Uttlesford District Council

E-Government Strategy: 2004 to 2007

E-Government Strategy – Summary

The Government has set a target that by 2005 all council services should be available electronically. This Strategy sets out the actions Uttlesford District Council intends to take both leading up to the 31 December 2005 target date, and beyond.

The Council's aim is to improve the quality of life for the people of Uttlesford by providing efficient and responsive services for all. We will use information communications technology (ICT) to underpin service improvements and help address some of the biggest challenges facing the Council.   In developing this strategy, account has been taken of the local priorities contained in the Quality of Life Corporate Plan. Appendix One sets out specific responses that will be made to these priorities. We will also take due account of mandatory national priorities, including the seven key national / local priority services (see appendix two) and the priorities of the Essex Online partnership.

We will support these various aims by making all council services available electronically through our website, by the Government's target date. To achieve this, we will employ a range of technical solutions and will work with a range of public and private sector partners. We will encourage the take up of these 'e-services' by making them easy to use, relevant to local people and offering real advantages over traditional services.

We recognise that the introduction of e-services will require significant changes to 'back-office' administrative processes. We will therefore develop a detailed change management strategy to ensure that services are re-positioned around the needs of the users and the benefits to be derived from e-government are maximised.

We recognise that not all citizens will choose to use the new electronic service delivery channels. We will therefore retain and wherever possible (using ICT) improve telephone and face-to-face contacts with the Council.   In particular, in recognition of the rural nature of the district and the limited provision of public transport, we will bring services closer to citizens by improving the services offered at our various 'first points of contact'. To do this, we will introduce a CRM system, linked to the various back-office applications and to the corporate document imaging system. This work will be carried out in conjunction with a best value review of Access to Services.

We will continue to develop our ICT infrastructure, including our 'back-office' applications and databases. We will link these applications and databases to the online services, to electronic hubs, such as the NLPG and to key local partners.

E-Government is not cheap. It is estimated that we will need around £1,500,000 to meet the 2005 target. However, we have been successful in winning Government funding and the burden on the local taxpayer has been kept to a minimum.

Background

The Government has set a target that, by 31 December 2005, 100% of all council services should be capable of being delivered electronically ('the 2005 target'). In so doing, it is encouraging councils to make full use of the potential for electronic service delivery to improve the responsiveness and quality of services. It acknowledges that new technology should not replace personal contact, but it should make it better supported.

E-Government is not a single project, rather a series of interconnected projects contributing to the 2005 target and the wider e-Government objectives. The Council's progress in implementing e-Government is being monitored through the Best Value Performance Indicator, BV 157.

This draft strategy takes account of guidance issued by the Government on the implementation of e-government, most particularly 'local e-gov – the national strategy for local e-government', issued in November 2002 & the recent ODPM paper on mandatory e-Government outcomes for 2005.

Overall vision of e-Government enabled services.

The Council's aim is to improve the quality of life for the people of Uttlesford by providing efficient and responsive services to all. We will support this aim by making all services available electronically by 31 December 2005 and fully linked to back office systems by 31 December 2007. We will use information communications technology (ICT) to underpin service improvements and help address some of the biggest challenges facing the Council.

Accessing Council Services

Increasingly, citizens expect the Council to match the quality of service provided by the best of the private sector. Also, citizens expect choice, both in the way, and the times, they access services. In addition, a proportion of our citizens have difficulties accessing services. Uttlesford is a large, mainly rural area with limited public transport provision. However, ICT can be used to address these issues in ways that are achievable and affordable.

Electronic Service Delivery Channels
With high levels of Internet usage amongst citizens within the district we are focusing attention on the development of our website. By 2005, the website will provide a full range of electronic services ('online services'), designed in ways that make sense to users, which are easy to use and which are accessible at most times, including evenings and weekends.

When developing online services we are ensuring that due priority is given to citizens' most frequent interactions with the Council. These interactions include, for example; bill payments, environmental service requests, council tax change of address notifications and housing property repair requests.

In implementing e-government, it is important that a balance is struck between the development of new "front-end" electronic processes, which count directly towards the 2005 target, and "back office" application and database enhancements, which will improve the overall quality of services. Our programme of work reflects the need for this balance and includes in 2004/05, for example, the installation of a new financial management system, an upgrade to the integrated housing system and a new Personnel system.

By 2007 we will have also linked all our front-end electronic processes to the underlying applications and databases. In so doing, many of the routine day-to-day transactions that citizens undertake will be automated and the scope for error or delay greatly reduced. Opportunities for efficiency savings will also materialise. Targets will be set for these efficiency savings, which will be monitored and reported to management and Members.

By 2007 we will also have begun to integrate our e-services with those of other agencies, both within and outside of the district. This will simplify citizen's interaction with government when, for example, they are moving house or applying for benefit. To achieve this we will work with local service providers such as the citizens advice bureau and the Primary Care Trust. We will also actively participate in national projects such as the NLPG, NLIS and Planning Portal.

During 2006 and 2007 we will begin to develop new service access channels such as digital TV, mobile telephones, smart cards, telemetry and public access kiosks. We will investigate each technology's potential and where appropriate, work with our partners in Essex to develop these channels.

Traditional Service Delivery Channels
We recognise that many citizens will not wish to use the new electronic services, at least initially. Also, a significant proportion of the local population still does not have ready access to technology. We will therefore retain and, wherever possible, improve traditional means of accessing Council services. A best value review, which is presently taking place, will help determine how these services will be organised.

