

# IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2004 (IEG4)

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

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**Local Context**

**Suffolk County Council – Local Context**

**\*\*\* THIS IEG SUBMISSION IS CURRENTLY DRAFT**

**UNTIL AGREED BY COUNCILLORS IN JANUARY 2005 \*\*\***

**1. Strategic Vision - Ambition for Suffolk**

Suffolk County Council's Policy and Performance Plan 2004/5 sets out our vision and ambition for Suffolk:-

*“Many people living in Suffolk are content and happy with their lives, but just as many suffer from a poverty of ambition and are striving to improve their quality of life. There are many differences between communities and individuals. The role of the council is to balance these differences and make sure that Suffolk is a place where individual aspiration and collective ambition allow everyone the opportunity to reach their full potential.”*

Suffolk County Council expresses its ambition for Suffolk in terms of a number of four themes:-

**Sustainable Suffolk** - aiming to build a county which protects our environment and heritage and continues to be an attractive place to live and visit. Encouraging more sustainable ways of living and ensuring the county has services and infrastructure it needs to offer good quality jobs and a thriving economy.

**Caring and Protecting** – to ensure people are cared for in the best way possible and to meet their needs and respect their wishes and those of their families. Working with other organisations, businesses and individuals to address issues such as poverty, disadvantage, crime and unsatisfactory housing.

**Learning for Life** – provide opportunities for people, whatever their age or ability, to learn in ways that are accessible, flexible and enjoyable. An example is the council's involvement in the ambitious project to create a university for Suffolk.

**Access and Community Involvement** – the council provides excellent service to customers but there are still ways we can improve. We believe people should not just “receive” services but help in the design of services. We need to consider the customer first in all service planning, performance management and resource allocation.

These themes are reinforced by our eleven medium term priorities:-

Raise levels of achievement in schools, particularly for 11-14 year olds

Improve the quality of life for children in care, and their families

Help young people get good jobs and training and reduce the chances of them getting involved in crime, drug-taking and anti-social behaviour

Help more older people live more independently in their local communities

Encourage more people to use public transport

Recycle or compost more household waste and reduce the amount going to landfill

Maintain our roads and footpaths to a higher standard

Better co-ordinate our support to communities that need it most

Help more people access our services more easily and tell us how we can improve

Support local businesses, develop the local economy and improve training opportunities

Reduce the number of lives lost or damaged by accidents or crime

In terms of delivering services to achieve these priorities, the County Council has recently embarked on a landmark national partnership.

## **2. Delivering quality services – Customer Service Direct**

In 2002, Suffolk County Council made the decision to seek a strategic partner in order to deliver high quality services to the public as well as providing high quality internal services. Mid Suffolk District Council were also keen to improve service delivery and decided to join the county council in seeking a strategic partner.

BT, Suffolk County Council and Mid Suffolk District Council have signed a 10-year agreement to work together to revolutionise the way that Suffolk people access their council services. This means a joint investment to deliver services in a way that will greatly improve the quality of customer experience that people receive.

BT has a wealth of experience in working with other councils to improve how services are delivered such as Liverpool City Council and Rotherham MBC. However, the County Council/Mid Suffolk partnership is the first time that two tiers of local government have worked with BT in such a partnership. The aim is to set an outstanding benchmark in customer service for Suffolk that the rest of the country will want to follow.

A Joint Venture Company has been established to deliver new models for service delivery, based around the principles of customer focus, public access and E-Government. The company is known as **CSD (Customer Service Direct)** and encompasses

services from both councils: ICT, HR , Finance and Revenues and Benefits services as well as new department - **the Public Access division**.

Suffolk people will have better access to council services in whichever way suits them best. People will soon be able to find the information they need faster and more effectively than ever before, whether they are using the telephone, visiting a member of staff in person or using electronic methods of communication such as e-mail or the Internet.

Joint investment has already led to improvements in essential technology for CSD staff delivering the councils' computer systems, human resources, finance and revenues and benefits. All this will lead to cost savings across both councils and greater efficiencies across the board.

A key aspect of CSD is Public Access. This refers to improvements in the availability of council services to people no matter how they choose to access them. On 26 November 2004, an Access Centre opened in Stowmarket, which includes:

A walk-in service centre on the ground-floor where staff will be on hand to help people in person with everything from general enquiries to helping people fill in forms and logging reports such as potholes in the road or faulty street-lights

A contact centre where specially trained staff will answer people's telephone calls. They will be supported by the most up-to-date information to help answer enquiries first time whenever possible

In the coming months a special CSD website will also be launched to provide access to both SCC and MSDC services, especially transactional services such as making payments and bookings.

More service centres will be opening in the Eye and Needham Market areas during 2005.

