CHELTENHAM
BOROUGH COUNCIL

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2004 (IEG4)

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

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Local Context

The local programme Our approach to electronic government is citizen focused. We believe in the principle of first time fix, namely that a high proportion of all enquiries should be solved at the first point of contact. The council has a comprehensive strategy for the improvement of the delivery of services through the application of electronic government and has made a significant financial commitment to this work. We have focused our work on the most popular access channels: telephone, face-to-face, and mail. Research by MORI has shown these channels will be the most popular for the foreseeable future. However, 66% of local people have internet access at home and good progress has been made in making the corporate website fully transactional. Our approach to electronic government is citizen focused. We believe in the principle of first time fix, namely that a high proportion of all enquiries should be solved at the first point of contact. The council has a comprehensive strategy for the improvement of the delivery of services through the application of electronic government and has made a significant financial commitment to this work. We have focused our work on the most popular access channels: telephone, face-to-face, and mail. Research by MORI has shown these channels will be the most popular for the foreseeable future. However, 66% of local people have internet access at home and good progress has been made in making the corporate website fully transactional.

The measurement of Cheltenham's BVPI 157 value is reflective of our progress, however the figures may seem distorted upon first glance. This is the first year that we have calculated our level of e-enablement using the esd-toolkit rather than our own internal method. As such, merging figures that have been calculated in different ways makes it more difficult to track our transistion.

Since the IEG3 statement last year the council has made significant progress with its e-government programme using PRINCE2 methodology. We are transforming the functionality of the council's principal customer access channels principally by delivering:

- improved telephony
- business process re-engineering
- contact management
- front-office back-office integration (with a corporate geographical information system, adoption of the e-GIF standard for interoperability and a local property gazetteer to the NLPG standard)
- document image processing
- workflow
- website development.

The council has opened a new reception at the municipal offices designed for the delivery of first time fix, and is currently working with preferred suppliers for CRM and telephony.

Gloucestershire Electronic Partnership In addition to the council's local programme and its work under the seven shared priorities for local government, we are working with the Gloucestershire local authorities on a range of projects including:

- development of Council Direct, the countywide online frequently asked questions facility
- coordinated deeplinking to services provided by the other councils
- development of the inter-council secure network
- electronic procurment and a co-ordinated approach to single business accounts
- rollout of abandoned vehicle and single person discount web services
- remote and mobile working
- online planning services, and
- smartcards.

Key agreed national/local priority areas Electronic government is facilitating and supporting the council's ambition to provide strong community leadership and to work with community partners and other agencies to improve the quality of life in the borough and deliver the key priority service areas. Electronic government is facilitating and supporting the council's ambition to provide strong community leadership and to work with community partners and other agencies to improve the quality of life in the borough and deliver the key priority service areas.

Raising standards across our schools The council is working with the education authority through the Local Strategic Partnership to develop education in the borough. The partnership now has its own website. Cheltenham's website already provides point of contact and guidance on education matters. The council's museum and art gallery was one of the cultural pilots on the government's new curriculum-on-line initiative to provide web-based resources for teachers. The council is working to develop additional educational resources on the art gallery and museum website. The council is also leading on the development of Cheltenham as a Learning Town through the Learning Forum.

Improving the quality of life of children, young people, families at risk and older people The council is strongly committed to the provision of direct and indirect services for children and young people, many of which use electronic systems as an effective channel of communication, and a critical management and information tool. Examples include:

- a management information database on individuals and households participating in the council's annual holiday activity programmes.
- the installation of computer equipment across eight summer holiday activity programme sites to facilitate internet workshops for 5-15 years olds
- computer equipment for MAD, the young people's council, which enables it to provide a broad range of information and support services that are relevant, easily understood and accessible to young people. The system also enables MAD to link with other youth-based regional and national organisations. The council recognises the value and importance of electronic communication with this age group.