However service delivery is organised, technology will be used to support front-line staff in their duties. This enhanced support will be built around a CRM system linked directly to both back office applications and a corporate document imaging system. By utilising a CRM system, initial enquiries and requests will be dealt with more effectively. For example, requests for service will be initiated by front-line staff, back-office applications will be updated immediately, payment will be accepted by credit or debit card and, as a consequence, more enquiries will be resolved at the initial point of enquiry.

We will also use the CRM system, and suitable remote access technologies, to support staff making home visits to the housebound and staff working "in the field". We will build upon pilot work that has been carried out in areas such as housing benefits and housing repairs.

How ICT will contribute to key priorities

Local priorities
On 12th June 2004 the Council's new administration began to revisit the priorities for the authority. It took into account its ambitions in the context of the Community Plan. The new priorities are included in the Quality of Life Corporate Plan 2003 to 2007. In developing this E-Government strategy, account has been taken of these local priorities. Appendix One lists the specific e-Government related targets within the Corporate Plan and summarises the ways in which ICT can more generally contribute to achieving the aims of the Plan.

National priorities
The National Strategy for Local e-Government described the seven shared public service delivery priorities that were agreed between the Government and the Local Government Association in July 2002:. These are-

- Raising standards across our schools.
- Improving the quality of life of children, young people, families at risk and older people.
- Promoting healthier communities by targeting key local services, such as health and housing;
- Creating safer and stronger communities;
- Transforming our local environment.
- Meeting local transport needs more effectively.
- Promoting the economic vitality of localities.

The seven shared priorities give a set of broad aims for public service delivery and cover the key issues that impact most on the lives of local people. Specific mandatory outcomes have been identified by the Office of the Deputy Prime Minister (ODPM) which all local authorities are required to meet. In addition, the ODPM has identified further specific mandatory outcomes for councils to achieve:

- Progress in terms of the electronic delivery of key high volume / high impact local government services identified as priorities in terms of user benefit and efficiency savings, i.e.
    o voting;
    o consultation;
    o planning applications; and
    o payments (including Council Tax and Housing Benefit).

- The transformation of people's experience of public services through the application of local e-government, as described in the National Strategy for local e-government published in November 2002.

The release of Implementing Electronic Government (IEG) funding is linked to the achievement of these mandatory outcomes. Therefore, the table at appendix two provides a summary of the Council's current position and future plans for each of the outcomes.

Technical Strategy

The diagram on page five provides a visual overview of the different technologies and how they integrate to form the overall e-government model. Citizens will access Council services either directly, via the Council website, or via a member of staff (either telephone or face-to-face contact) equipped with CRM technology.

Both the website and CRM system will be integrated with the Council's back office applications, namely Ocella, Document Imaging, Revenues (Council Tax, Housing Benefits & Business Rates) and Housing (Allocations, Repairs, Rents & Management). A range of smaller, specialist applications, based around SQL databases, will be produced for other council services. For example, a searchable database system has recently been developed to enable citizens to search the Saffron Walden cemetery records.

The National Strategy for Local e-Government, published in November 2002, established a model for the 'e-organisation', made up of some 46 'building blocks' arranged in six themes. Taken together, they make up the essential elements of the local e-government organisation. The Council's progress against the key themes (Enablers, Core Systems, Access Channels and Trust & Connections) is set out in the table attached as appendix five. The table lists each building block, the current status and a brief commentary.

Delivering Strategy / key milestones / key deliverables

Attached as Appendix Four is an E-Government implementation plan, listing all the proposed development projects, and the years in which it is intended to carry out the work. The eighty projects together describe how we will deliver this Strategy.

Set out as Appendix six are the various e-Government targets, both statutory and local, which are being developed to monitor the take-up and effectiveness of the E-Government programme.

Set out as Appendix Three is a summary Risk Register, listing the key risks of the e-Government programme and the actions to be taken to reduce those risks.

