01/04/2005	Amber 01/04/2005
	Comment:CRM project will deliver. nticipated target date for completion is 31/07/2006		
● Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm)	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment:ECDC has implemented procedures in accordance with the legislative timetable. A scheme has been approved and is published on the website, as will be a guidance note for the public on the FoI Act and our Document Retention policy, in January 2005.		
● Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	Comment: The Council undertook a comprehensive programme of address matching and data cleansing during 2002-2003, and has matched its key internal systems to the NLPG (Council Tax, NNDR, Planning, Environmental Health, and AddressPoint). Spatial extents for all BLPUs and Streets have been captured. The data has been loaded into UNI-form GMS and directly supports the internal services of Planning, Building Control, Land Charges and Environmental Health. A full re-supply of the LLPG data was made in March 2003. Following some rectification work, the data was re-submitted and validated in September 2003, and weekly electronic updates are now undertaken.		
● Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems	Amber 01/04/2005	Amber 01/04/2005	Amber 01/04/2005
	Comment:CRM project will deliver. Anticipated target date for completion is 31/03/2006		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
● Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk)	Amber 01/01/2002	Amber 01/01/2002	Green 31/03/2006
	Comment: The ESRI/CAPS Total Land Charges (TLC) product is operational across the Council, and the NLIS interface was implemented in 2004.Following the completion of a 12 month programme to computerise historical data records (back to 1974) in Planning and Local Land Charges the Council aims to move to NLIS Level 3 by 31/03/2006.		
● Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa)	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	Comment: Deep links will be provided to the Cambridgeshire County Council website when relevant information is made available. The Cambridgeshire Portal will also provide a one stop shop for such information.		

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 of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG4.5 % e-enabled position at 31 December 2005	Actual 01/02	Actual 02/03	Actual 03/04	Actual 04/05	Forecast 05/06
Providing information: ● Total types of interaction e-enabled ● % e-enabled	99 %	● 60 ● 24.39 %	● 114 ● 46.34 %	● 121 ● 49.19 %	● 201 ● 81.71 %	● 228 ● 92.68 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 8 ● 88.89 %	● 8 ● 88.89 %	● 8 ● 88.89 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 5 ● 29.41 %	● 9 ● 52.94 %	● 11 ● 64.71 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 0 ● 0.00 %	● 9 ● 47.37 %	● 9 ● 47.37 %	● 12 ● 63.16 %	● 19 ● 100.00 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	94 %	● 7 ● 21.21 %	● 9 ● 27.27 %	● 9 ● 27.27 %	● 29 ● 87.88 %	● 29 ● 87.88 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 8 ● 8.25 %	● 37 ● 38.14 %	● 38 ● 39.18 %	● 71 ● 73.20 %	● 76 ● 78.35 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	93 %	● 0 ● 0.00 %	● 1 ● 16.67 %	● 1 ● 16.67 %	● 3 ● 50.00 %	● 4 ● 66.67 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	95 %	● 0 ● 0.00 %	● 4 ● 11.76 %	● 4 ● 11.76 %	● 5 ● 14.71 %	● 5 ● 14.71 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 4 ● 8.33 %	● 9 ● 18.75 %	● 9 ● 18.75 %	● 37 ● 77.08 %	● 46 ● 95.83 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	95 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %
Total: ● **Total types of interaction e-enabled** ● **% e-enabled**	98 %	● **79** ● **15.46 %**	● **183** ● **35.81 %**	● **204** ● **39.92 %**	● **375** ● **73.39 %**	● **426** ● **83.37 %**

Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, 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. Planning authorities should also complete the Local Service Website line for planning applications. 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. Click on the light bulb icons for industry definitions of page impressions and unique users.

	Actual		Forecast		
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
● Page impressions (annual)	371,606	658,067	1,376,479	15,000,000	15,100,000
● Unique users, i.e. separate individuals visiting website (annual)	51,080	85,512	88,000	90,000	92,000
● Number of e-enabled payment transactions accepted via website	500	2,000	5,000	8,000	12,000
● Number of change of address notifications accepted via website	0	0	500	700	1,000
● Number of planning applications accepted via website (including through the Planning Portal)	0	0	50	150	300
	Comment: On-line payments were introduced in 2004 for Council Tax, Business Rates and Invoices. The facility will be extended to cover all types of payment, and usage is expected to grow as the facility is publicised and becomes accepted by the community. Current systems do not provide a breakdown of amendment transactions. The total number of change of address notifications is therefore not known, but the volumes will be small. The figures given in this table reflect the likely change in channel take-up, based on an estimate of 3000 address changes per annum.				
Telephone *(i.e. 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	34,500	35,500	36,500	36,500	36,500
● Number of change of address notifications accepted via telephone	400	500	500	400	400
	Comment:				
Face To Face *(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)*					
● Number of e-enabled payment transactions accepted via personal contact	34,100	34,300	34,300	32,000	31,000
● Number of change of address notifications accepted via personal contact	1,600	1,500	1,300	1,200	1,000