Promoting healthier communities by targeting key local services, such as health and housing Working in partnership with public services across the county, we are mapping housing and related support needs of our communities on MAIDeN (Multi Agency Information Database for Neighbourhoods) the online tool supporting Gloucestershire's public services with a wide range of social, economic and service indicators. The results of the forthcoming county-wide housing needs survey will be added next year.

A consortium of four community-based organisations supported by the council and the local technical college is delivering a two year project to create a network of four UK online Learning Centres to enable disadvantaged groups and communities to make full of use ICT to improve their lives.

The local strategic partnership has set up a community planning website to promote the plan and engage the local community in its work.

Creating safer and stronger communitiesThe reduction of crime and disorder, and the fear of crime, in our communities, is a top corporate priority for the council. The crime and disorder partnership uses e-government extensively in this work. Electronic communications are used internally and externally for information exchange with our partners. The council will soon have a link to the police IT systems giving us qualified access to police command and control details, crime recording and intelligence systems and management information systems. Crime statistics are drawn from MAIDeN. The partnership provides financial and quarterly statistical returns electronically to the Home Office. The six district CADA partnerships in the county employ, with Home Office funding, a county GIS/crime analyst. In addition the Cheltenham and Tewkesbury CADA Partnerships currently jointly employ, again with Home Office, funding our own GIS Administrator. The Cheltenham partnership has purchased a state of the art electronic 'Itemiser' drug testing machine that is used by the police in cooperation with the many nightclubs and entertainment venues in the town.

Transforming our local environmentThe council is strongly committed to the principle of sustainable development. Online consultation was used extensively in the preparation of the community plan. Further engagement of the community is being enabled through online information and transactions. Planning application information is published online. A geographic information system is being rolledit out across the council when resources allow as a tool for linking geographically based data in the interests of the efficient delivery of services, and as a self-service online tool for our web visitors.

The council's local land and property gazetteer integrated with the National Gazetteer. We have signed up to level two of the National Land Information Service.

Meeting transport needs more effectivelyThe council has a major role to play in solving many of our transport-related problems such as congestion and road safety. Highways maintenance, traffic management and transport infrastructure investment are undertaken by the council on behalf of the highway authority. The council also owns and manages several public car parks and operates a concessionary travel scheme for elderly and disabled residents.

Parking tickets can be paid by phone and on the web site with credit card payment is introduced at on-street pay and display machines and at our busiest car parks; we are investing in GIS to store and display information ranging from traffic orders to bus routes, traffic flows and accident statistics – informing decision making and enabling enquiries to be answered more efficiently.

EXtensive information tailored to residents', visitors' and students' needs are published on the council's website including real-time information on buses and rail, and road work information .

Promoting the economic vitality of localitiesThe council is planning a major redevelopment of its tourism web site. The council is also participating in a South West England 'Pathfinder' project for EnglandNet, the national distribution system for tourism products and information, and wants to be the centre of the county hub for EnglandNet. The council is planning a major redevelopment of its tourism web site. The council is also participating in a South West England 'Pathfinder' project for EnglandNet, the national distribution system for tourism products and information, and wants to be the centre of the county hub for EnglandNet.

The council has launched new business pages on the its website linking to our partners to help new business start-up, providing help for growing businesses and for businesses looking to relocate in Cheltenham. The council publishes an online business directory, economic profile, research and statistics. The council works with Gloucestershire's economic strategic partnership, Gloucestershire First and provides links to its online searchable database of vacant land and premises. The council subscribes to the electronic funding opportunities directory, Grantfinder, and relays relevant information to partners. Working in partnership with the University of Gloucestershire and other local authorities in the county, the council has launched the Gloucestershire Econet website with the aim of saving local businesses money whilst making them more environmentally sustainable.