Figure 1 - Technical Model for E-Government
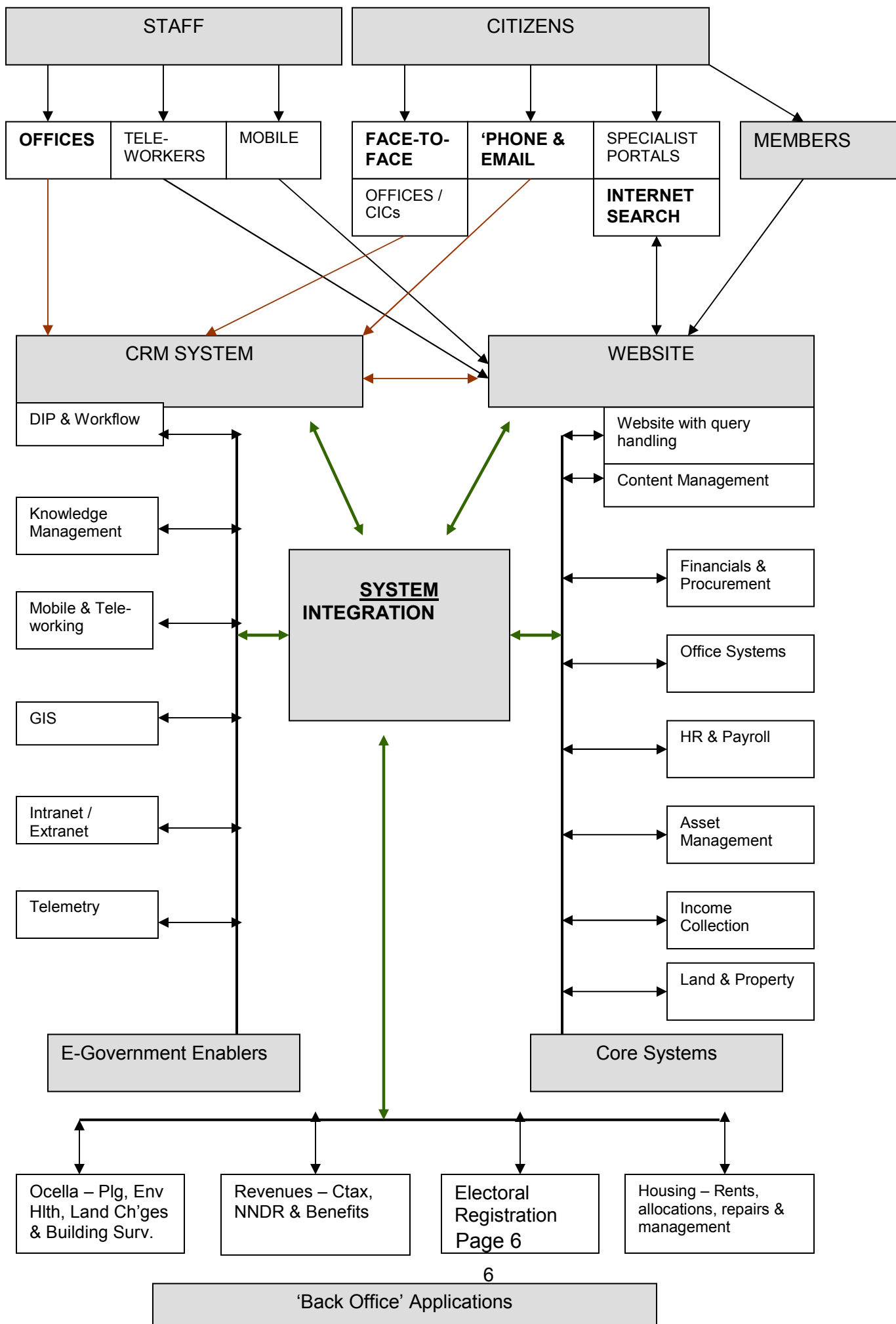
Resources

Capital expenditure and funding
Set out in the table below is a summary of the actual and projected expenditure on e-Government between 2003/04 and 2006/07, along with details of the sources of actual and anticipated funding. As can be seen from the table, the Council has been successful in bidding for additional funding and, as a consequence, should have sufficient funding to meet the objectives of this Strategy.

Programme Area	2003/04 Actual £	2004/05 Approved £	2005/06 Estimate £	2006/07 Estimate £
Expenditure				
E-Government ~ compliance with BVPI157	125,000	200,000	150,000	0
First Point of Contact	0	302,000	50,000	50,000
Intranet Developments	17,000	40,000	0	0
Replacement Applications	69,000	231,000	50,000	50,000
Other IT Projects	86,000	219,000	70,000	50,000
Total Expenditure	297,000	992,000	320,000	150,000
Grant & other sources of funding				
IEG2/3	200,000	350,000	0	0
IEG4	0	0	150,000	0
E-Innovations	0	78,000	0	0
Capital Programme	128,000	340,000	170,000	150,000
Capital Programme B/Fwd	-31,000	31,000	0	0
Housing Revenue Account	0	100,000	0	0
DWP Housing Benefits Performance Standards Fund	0	93,000	0	0
Total Funding & Grants	297,000	992,000	320,000	150,000

Revenue Growth
Set out below is a table showing the actual and anticipated growth in the revenue budget, resulting from the e-Government programme.

Revenue Growth Items – Cumulative impact of e-Government on revenue estimates	2003/04 Actual £	2004/05 Approved £	2005/06 Estimate £	2006/07 Estimate £
Salaries – Additional permanent staff needed to support growth in IT infrastructure resulting from E-Government programme.	0	28,000	43,000	43,000
Revenue Effects of Capital Programme	0	10,000	20,000	30,000
Total Anticipated Growth	**0**	**38,000**	**63,000**	73,000

Staff capacity assessment

A detailed analysis of the e-Government programme has identified the need for a total of eight staff, four to work on online service related projects (including national & regional infrastructure projects) and four to work on Access to Service projects (including CRM, DIP and workflow). Of these, all but one of the posts is IT-related. The remaining post requires a customer care specialist. In addition to the eight identified posts, there is a likely requirement for temporary staff resources to assist with setting up the scanning function for the corporate use of document imaging.

All seven IT posts are fully funded. The remaining non-IT post is being filled by internal secondment.

Change management

The table attached as appendix seven sets out the key building blocks, as defined in the national strategy, needing to be in place in order to make e-Government successful, and realise the potential benefits of electronic service delivery.