**Section 1 - Priority Outcomes (self-assessment)**

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

Outcome & Transformation Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
<b>R1</b> 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	Amber	Green	Green	Application services planned within Phase 1 of Public Access programme. Phase currently planned to deliver by the end of 2005. Further business process analysis is ongoing to refine timescales.
<b>R2</b> Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Red	Amber	Green	Green	Application services planned within Phase 1 of Public Access programme. Phase currently planned to commence end March 05, delivering at the end of 2005. Further business process analysis is ongoing to refine timescales.
<b>G1</b> 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	Amber	Green	Green	Application services planned within Phase 1 of Public Access programme. Phase currently planned to commence end March 05, delivering at the end of 2005. Further business process analysis is ongoing to refine timescales.
<b>E1</b> Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.					
<b>R3</b> 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 <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Green	Green	Green	Green	Joined up A to Z delivered as part of the Customer Service Direct site, providing transactions for the Stowmarket Service Centre from November 2004
<b>R4</b> 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	Amber	Green	Green	Community Safety looking at rolling out the CADDIE system developed by Kent CC
<b>G2</b> 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.	Red	Amber	Green	Green	The Council's Infolink system provides information of community groups. Currently planning to allow the groups to update information themselves.
<b>E2</b> Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.					

<b>R5</b> Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green	Green	Green	Green	Minutes, agendas and forward plans available online. Meetings diary available via intermediary staff. Plans to integrate council minutes with future EDRMS is planned
<b>R6</b> 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.	Red	Amber	Green	Green	To be determined after county council elections 2005. Examining LGA system.
<b>G3</b> Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Red	Amber	Green	Green	Currently planned within Phase 1 of Public Access programme. Phase currently planned to commence end March 05, delivering at the end of 2005.
<b>G4</b> Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Red	Amber	Green	Green	Multimedia resources on council objectives and policies have previously been available on CD ROM to the public.
<b>E3</b> Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.					
<b>R7</b> 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).	Red	Amber	Green	Green	Atrium modules purchased. Investigating links with Parsol national project. Implementation being examined during next phase of Public Access service roll-out
<b>R8</b> Online receipt and processing of planning and building control applications.	Red	Amber	Green	Green	Atrium modules purchased. Investigating links with Parsol national project. Implementation being examined during next phase of Public Access service roll-out
<b>G5</b> Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Red	Amber	Green	Green	Currently planned within Phase 1 of Public Access programme. Phase currently planned to commence end March 05, delivering at the end of 2005.
<b>G6</b> Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Amber	Amber	Green	Green	Data sharing protocols in place. Investigating implementation of E-TSN system for secure data sharing/messaging.
<b>G7</b> 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	Amber	Green	Green	County council is signed up to data sharing protocols with the district councils



<b>E4</b> Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.					
<b>R9</b> Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber	Amber	Green	Green	E-Procurement operational within Resource Management Division. Current baseline activities are underway with activities re: off-contact ordering, volumes etc.
<b>G8</b> 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	Amber	Amber	Amber	National Project Pilots are still being planned. It is not currently clear how the results of these pilots will affect the council.
<b>G9</b> Regional co-operation on e-procurement between local councils.	Green	Green	Green	Green	
<b>E5</b> Access to virtual e-procurement 'marketplace';					
<b>E6</b> 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;					
<b>E7</b> Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).					
<b>R10</b> 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).	Amber	Amber	Green	Green	gBiz tool developed as part of the Public Access programme. Allows payments for a range of services and is operational in the Stowmarket Service Centre run by Customer Service Direct (CSD)
<b>R11</b> Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Green	Green	Green	Green	Revenue and Benefits services delivered electronically by CSD. Online access at present via intermediary customer service staff; online to the public spring 2005
<b>G10</b> Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber	Amber	Green	Green	Benefits realisation project due to begin as part of Customer Service Direct joint venture company.

<b>G11</b> Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Red	Amber	Green	Green	Application services planned within Phase 1 of Public Access programme. Phase currently planned to commence end March 05, delivering at the end of 2005. Further business process analysis is ongoing to refine timescales.
<b>E8</b> Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).					
<b>E9</b> Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).					
<b>E10</b> Agreed baseline and targets for reductions in unit costs of payment transactions.					
<b>R12</b> Online renewal and reservations of library books and catalogue search facilities.	Green	Green	Green	Green	
<b>R13</b> Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber	Amber	Green	Green	Customer Service Direct (CSD) joint venture is a partnership of BT, Mid Suffolk DC and Suffolk CC. CSD ultimately to provide service infrastructure.
<b>G12</b> Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Amber	Amber	Green	Green	Suffolk Key scheme is operational in Stowmarket area, based on the National Smartcard project and Cornish Key. County-wide card audit currently under way to provide pan-county and individual business cases. Suffolk is leading in the East of England in smart card development as chair of the SmartAngles smartcard forum.
<b>E11</b> Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings.					
<b>R14</b> Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green	Green	Green	Green	
<b>R15</b> 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	Amber	Green	Green	Atrium modules purchased. Investigating links with Parsol national project. Implementation being examined during next phase of Public Access service roll-out
<b>G13</b> E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice),	Green	Green	Green	Green	Form available via Mid Suffolk DC, partners in the Customer Service Direct joint venture.