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	Green	Green	Through the Deep Linking GEP project, the authority will be enabling deep links from our public website to the relevant web pages on the County Council's website, in addition to linking to appropriate Frequently Asked Questions maintained by the County Council on the shared Council Direct Online service. A further project to enable free onward transfers of telephone calls via the GEP Interoperability Framework will assist the authority in referring members of the public to the appropriate contacts at the County Council.
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Red	Red	Green	Green	Through the Deep Linking GEP project, the authority will be enabling deep links from our public website to the relevant web pages on the County Council's website, in addition to linking to appropriate Frequently Asked Questions maintained by the County Council on the shared Council Direct Online service. A further project to enable free onward transfers of telephone calls via the GEP Interoperability Framework will assist the authority in referring members of the public to the appropriate contacts at the County Council.
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	Red	Red	Green	Green	Through the Deep Linking GEP project, the authority will be enabling deep links from our public website to the relevant web pages on the County Council's website, in addition to linking to appropriate Frequently Asked Questions maintained by the County Council on the shared Council Direct Online service. A further project to enable free onward transfers of telephone calls via the GEP Interoperability Framework will assist the authority in referring members of the public to the appropriate contacts at the County Council.
E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.					
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	Joint venture with Gloucestershire Electronic Partnership (GEP) in 2003/4 has been implemented. Known as Council Direct Online, incorporates service information for 6 districts and county council in Gloucestershire and is available on the website and the shared telephone contact centre. It is for the use of customer contact staff and the public alike. It uses the LGCL taxonomy, includes an A-Z of services and postcode checking

					features, and deep links to relevant information held on the council's website. Further developments for Council Direct Online are planned, including enhancement of the postcode checking facility and deeper integration into each local authority's public websites and intranets. Deep linking between Council Direct Online, County & District websites will be facilitated dynamically by developing the authorities website search facilities to deliver search results from multiple sites, and through embedding relevant FAQs from Council Direct Online in appropriate pages of the authority's website.
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.	Amber	Green	Green	Green	The crime and disorder reduction partnership is funding the building of its own website to facilitate better joint working between the partners and promote their work to the community. One of the projects that will go online refers specifically to working with Gloucestershire youth service and the youth offending service. The county council states that its youth offending service is also in touch with the Youth Justice Board and is due to set up secure emailing and other facilities to ensure this required outcome. It is anticipated that these facilities will be available by the end of March 2005.
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	Local organisations, community groups and clubs frequently have interests beyond district council boundaries. Therefore to avoid duplication of effort, this outcome is achieved through the county council. It states that groups are given advice and help on how to build and maintain pages on the local newspaper Beehive site. This hosts pages for non-profit making organisations free of charge. Organisations can build and maintain their pages using the public access computers within the libraries and links are made to their Beehive sites from the Community. Contact details for local organisations, community groups and clubs are held within a database on the council website.this facility is already available – organisations are able to send information electronically to the county council for inclusion on its website. It does not envisage any further development at present.
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	Already online and the updated facility launched in July 2003 has been praised by Socitm in its latest Better Connected report.
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	Every councillor already has a web page with photograph, contact details and committee membership managed through the council's content management system.
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.	Amber	Amber	Amber	Green	e-Consultation is funded and software is procured within the local e-gov programme. Prior to this, online consultation through inhouse built online forms. Email and SMS messaging will be deployed as a module to the CRM system.
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Green	Green	Green	Green	This facility is available within the council's content management system.
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	Green	Green	Green	Online reporting is currently available using the 'Report it!' tool. Tracking will become available through workflow as environmental services are integrated into the customer relationship system. An abandoned vehicle reporting and monitoring pilot application has been developed by GEP in partnership with Gloucestershire Constabulary and Gloucestershire Fire and Rescue. It enables online reporting, actioning and monitoring of abandoned vehicles across Gloucestershire. The rollout of the pilot solution to all partners is planned in this financial year, and the technical model adopted can be used for other applications
R8 Online receipt and processing of planning and building control applications.	Amber	Amber	Green	Green	The council launched its planning online facility in September including viewing applications (Public Access) and making applications (through integration with the Planning Portal and the council's Radius payments system. Online building control services will be developed through the CRM system.The authority is working through GEP on developing consistent approaches to planning and building control applications across different systems.
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Green	Green	Green	Green	The council has procured ESRI GIS. Online access to map-based data presentation of property-related information was achieved with the launch of Public Access, a tool providing information on planning applications.