Sub-strategy requirements

In support of this outline E-Government Strategy, the following detailed sub-strategies will be prepared:

1. A Consultation Strategy – to ensure that e-services meet the citizen's needs.
2. A Marketing & Take-Up Strategy – to ensure that citizens use the e-services that have been developed.
3. A Social inclusion Strategy – to ensure that no one is disenfranchised by the introduction of new electronic delivery channels.
4. A detailed technical strategy – to ensure that the technical infrastructure keeps pace with current developments, and anticipates future developments.
5. A First Point of Contact Strategy – to be produced as an output of the current Access to Services Best Value Review.

Appendix One - Quality of Life Corporate Plan targets

The table adopts the Government 'traffic light' approach to provide easy to read progress. In summary:
Red = Projects that are being planned but not yet approved for funding.
Amber = Implementation stage – roll out of approved & funded projects.
Green = Fully implemented – projects completed & implemented.

Quality of Life Action Specific Corporate Plan Targets	Current Position	Commentary
Secure the electronic delivery of all legally permissible interactions.	Amber	Target to have 95% of transactions online by 31/3/05 & 100% by 31/3/06.
Maximise the effective use of ICT to deliver improved customer access to services.	Amber	A challenging programme of new developments is scheduled to take place to improve customer access to services. The programme includes CRM & DIP development & will be informed by the outcome of the Access to Services Best Value review.
Develop & implement a more attractively designed, faster & up to date Council website, which will facilitate greater communication & transactions by local people.	Green	The new website went live in February 2004. A programme of on-going development will add additional content and functionality.
Improved seamless working with non governmental organisations including links to their websites.	Amber	• E-Innovations funding secured to link up services with Citizens Advice Bureau by 30 June 2005. • Development of a comprehensive, integrated database, developed & supported by all local NGOs.
Develop an email list of contacts across the District to supply information, seek views & consult on key issues.	Red	To be carried out during 2004/05.
Promote the availability of broadband (ADSL etc) technology to all in Uttlesford.	Amber	90% coverage by 31/12/07. Council to support Essex Online broadband roll-out strategy.

How E-Government can contribute to the general aims of the Quality of Life Corporate Plan

To provide strong community leadership & openness	Current Position	Commentary
Providing strong community leadership and openness.	Amber	The website will be used to: • Make contacting the Council easier. • Tell citizens what we are doing. • Publish draft plans and policies, performance information etc. • Invite debate and comment. • Complain when things go wrong. • Publicise public meetings. • Enable citizen to access the information we hold about them - A project will be carried out to ensure that the Council fully complies with the provisions of the Freedom of Information Act by 1 January 2005.
Protecting & enhancing the environment & character of the district.	Amber	The website will be used to raise awareness of the important issues facing the district.

To provide strong community leadership & openness	Current Position	Commentary
…whilst improving rural transport	Amber	We will continue to develop ICT facilities within the Planning department (eg workflow) to improve the efficiency of the Development Control function. The website will be used to provide information about rural public transport, enable the elderly to apply for travel concessions and encourage car sharing (a Saffire scheme, to be grant-aided by the Council).
…whilst encouraging appropriate economic development.	Amber	The website will be used to provide information on starting and running a business.
….whilst improving the supply of affordable homes	Amber	We will upgrade the integrated housing system in 2004 to accommodate legislative changes. We will upgrade online housing services by providing interactive info about affordable housing; the waiting list, mutual exchanges etc.
…whilst promoting tourism, culture & leisure opportunities	Amber	We have developed a tourism website which includes: • Sights to see, places to stay, places to eat, what's on etc. • A virtual tour of Uttlesford. We will further develop the website in light of users' requirements & best practice. Green leisure will be promoted via the website – eg footpath maps drawn from the online GIS system.
Improving access to value for money services	Amber	The website can extend & improve access to services by: • Offering 'self-service' option outside of normal office hours. • Enabling citizens to access services without need to travel to offices. IT can support the service offered to citizens at CICs & those contacting the Council by 'phone • A BV review of access to services is due to be completed by October 2004. • A Citizen Relationship Management (CRM) system is being installed. IT can support visits to the housebound. Council can facilitate broadband access for all Uttlesford residents.
Improving community safety and the health of the population.	Amber	The website will provide information on cycle routes, local walks etc. Comprehensive local health information available via the Essex Online Partnership.
Supporting lifelong learning & developing better opportunities for young people.	Green	The website will be used to promote opportunities for young people. A life long learning website has been developed in conjunction with the LLL co-ordinating group for Uttlesford. It will be extended in line with the requirements of the LLL group.

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Appendix Two – How the Council is responding to the Government mandatory E-Government priority outcomes.

The table adopts the Government 'traffic light' approach to provide easy to read progress. In summary:
Red = Projects that are being planned but not yet approved for funding.
Amber = Implementation stage – roll out of approved & funded projects.
Green = Fully implemented – projects completed & implemented.