	Actual		Forecast		
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
	Comment: It is expected that a proportion of citizens will continue to use face to face contact as their preferred method of dealing with the Council.				
Other Electronic Media *(e.g. BACS, text messaging)*					
● Number of e-enabled payment transactions accepted via BACS	179,000	185,000	189,000	193,000	197,000
● Number of e-enabled payment transactions accepted via text message or other electronic form	0	1,500	3,000	6,000	10,000
● Number of change of address notifications accepted via other electronic media	0	0	0	0	0
	Comment: BACS and Direct debit already account for a high proportion of payment transactions. About 170,000 of these payments are direct debits for payment of Council tax. The Council will continue to attempt to increase this take-up.				
Non Electronic *(e.g. cash office, post)*					
● Number of payments accepted by cheque or other non-electronic form	59,900	58,400	55,400	53,000	50,000
● Number of change of address notifications accepted via non-electronic form	1,000	1,000	700	700	600
	Comment: Non electronic transactions are expected to reduce as electronic delivery channels become available and accepted. It is expected, however, that a significant number of citizens will continue to prefer to use traditional methods of contact.				

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 yet 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 Resource	Backward Look (£)		Forward Look (£)		
	01/02 to 03/04	04/05	05/06	06/07	07/08
● IEG capital grant	400,000	350,000	150,000		
Comment:					
● ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
Comment:					
● your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	40,000	0	0	0	0
Comment:£40k LGOL funding for extension to Cambridgeshire Direct					
● financial contribution from public-private partnerships	0	0	0	0	0
Comment:					
● resources being applied from internal revenue and capital budgets to implement e-government	1,050,000	250,000	100,000	200,000	200,000
Comment:					
● other resources (e.g. training) (please specify)	38,000	20,000	25,000	25,000	25,000
Comment: Part of training budget allocated for ICT use eg. ECDL roll-out					
● ODPM e-Innovations Fund capital grant	0	0	0	0	0
Comment:					
● financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	900,000	75,000	138,000	25,000	25,000
Comment:ISB Funding bid for Cambridgeshire Direct (£450, 2001/2) ERDF funding for Smart Cards pilot (£300k, 2002 - 2006) EEDA funding to roll out broadband across community and businesses throughout the district (£300k, 2003/4)					
TOTAL	**2,428,000**	**695,000**	**413,000**	**250,000**	**250,000**

Section 6 - Local e-Government Programme Efficiency Gains

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
● e-recruitment	2,000	0	6,000	6,000	13,000	13,000	15,000	15,000
Comment:								
● e-payments	11,600	11,600	11,700	11,700	11,800	11,800	22,000	22,000
Comment:								
● corporate services efficiencies not covered above	0	0	0	0	0	0	0	0
Comment:								
e-Procurement, of which:								
● Service specific	0	0	0	0	0	0	0	0
Comment:								
● Cross-cutting e-procurement efficiencies not covered above	0	0	20,000	20,000	30,000	30,000	40,000	40,000
Comment:								
Productive time, of which:								
● Service specific	0	0	5,000	0	10,000	7,500	25,000	10,000
Comment:								

Efficiency Gains	Backward Look (£) 04/05		Forward Look (£) 05/06		06/07		07/08	
	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
● Cross-cutting productive time efficiencies not covered above	0	0	0	0	5,000	2,500	10,000	5,000
Comment:								
Transactions	0	0	5,000	0	15,000	10,000	30,000	15,000
Comment:								
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
Comment:								
TOTAL EFFICIENCY GAINS - GROSS	**13,600**	**11,600**	**47,700**	**37,700**	**84,800**	**74,800**	**142,000**	**107,000**
LESS e-government implementation expenditure	695,000		413,000		250,000		250,000	
Comment:								
TOTAL EFFICIENCY GAINS - NET	**-,681,400**		**-,365,300**		**-,165,200**		**-,108,000**	