	Green	Green	Green	Green	This was followed by the publication of the local plan map in To be implemented during 2005 across the authority and map-based services made available online.
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Red	Red	Red	Red	This work will be led by the county council. There is an an initiative by the stemming from some of our colleagues in the 'Crossing the Boundaries' regional group (Warwickshire, Worcestershire and Oxon) who were successful in a bid to the ODPM. Shropshire and Gloucestershire, who are the other members of the group, declined to take part. The decision was made that Gloucestershire County Council would not take part in the early stages as it had made a commitment with its colleagues in the Southwest to become a pathfinder region for 'Consumer Direct' (DTI funded call centre) and could not service both. The e-Trading Standards application will allow information for business and enforcement planning to be shared between councils and is scheduled for implementation in autumn 2005. Data sharing is enabled through the interoperability framework providing ICT infrastructure. All councils are working towards e-GIF compliance.
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	Green	Green	Green	Facility already available using Maiden system to provide accurate integrated data to improve policy and decision-making processes around the prevention of anti-social behaviour. This information is available to all Gloucestershire councils. In addition, through the Deep Linking GEP project, the authority will be enabling deep links from our public website to the relevant web pages on the county council website and linking to appropriate FAQs maintained by county council on the shared Council Direct Online service. A further project to enable free onward transfers of telephone calls via the GEP Interoperability Framework will assist the authority in referring members of the public to the appropriate contacts at the county council.
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.	Red	Amber	Amber	Green	E-procurement / e-business research across local authorities and other local public sector bodies has been commissioned by GEP and the Gloucestershire Procurement Partnership. An e-marketplace solution, incorporating e-ordering, e-invoicing and e-payments, will be a priority for Gloucestershire local authorities, along with further collaboration on

	Red	Amber	Amber	Green	e-tendering, reverse auctions and Purchasing Cards. The council is currently piloting the online procurement of stationery.
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	Through GEP, the council is engaging with the emerging Working with Business National Project to seek to define a common approach to providing single business accounts across Gloucestershire.
G9 Regional co-operation on e-procurement between local councils.	Red	Amber	Amber	Green	E-procurement / e-business research across local authorities and other local public sector bodies has been commissioned by GEP and the Gloucestershire Procurement Partnership. An e-marketplace solution, incorporating e-ordering, e-invoicing and e-payments, will be a priority for Gloucestershire local authorities, along with further collaboration on e-tendering, reverse auctions and Purchasing Cards.
E5 Access to virtual e-procurement 'marketplace';					An e-marketplace solution, incorporating e-ordering, e-invoicing and e-payments, will be a priority for Gloucestershire local authorities through GEP and the Gloucestershire Procurement Partnership, along with further collaboration on e-tendering, reverse auctions and Purchasing Cards.
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;					The joint e-marketplace solution will focus on supporting local economic development through encourage for and assistance to local SMEs to engage with the marketplace.
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).					
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	Green	Green	Green	Fully comply offering both online and automated telephone facilities for payment on invoice. Enhancement to allow payment on point of sale in development
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.	Red	Red	Green	Green	Whilst there in no evidence from our customers that these facilities are required the council is seeking the development of existing software which will enable the facilities to be offered within the deadline.

G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Red	Red	Green	Green	Data being accumulated to show savings during course of this year and ongoing.
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Red	Red	Green	Green	Consultation with our customers resulted in very few saying that they wanted e-billing. A 100-fold increase in public demand will result in an 8 year return on investment in the software module. Despite this being an uneconomical and unpopular option it will be provided within deadline.
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.	Red	Red	Green	Green	Through the Deep Linking GEP project, the authority will be enabling deep links from our public website to the relevant web pages on the County Council's website, in addition to linking to appropriate Frequently Asked Questions maintained by the County Council on the shared Council Direct Online service. A further project to enable free onward transfers of telephone calls via the GEP Interoperability Framework will assist the authority in referring members of the public to the appropriate contacts at the County Council.
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber	Amber	Green	Green	A new festivals and entertainments website has been commisioned. Online sports bookings will be achieved through a module on the existing business 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.	Red	Red	Amber	Green	Feasibility research and business case analysis into smartcard initiatives in Gloucestershire will be undertaken by GEP with reference to the National Smartcard Project.
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	Green	Green	Green	Green	County-led partnership delivering local public transport information through national telephone helpline (PTI 2000 provides multi-modal