	Current Position	Commentary
1. Community Information **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).	Amber	A-Z of local services created through Essex Online Portal. The portal currently uses the Seamless UK taxonomy and will therefore require migration to the LGCL by December 2005. A-Z on council website created, although further work required to develop LGCL taxonomy.
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Red	Secure Essex Extranet created to aid the exchange of confidential information. This project will need to be led by the Essex Online Partnership.
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	Website facilities are being offered to all parish councils. The Council has also funded a project to enable local groups to use the Saffire community portal for the purposes outlined in G2.
2. Democratic Renewal		
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green	Online committee management system in place since 2000. Contains all minutes and reports dating back to 1991. http://www.uttlesford.gov.uk/your+council/committee+and+pr/committee+management+system/default.htm
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.	Amber	A Member website design has been created. Consultation currently taking place with Members. Likely to go live in summer 2004.
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	By 31 December 2004, we will have developed an email list of contacts, across the district, to supply information, seek views and consult on key issues. Participating in Colchester Borough Council E-Innovations project re the use of SMS texting for council services.
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Amber	Webcasting has been used for an important public meeting. Other ways of using multi-media are being explored.
3. Local Environment		
R7 Online public reporting/applications,	Green	Comprehensive online environmental services have

	Current Position	Commentary
procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Green	been developed. http://www.uttlesford.gov.uk/the+environment/default.htm
R8 Online receipt and processing of planning and building control applications.	Green	Online planning & building control application forms have been added to the Council website. The Council will shortly be able to accept electronic planning applications via the National Planning Portal.
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Green	A range of GIS data sets, including several relating to Planning, are available via the Council website. http://192.168.1.10/the+environment/planning/interactive+maps.htm
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.	Red	To be investigated during 2004/05.
4. e-Procurement		
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber	A new financial information system, with e-procurement functionality, is currently being installed. By 31 March 2005.
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	To be investigated during 2004/05 as part of the CRM project (with assistance from the newly formed Economic Development function).
G9 Regional co-operation on e-procurement between local councils.	Green	The Council has joined the Essex Marketplace and Essex Procurement partnerships.
5. Payments		
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	Full e-payments facilities are in place on the Council website. http://www.uttlesford.gov.uk/your+council/revenues/council+tax/questions+and+answers/281f37fe-99a6-4dc9-a374-55cfb713a39b.htm
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	Online payment facilities in place. Online access to account details to go live by end of June 2004. Touch tone systems (initially for payments) included in the 2004/05 development budget.
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber	Baseline information has been collected, targets set and monitoring taking place.
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit	Red	To be investigated during 2004/05.

	Current Position	Commentary
payers.	Red	
6. Libraries, Sports & Leisure		
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Red	A sports and leisure booking system to be installed during 2004/05. Discussions with leisure contractor, re outsourced services, to take place during 2004/05.
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	An Uttlesford Leisure Card scheme is being introduced that provides reduced access to leisure centre facilities and other leisure venues for young, unemployed, elderly and disabled people. By 31 March 2006.
7. Transport		
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	Available via Council website. http://www.uttlesford.gov.uk/transport/default.htm
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.	Red	E-consultation facilities to be added to Council website during 2004/05. Online GIS system will be used to help display proposals.
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.	Amber	E-forms package fully developed. Specific forms for parking to be developed as part of decriminalisation project taking place during 2004/05.
8. Benefits		
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	Funding approved for installation of a CRM system, to enable enquiries to be resolved at the first point of contact. The CRM system will be integrated with the back office housing benefits system (by 31 March 2005). Funding successfully obtained from DWP Performance Standards Fund to enable UDC to work with Bromsgrove Council on the development of housing benefits workflow processes.
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	Claim forms available online. Online entitlement checker to be installed during 2004/05. Online access to housing benefit entitlement details to be installed during 2004/05. E-Innovations funding obtained to enable Citizens Advice Bureaux to more effectively handle housing benefit enquiries on behalf of their clients.
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes.	Amber	Technology currently being piloted. Will be available for Council Tax & Housing Benefits staff by 31 March 2006.

	Current Position	Commentary
9. Support for Vulnerable People		
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Amber	To be made available during 2004/05.
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	To be investigated during 2004/05, probably as an Essex Online project.
G16 Systems to support joined-up working on children at risk across multiple agencies.	Red	To be investigated during 2004/05, probably as an Essex Online project.
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red	To be investigated during 2004/05, probably as an Essex Online project.
10. Supporting new ways of working		
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green	In place.
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green	In place.
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	All elected Members have home working facilities. Home / remote working facilities to be extended to a wider range of staff during 2004/05. DWP Performance Standards funding obtained to enable housing benefit staff to work from home on a rota basis.
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").	Amber	E-skills programme to be re-introduced during 2004/05, probably based around the European Computer Driving Licence.
11. Accessibility of services		
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	All services will available out of standard working hours by 31 December 2005. As a minimum, this will be via the website.
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green	Implemented.
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies,	Amber	Funding in place to ensure the Council's ERDM policies, procedures & systems meet the requirements of FOI & DP legislation, by 1 January 2005.

	Current Position	Commentary
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).		
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Amber	The Council is currently working towards full conformity with the WAI standards.
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS).	Amber	The Council is working towards compliance with e-GIF, including e-GMS, with resources allocated for 2004/05.
12. High take up of web-based transactional services		
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Red	To be developed during 2004/05. Discussions are taking place with a specialist supplier to carry out the necessary monitoring on behalf of the Council.
R26 Monitoring of performance of corporate website 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	Monitoring taking place.
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Green	Targets in place and being monitored.
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Amber	Guidelines have been adopted and changes to the website's design are being made. In addition, an IT disability access expert has been engaged to assist the Council to achieve high levels of usability.
13. Making it easy for citizens to do business with the council		
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 customer's records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Amber	A CRM system is being installed in 2004/05 that will help to ensure consistency of service across different access channels. Performance targets are being developed for 'first time fix' of enquiries at all access points.
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Green	Implemented.
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies	Red	To be developed as part of a Service Quality Initiative designed to standardise the First Point of Contact services to an agreed quality standard.