via available providing organisation, including links to 'live' systems for interactive journey planning.					journey planning). Links are included on council website to electronic timetable information provided by local bus operators. Also link to rail and coach travel information. Electronic realtime bus passenger information available on selected services with further rollout during 2004/05.
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	Available on the county council website. Already used for transport strategy for market towns in Gloucestershire (questionnaire made available online) and traffic calming scheme in the Forest of Dean. Results of surveys have been published on the county council website. CBC to also make online consultation available.
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	Available on the county council website. Already used for transport strategy for market towns in Gloucestershire (questionnaire made available online) and traffic calming scheme in the Forest of Dean. Results of surveys have been published on the county council website. CBC to also make online consultation available.
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Red	Red	Green	Green	Through the Deep Linking GEP project, the authority will be enabling deep links from our public website to the relevant web pages on the County Council's website, in addition to linking to appropriate Frequently Asked Questions maintained by the County Council on the shared Council Direct Online service. A further project to enable free onward transfers of telephone calls via the GEP Interoperability Framework will assist the authority in referring members of the public to the appropriate contacts at the County Council.
E12 Agreed baseline and targets for customer satisfaction and efficiency savings.					
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	Amber	Green	Green	The council already has a dedicated benefit telephone helpline which is manned by benefit staff and consideration will be given to developing this facility further when the new telephone system is installed in Spring 2005. The new unified reception opened in July 2004 which will provide face-to-face access to all council services. DIP/Workflow and CRM systems are within this year's workplan and once installed will enable electronic working between front and back office.
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their	Red	Amber	Green	Green	A project to deliver this outcome is planned for 2005

entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Red		Amber	Green	
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Red	Amber	Amber	Green	Mobile working pilots within Benefits and Revenues Services are being undertaken by GEP with reference to the Nomad National Project.
E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.					
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.					
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Red	Red	Green	Green	Through the Deep Linking GEP project, the authority will be enabling deep links from our public website to the relevant web pages on the County Council's website, in addition to linking to appropriate Frequently Asked Questions maintained by the County Council on the shared Council Direct Online service. A further project to enable free onward transfers of telephone calls via the GEP Interoperability Framework will assist the authority in referring members of the public to the appropriate contacts at the County Council.
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	Green	Green	Through the Deep Linking GEP project, the authority will be enabling deep links from our public website to the relevant web pages on the County Council's website, in addition to linking to appropriate Frequently Asked Questions maintained by the County Council on the shared Council Direct Online service. A further project to enable free onward transfers of telephone calls via the GEP Interoperability Framework will assist the authority in referring members of the public to the appropriate contacts at the County Council.
G16 Systems to support joined-up working on children at risk across multiple agencies.	Red	Red	Green	Green	Through the Deep Linking GEP project, the authority will be enabling deep links from our public website to the relevant web pages on the County Council's website, in addition to linking to appropriate Frequently Asked Questions maintained by the County Council on the shared Council Direct Online service. A further project to enable free onward transfers of telephone calls via the GEP Interoperability Framework will assist the authority in referring members of the public to the appropriate contacts at the County Council.

G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red	Amber	Amber	Green	Mobile working technology pilots being undertaken by GEP with reference to the Nomad National Project will contribute to this priority outcome.
E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).					
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Red	Amber	Green	Green	New internet access and email facilities may be supplied through an extension of the contract for the newly implemented Interoperability Framework (IP-VPN) delivered through GEP.
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Red	Amber	Green	Green	The authority is working through GEP to review existing teleworking policies, to assist in identifying best practice and developing a common approach, and if possible, policy
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.	Red	Amber	Green	Green	The authority is working through GEP to develop solutions for remote / home access to local authority systems, which may be supplied through an extension of the contract for the newly implemented Interoperability Framework (IP-VPN) delivered through GEP.
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	A pilot ECDL programme is in progress prior to rollout across the organisation
E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.					
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	Amber	Amber	Green	A pilot virtual call centre, sponsored by GEP, was launched in June 2004 (involving Gloucestershire County Council and Gloucester City Council staff), and will inform the wider expansion of similar services across all Gloucestershire local authorities. A virtual call centre can provide opportunities for overflowing excess calls from authority to authority, as well as providing the potential capacity for extended hours and emergency coverage. An intermediate step to use the Interoperability Framework implemented by GEP as a private telephone network will reduce call charges to each council and encourage better call handling for customers when a query needs to be handled by another authority.

R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green	Green	Green	Green	Comply fully
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).	Red	Red	Red	Red	Whilst the council has a records management policy recognising the need for ERDM no formal adoption of ISO 15489 has be made to date. Freedom of Information project currently reviewing the status, location and ownership of all records (information audit). Following the completion of the audit, we will be cleansing and organising the data to the relevant standards and methodology.
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Amber	Green	Green	Green	Upgrade of content management system will ensure compliance (scheduled for 2004-05)
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	Amber	Amber	Compliance with e-GIF standard is part of the council's egov strategy. Technical review in progress.
E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.					
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Amber	Amber	Amber	Amber	Review currently in progress.
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	Green	Green	Green	Publication of website usage by end of 2004
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Red	Red	Green	Green	Targets and measures to be defined and agreed by December 2005.
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Red	Red	Amber	Green	
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	CRM is a cornerstone of the council's strategy to improve access to its services.
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber	Amber	Green	Green	This outcome will be implemented through CRM
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	Amber	Green	Green	The tracking of enquiries and service enquiries to meet this outcome are being dealt with as part of the CRM project.
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	Green	Green	CRM project
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	Amber	Green	Green	CRM project
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.					

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	
ii) e-government programme manager	Green	Green	Green	Green	
iii) customer services management	Green	Green	Green	Green	
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.	Green	Green	Green	Green	The programme board employed a consultant trainer to equip itself with the skills it needs to run effectively the egovernment programme. The authority has adopted PRINCE2 methodology as standard and programme managers trained appropriately. The work presenting the greatest change management impact upon the council will be the implementation of CRM. The council will be working closely with the consultancy division of its CRM supplier to deliver the people, systems and service management changes required - for the some services not required under priority outcomes this work will extend well beyond the government e-government deadline.
Establishment of an e-delivery programme board	Green	Green	Green	Green	
Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme.	Green	Green	Green	Green	Whereas a programme existed from the date of the approval of the strategy, it was not until the launch of the programme board that a formal approach was taken
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	The programme risk log was prepared for the first meeting of the programme board and is kept under review.
Use of customer consultation/research to inform development of corporate e-government strategy.	Green	Green	Green	Green	The cabinet approved a draft vision statement for improving customer access on 20 November 2001 as a consultative document to stimulate public response. This built upon a survey sent to the council's consultative panel in August 2001. The amended vision was incorporated into the egovernment strategy published in February 2002. The county e-government partnership commissioned a MORI study on public attitudes to e-government (published in March 2003). Further research will be

					carried out to ensure that the strategy and its implementation continue to meet pubic needs and expectations.
Establishment of policy for addressing social inclusion within corporate e-government strategy.	Green	Green	Green	Green	Policy contained in e-government vision and strategy published in February 2002.
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	The coporate approach to information legislation is being handled by a team of officers in the run-up to the January 2005 deadline. A project has being set up and a project team assigned for the council wide approach to document management.
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).	Red	Red	Red	Red	
Establishment of partnerships for the joint (aggregated) procurement of broadband services.	Red	Amber	Amber	Amber	We have broadband in the borough, and will work with Gloucestershire First the local economic development agencies to encourage take up.
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	
Compliance with BS 7799 on information security management.	Amber	Amber	Green	Green	The council engaged an independent security consultant to prepare a gap analysis and programme of action
Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives.	Green	Green	Green	Green	
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	Red	Aligned with the smartcard project. We are at the stage of detailed planning in a county wide project. No fim implementation dates have been set
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	Red	notes: security levels for e-gov services, ie protection of information on back office systems - probably more applicable to the social services, police etc. - server security and domains ???