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	Current Position	Commentary
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	A CRM system is being installed in 2004/05 that will contain workflow functionality & tools to integrate to back office applications.
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.	Green	The Council, in partnership with Colchester and Braintree Councils, has joined the national iammoving.com service. http://www.uttlesford.gov.uk/your+council/moving+house/default.htm

Appendix Three – E-Government Risk Register

Barrier / Constraint to achievement of the 2005 target	Likeli-hood	Impact	Management Action
Internal Barriers and Constraints			
Lack of capacity for managing large-scale change	M	M	• Buy-in assistance for projects and to develop capacity to manage change. • Effect programme management will help identify & secure resources. • Use PEG self-assessment models to help deliver change.
Lack of commitment from the Council	L	H	• Raise awareness of potential benefits of e-government process. • Active support of E-Champions. • Regular progress reports to EMT and E-Gov Task Group. • Minimum training standards set for all staff in the use of technology.
Legacy systems may not be suitable for delivering services electronically (eg inability to integrate to overall systems architecture).	L	M	• Upgrade remaining legacy system (financial management) as soon as possible. • Ensure remaining applications are maintained at supplier's latest release.
External Barriers and Constraints			
Citizens cannot access e-services, either due to lack of ICT or availability of broadband.	H	H	• Facilitate demand within the community to encourage Telcos to install broadband. • Support the work of the Essex Online Partnership broadband project. • Design e-government services around available band-width. • Maintain existing access channels as long as there is a significant demand or removing them would create inequality. • Ensure the same quality of service is delivered regardless of access means. • Provide information about ICT availability at local libraries etc.
Wasted investment due to poor take-up of e-Government services.	M	H	• Provide citizens with the online services they want, based upon existing demand and on-going consultation. • Adapt e-government plans in light of changing community priorities. • Ensure developments are adequately publicised.
Data Protection / Privacy issues prevent services from being joined up.	L	M	• Ensure that personal information is properly protected – work with the Council's Data Protection Officer.
Inadequate progress on County-wide initiatives	M	M	• Play an active role in the Essex e-Champions group. • Contribute to the work of the partnership by leading project work.

Projects	2003/04	2004/05	2005/06	2006/07
Website development:-				
General information on all services				
Environmental Services				
• Development of Oracle portal.	√			
• Licensing		√		
• Trade waste (ordering container services etc).		√	√	
• Street care & cleansing.		√		
Planning				
• Online GIS system	√			
• Online access to planning applications & supporting documentation.	√			
• Online forms etc.	√			
• Links to National Planning Portal	√	√	√	
• Planning casework service.		√	√	
Tourism				
• What's On.	√			
• Sight's to See.	√			
• Where to Stay.	√			
• Food & Drink.	√			
• What's Nearby facility.	√			
• Bridge End Garden.	√			
Family History, including online access to Internment records for Saffron Walden cemetery.	√			
Housing:				
• Applications to join housing register.		√		
• Access to mutual exchange list		√		
• Facility for tenants to report repairs		√		
• Access to rent account information		√		
• Online forms etc.	√			
Saffron Walden Museum				
• Online access to Museum Catalogues.		√	√	
• Online forms etc.		√		
• Online access to local history recorders' records.		√	√	
Revenues (Council Tax & Business rates):				
• Online access to banding & RV information.		√		
• Online access to account details.		√		
• Online forms etc	√			
Housing Benefits				
• Online application / change of circumstance forms.		√		
• Quick entitlement checker		√		
Travel & transport				
• Online access in respect of decriminalisation.		√		
• Online renewal of concessionary fare passes			√	

Projects	2003/04	2004/05	2005/06	2006/07
• Grant for Saffire redevelopment (car share scheme etc).		√		
Generic online applications				
• Change of address service.	√			
• Online booking system for sports coaching courses, arts & cultural events, museum educational visits etc.		√		
• Booking of leisure centre facilities (e.g. squash courts) including both direct and contracted-out operations.		√	√	
Online discussion, feedback & complaint facilities:				
• Public response for forthcoming decisions of matters of public interest (e-consultation).		√		
• 'Quick Vote' facilities using the website for market research.		√		
• Maintained public web pages for every councillor.		√		
• E-enablement of councillor surgeries & home visits.			√	
• Public inspection of performance on CPA and BVPI 157		√		
• Complaints system, with built-in workflow.		√		
Shared community information databases, linked to the deliver of services via community portals and / or contact centres, to enable single point of access to a wide and comprehensive range of community information.	√	√	√	
Online services infrastructure:				
• Registration & authentication.	√	√	√	
• Government Gateway.		√	√	
• Automated telephone payments.	√	√		
• Essex Extranet	√	√		
• NLPG ~ completion of LLPG.	√	√		
• NLIS ~ accreditation to level 3	√			
• Broadband	√	√		
Intranet Development				
• Build of replacement site	√	√		
• Home Working Pilot	√	√		
• Home working ~ housing benefits & other services		√	√	√
Replacement Applications				
• Financial Information System (FIS)	√	√	√	
• iWorld Housing		√		
• Personnel System		√		
• Legal Services ~ Case Management System.	√			
• Housing Benefits ~ Verification Framework.	√			
First Point of Contact Review				
• Installation of a CRM system.		√	√	√
• Installation of a corporate document imaging (DIP) system.		√	√	
• Corporate complaints system.		√		
• Integration of first point of contact (fpoc) facilities with other agencies' services ~		√	√	√