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	Red	
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	We are working in partnership with the other councils in the county through the Gloucestershire Electronic Partnership in relation to the Government Gateway. The project is being led by Stroud
ii) citizen & business authentication for services for services categorised at security levels 1-3	Green	Green	Green	Green	District Council as part of the project to deliver a countywide single person discount web service and this will be this implemented locally during the next calendar year
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	The link is prominent on homepages. The council replaced the link for ukonline with Directgov upon launch
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	An information audit and retention schedule agreement are currently being implemented. The final procedure for the response to FOI requests within 20 working days will be completed by the January deadline.

http://www.pro.gov.uk/recordsmanagement/access/default.htm)		Green	Green	Green	
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	Red	Red	Red	This project is currently static – to put proposals to board of directors recommending that project stops at Level 2.
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	Red	Red	Red	County council function

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

BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	Actual			Forecast (£'000s)	
		2001/2	2002/3	2003/4	2004/5	2005/6
		🔑	🔑	🔑	🔑	🔑
Providing information: **Total types of interaction e-enabled** **e-enabled**	94%	122 36.42	201 60.00	294 87.76	305 91.04	335 100.00
Collecting revenue: **Total types of interaction e-enabled** **e-enabled**	87%	0 0	6 100.00	5 83.33	5 83.33	6 100.00
Providing benefits & grants: **Total types of interaction e-enabled** **e-enabled**	78%	0 0	0 0	3 75.00	3 75.00	4 100.00
Consultation: **Total types of interaction e-enabled** **e-enabled**	86%	12 38.71	31 100.00	27 87.10	28 90.32	31 100.00
Regulation (such as issuing licenses): **Total types of interaction e-enabled** **e-enabled**	76%	0 0	3 7.32	32 78.05	32 78.05	41 100.00
Applications for services: **Total types of interaction e-enabled** **e-enabled**	83%	55 36.42	130 86.09	102 67.55	110 72.85	151 100.00
Booking venues, resources & courses: **Total types of interaction e-enabled** **e-enabled**	78%	0 0	5 45.45	9 81.82	9 81.82	11 100.00

Paying for goods & services: Total types of interaction e-enabled e-enabled	80%	0 0	52 98.11	45 84.91	45 84.91	53 100.00
Providing access to community, professional or business networks: Total types of interaction e-enabled e-enabled	82%	0 0	25 64.10	38 97.44	39 100.00	39 100.00
Procurement: Total types of interaction e-enabled e-enabled	73%	0 0	0 0	0 0	0 0	3 100.00
TOTAL Total types of interaction e-enabled % e-enabled	86%	189 28.04 %	453 67.21 %	555 82.34 %	576 85.46 %	674 100.00 %

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

	Forecast ('000s)					Comment
E-enablement + Main E-Access Channel Take-Up	**03/04**	**04/05**	**05/06**	**06/07**	**07/08**	
Local Service Websites						
• Page impressions (annual)	2158	3500	6300	9000	12000	The page impressions and unique user figures above are those for the corporate website only.
• Unique users, i.e. separate individuals visiting website (annual)	464	693	1170	1500	2000	
• Number of e-enabled payment transactions accepted via website	2	3	3	4	4	
• Number of change of address notifications accepted via website	210	315	420	525	630	
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	4	4	5	5	6	No data on change of address notification has been recorded - data collection will be enabled once the CRM system is implemented.
• Number of change of address notifications accepted via telephone						
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	193	196	199	202	205	No data on change of address notification has been recorded - data collection will be enabled once the CRM system is implemented. Face-to-face electronic payments are those made at the cash desks.
• Number of change of address notifications accepted via personal contact						
Other Electronic Media *(e.g. BACS, text messaging)*						

• Number of e-enabled payment transactions accepted via BACS or other electronic form	315	318	321	324	327	No data on change of address notification has been recorded - data collection will be enabled once the CRM system is implemented.
• Number of change of address notifications accepted via other electronic media						The figures for payment transactions accepted via other electronic media are predominantly BACS with the balance being automated telephone transactions
Non Electronic *(e.g cash office, post)*						
• Number of payments accepted by cheque or other non-electronic form	246	243	240	237	234	No data on change of address notification has been recorded - data collection will be enabled once the CRM system is implemented.
• Number of change of address notifications accepted via non-electronic form						The figures for non-electronic payment transactions comprise payments received by post and at the Post Office

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	98	0	0	0	0	Comprises a one seventh share of a total of £690,000 partnership funding received by the Gloucestershire Electronic Partnership.
• financial contribution from public-private partnerships	0	0	0	0	0	
• resources being applied from internal revenue and capital budgets to implement e-government	827	827	268	0	0	The 01/03 figure comprises £121,000 for 01/02 as stated in IEG3 plus expenditure of £204,802 for 02/03 and £501,761 for 03/04. The 04/05 figure comprises current budget (£945,100) less an expected carry forward of commitment of £118,000. The 05/06 figure comprises anticipated minimum internal capital budget of £150,000 plus the carry forward of commitment from the previous year.
• other resources (e.g. training) (please specify)	0	0	0	0	0	
• 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	0	0	0	0	0	
TOTAL	1325	1177	418	0	0	

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	07/08	
a) Cash Releasing Efficiency Gains						
e-Procurement, of which:						
● achieved through reductions in prices		0	0	0	0	The council is working in partnership with the Gloucestershire Procurement Group and the Gloucestershire Electronic Partnership on procurement initiatives. Initially joint arrangements for advertising, utilities and stationery are being piloted. However, no quantified forecasts are available to date.
● other gains from e-procurement		0	0	0	0	The council intends to introduce payments cards to drive down the cost of procurement for low value transactions. However, no quantified forecasts are available to date.
Corporate support (back office), of which:						
● e-recruitment		0	2	3	5	Includes savings on printing, postage and administration
● e-payments		0	0	0	0	No data available.
● Other corporate support gains		4	4	4	4	Annual saving from BACS project - reduced annual maintenance costs
Transactional services		20	70	85	85	No financial efficiency gains are shown from CRM - whilst CRM is expected to be at least cost neutral, we have insuffcient data to predict financial benefits with any confidence. 04/05 comprises £20k from unified reception (loss of one post). 05/06 comprises £50k from new telephony system and £20k from unified reception. 06/07 and 07/08 comprise £65k from new telephony system and £20k from unified reception.
Productive time		0	0	0	0	
Sub total (a) cash releasing efficiency gains)	0	24	76	92	94	
b) Non Cash Releasing Efficiency Gains						

non-cash benefits (1) please specify		0	0	0	0	The benefits listed in our strategy are: - access to services at more convenient times and locations - delivery of services to a higher standard - a faster and better response to your enquiries and needs - an end to being passed from department to department - most enquiries dealt with during the first call or visit - an end to the confusion over which department (or even council) delivers the service required - joined up local and national government - a greater proportion of council tax spent on front-line services and less on bureaucracy - equality of access for all citizens - a more informed local community and rising participation in local democracy - increased involvement of the community in council decision making - increased job satisfaction and better working conditions for those providing council services.
non-cash benefits (2) please specify		0	0	0	0	
Sub total (b) non cash releasing efficiency gains)	0	0	0	0	0	
TOTAL EFFICIENCY GAINS - GROSS	**0**	**24**	**76**	**92**	**94**	
LESS e-government implementation expenditure	1325	1177	418	0	0	
TOTAL EFFICIENCY GAINS - NET	**-1325**	**-1153**	**-342**	**92**	**94**	