Projects	2003/04	2004/05	2005/06	2006/07
including E-Innovations project.				
• Creation of additional fpoc hubs.		√	√	√
• Workflow pilot ~ housing benefits.				
• Creation of new access channels				
• SMS text messaging.		√	√	√
• Digital TV.			√	√
• Telemetry				√
• Public access kiosks.				√
• Smart cards.				√
Other IT projects				
• Replacement Server Programme.	√	√	√	√
• Upgrade to disaster recovery infrastructure.	√			
• Records Management System.		√		
• Upgrade to operating & messaging platforms.	√	√		
• Extension of wide area network to sheltered accommodation.		√		
• Minor projects.		√	√	√
• Members' home computing ~ replacement hardware.	√	√	√	√
• Technical Strategy implementation.		√	√	√
• Revenues ~ replacement Unix server.		√		
• Other projects ~ to be identified.			√	√

Appendix Five - E-Government Building Blocks

The table adopts the Government 'traffic light' approach to provide easy to read progress. In summary:

Red = Projects that are being planned but not yet approved for funding.
Amber = Implementation stage – roll out of approved & funded projects.
Green = Fully implemented – projects completed & implemented.

Key Building Block	Current Position	Commentary
Enablers Geographic Information System (GIS)	Green	Corporate GIS system installed, accessible by most departments. Main data capture projects completed, e.g. planning applications dating back to 1948, as well as some 90 other data sets. GIS data available via website. Scope to share suitable data with key partners (through the Essex Information Sharing Protocol).
Document Image Processing (DIP) and Workflow	Amber	DIP is already used extensively in revenues, benefits, planning and central administration. A corporate site licence has been purchased and the system is being rolled out to all departments. By 31 March 2005. Workflow is being piloted in the Revenues and Benefits Service during 2004/05 (special funding awarded by DWP) By 31 March 2005.
Knowledge Management (KM)	Amber	Searchable archive of committee papers dating back to 1992. Content management system in use on website & Intranet. Citizen database to be compiled as part of CRM project. By 31 March 2006. Electronic access to the museum collections available via website. By 30 June 2004.
Intranet / Extranet	Green	New Intranet built. Currently being tested. By 30 June 2004.
Telemetry	Red	No use identified.
Core Systems Financials & procurement	Amber	A new financial management (FIS) system is being installed. By July 2004. The new system will incorporate: • Automation of the procurement process (E-Procurement), including internal ordering & integration with electronic catalogues (including IDEA Marketplace). By 31 March 2005. • Business to Business Transactions – automation of as many transactions with suppliers and partners as possible e.g. contractor's housing repair invoices (11,000 transactions pa). By 31 December 2005. • Greater use of BACS as a means of paying suppliers. By 31 March 2005.
Human Resources & Payroll	Amber	A new Personnel Management system is to be installed. Will include greater automation of personnel functions, such as recruitment & starters / leavers. By 31 March 2005.
Asset Management	Red	No plans identified.
Customer, land & property databases	Amber	LLPG developed in accordance with the NLPG project. NLPG accreditation received. Final LLPG data cleansing in progress. Links to other corporate land & property databases being developed.
Income collection	Green	A new cash receipting system installed in March 2002. Credit and debit card payment facilities, for cash office, telephone and online payments, installed.
Office Systems	Green	Upgrade of Office 2000 to latest version (subject to adequate

		business case). By 31 March 2007.
Access Channels	Green	
Local Service Websites	Green	Website live. Funding provided to enable Saffire to be modernised.
Specialist portals & UK Online	Amber	Links to UK online created. Parish websites to be created. UDC will continue to participate in the creation of the Essex Portal.
Contact Centres	Red	To be considered as part of the Access to Services Best Value Review
One Stop Shops (Community Information Centres)	Green	CICs established in Dunmow & Thaxted. Access to Services Review considering possibility of extending the network.
Home visits / supported access		Mobile working pilot in progress (housing). Will be extended to other departments as need arises.
Digital TV	Red	To be investigated after 31/12/2005.
Local Councillors	Amber	All councillors have email, Intranet and Internet access. Personalised websites are being created for councillors.
Intermediaries	Amber	E-Innovations funding has been secured to provide Citizen Advice Bureau offices with direct access to Council systems.
Trust & Connections	Amber	
Government Gateway Encryption & digital signatures	Amber	UDC leading county-wide study of online citizen registration & authentication. To report by 30 June 2004. Likely to recommend use of Government Gateway. Installation by 31 March 2006.
Security & Building Trust	Green	Security infrastructure built – includes DMZ, firewalls, anti-virus systems, vulnerability testing etc.
Smart Cards	Red	No current plans for the use of Smart Cards.
Broadband	Amber	90% coverage by 31 December 2007. Council to support Essex Online broadband roll-out strategy.
Legal Framework	Green	Work currently taking place to ensure that Council is fully compliant with all relevant legislation by due dates Including Freedom of Information Act).

Appendix Six - E-Government Performance Targets 2004/05 to 2006/07

Target	2003/04 Actual 000's	2004/05 Forecast 000's	2005/06 Forecast 000's	2006/07 Forecast 000's
BVPI 157 - % of services available electronically	62%	95%	100%	100%
Take Up – IEG Targets				
Website				
• Page impressions (annual)	600	1200	1700	2000
• Unique users i.e. separate individuals visiting website (annual)	60	100	120	150
• Number of e-enabled payment transactions accepted via the website	0.2	3	5	10
• Number of abandoned vehicle reports accepted via the website	0.02	0.25	0.30	0.30
Telephone				
• Number of e-enabled payment transactions accepted by telephone.	4.3	7	10	15
• Number of abandoned vehicle reports accepted via telephone.	0.25	0.14	0.1	0.1
Face to Face				
• Number of e-enabled payment transactions accepted via personal contact.	0.5	1.5	3	5
• Number of abandoned vehicle reports accepted via personal contact.	0.002	0.002	0.001	0.001
Targets based upon national priorities				

• Citizen satisfaction with e-services.
   • Democratic renewal.
   • Local environment.
   • Sports & leisure services.
   • Transport, including car parking.
		Targets to be developed during 2004/05	Targets to be developed during 2004/05	Targets to be developed during 2004/05

• Efficiency savings
   • Planning.
   • E-Procurement.
   • % of undisputed invoices paid in 30 days (BVPI18).
   • Reductions in unit costs of payment transactions.
   • Sports & leisure services.
   • Transport, including car parking.
   • From new ways of working.
   • Accessibility of services.
   • Migration to e-access channels.
   • From CRM & workflow technology.
		-ditto-	-ditto-	-ditto-

• Take-Up targets
   • Online planning & regulatory services.
   • Sports & leisure services
		-ditto-	-ditto-	-ditto-

• Turnaround in processing of Council Tax & Housing Benefit claims (BVPI78) & renewals.		-ditto-	-ditto-	-ditto-
• Percentage of enquiries about public services resolved at first point of contact.		ditto-	-ditto-	-ditto-
Broadband availability with district		40%	60%	80%
Percentage of telephone calls answered within 15 seconds		95%	98%	98%

Detailed breakdown of progress against BVPI 157 – the percentage of services available electronically.

	Actual			Projected	
Interaction Type	**2001/2**	**2002/3**	**2003/4**	**2004/5**	**2005/06**
Providing information: • Total types of interaction identified • % e-enabled	120 35.93%	185 55.4%	210 68%	307 100%	307 100%
Collecting revenue: • total types of interaction identified • % e-enabled	1 12.5%	4 50%	17 100%	17 100%	17 100%
Providing benefits & grants: • total types of interaction identified • % e-enabled	0 0%	0 0%	1 12%	8 89%	9 100%
Consultation: • total types of interaction identified • % e-enabled	6 20%	12 40%	10 48%	11 52%	21 100%
Regulation (such as issuing licences): • total types of interaction identified • % e-enabled	0 0%	31 56.3%	32 74%	43 100%	43 100%
Applications for services: • total types of interaction identified • % e-enabled	0 0%	11 9%	52 52%	95 95%	100 100%
Booking venues, resources & courses: • total types of interaction identified • % e-enabled	0 0%	0 0%	0 0%	10 77%	13 100%
Paying for goods & services: • total types of interaction identified • % e-enabled	0 0%	6 22.22%	15 62%	24 100%	24 100%
Providing access to community, professional or business networks: • total types of interaction identified • % e-enabled	1 5.5%	6 33.3%	7 47%	14 93%	15 100%
Procurement: • total types of interaction identified • % e-enabled	0 0%	0 0%	0 0%	0 0%	8 100%
TOTAL: • **TYPES OF INTERACTION IDENTIFIED** • **% E-ENABLED**	128 20.1%	255 40%	344 62%	529 95%	557 100%

Appendix Seven – Change Management Building Blocks

The table adopts the Government 'traffic light' approach to provide easy to read progress. In summary:

Red = Projects that are being planned but not yet approved for funding.
Amber = Implementation stage – roll out of approved & funded projects.
Green = Fully implemented – projects completed & implemented.

	Current Position	Proposed Action
Leadership	Amber	Member and officer E-Champions have been appointed. They will continue to champion the cause of e-Government and promote its benefits.
Understanding customers	Amber	Included in citizen panel consultation for November 2004. A consultation strategy is to be prepared following the production of this outline E-Government Strategy. This work is due to be completed by 31 December 2004. In anticipation of this strategy, a number of improved consultation mechanisms are being put in place, including the establishment of online forums.
Marketing & take-up	Green	A marketing and take-up strategy is to be prepared following the production of this outline E-Government Strategy. A budget of £5,000 has been identified to support this work. The work is due to be completed by 31 December 2004.
Change management	Amber	An Access to Services Best Value review is taking place which will help ensure that services are re-engineered in order to fully exploit the potential of the new electronic services.
Programme / project management	Green	An Executive Programme Manager post has been created, with specific responsibility for E-Government & Access to Services. A number of staff are being seconded to the Programme Office to support the Programme Manager All staff working within the Programme Office are qualified in PRINCE2 project methodology.
e-skills	Amber	The Council has previously encouraged staff to take Microsoft Office qualifications. It is proposed to review this decision during 2004/05, with the likelihood that an alternative, such as the European Computer Driving Licence, will instead be adopted.
e-learning	Amber	In conjunction with Personnel Services, suitable e-learning tools and programmes will be identified and implemented.