including email notification of form receipt and appeal procedures.					
<b>G14</b> GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Red	Amber	Green	Green	Corporate GIS is being considered in phase 2 roll-out of Public Access services available from service centres provided by Customer Service Direct for Mid Suffolk DC and Suffolk CC
<b>E12</b> Agreed baseline and targets for customer satisfaction and efficiency savings.					
<b>R16</b> E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Green	Green	Green	Green	Mid Suffolk DC but delivered via the shared infrastructure of the Customer Service Direct (CSD) partnership.
<b>R17</b> Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Red	Amber	Green	Green	Application services planned within Phase 1 of Public Access programme. Phase currently planned to commence end March 05, delivering at the end of 2005. Further business process analysis is ongoing.
<b>G15</b> Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Red	Amber	Green	Green	Application services planned within Phase 1 of Public Access programme. Phase currently planned to commence end March 05, delivering at the end of 2005. Further business process analysis is ongoing.
<b>E13</b> Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.					
<b>E14</b> 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.					
<b>R18</b> Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green	Green	Green	Green	Customer First contact centre provides comprehensive information via telephone. Information also provided via social care website.
<b>R19</b> 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.	Green	Green	Green	Green	Suffolk Doctors On call provide an out of hours service and have authorised access to the Compass system out of hours.

<b>G16</b> Systems to support joined-up working on children at risk across multiple agencies.	Amber	Amber	Green	Green	Integrated Children's System set up in response to the Laming/Victoria Climbié inquiry.
<b>G17</b> Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber	Amber	Green	Green	Tablet PCs being piloted with Social Workers. Decision on full implementation due during 2005.
<b>E15</b> Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).					
<b>R20</b> Email and Internet access provided for all Members and staff that establish a need for it.	Green	Green	Green	Green	
<b>R21</b> ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Red	Amber	Green	Green	Application services planned within Phase 1 of Public Access programme. Phase currently planned to commence end March 05, delivering at the end of 2005. Further business process analysis is ongoing.
<b>R22</b> 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	Amber	Green	Green	Application services planned within Phase 1 of Public Access programme. Phase currently planned to commence end March 05, delivering at the end of 2005. Further business process analysis is ongoing.
<b>G18</b> 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").	Red	Amber	Green	Green	
<b>E16</b> Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.					
<b>R23</b> 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	Green	Green	
<b>R24</b> Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Amber	Amber	Green	Green	
<b>G19</b> 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)	Red	Amber	Green	Green	Linked to website migration project.

and Data Protection legislation (see <a href="http://www.pro.gov.uk/about/foi/map-local.rtf">www.pro.gov.uk/about/foi/map-local.rtf</a> ).					
<b>G20</b> Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see <a href="http://www.w3.org/WAI">www.w3.org/WAI</a> ).	Amber	Amber	Green	Green	Linked to website migration project.
<b>G21</b> Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see <a href="http://www.egifcompliance.org">www.egifcompliance.org</a> & <a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a> ).	Amber	Amber	Green	Green	
<b>E17</b> Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.					
<b>R25</b> Online publication of Internet service standards, including past performance and commitments on service availability.	Red	Amber	Green	Green	Application services planned within Phase 1 of Public Access programme. Phase currently planned to commence end March 05, delivering at the end of 2005. Further business process analysis is ongoing.
<b>R26</b> Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Amber	Amber	Green	Green	Linked to website migration project.
<b>G22</b> Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Red	Amber	Green	Green	
<b>G23</b> Adoption of recognised guidelines for usability of website design (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Amber	Amber	Green	Green	Linked to website migration project.
<b>E18</b> 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.					
<b>R27</b> 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	Green	Green	Green	Green	

different channels, and enabling joined-up and automated service delivery.					
<b>R28</b> All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber	Amber	Green	Green	Application services planned within Phase 1 of Public Access programme. Phase currently planned to commence end March 05, delivering at the end of 2005. Further business process analysis is ongoing.
<b>R29</b> 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	Application services planned within Phase 1 of Public Access programme. Phase currently planned to commence end March 05, delivering at the end of 2005. Further business process analysis is ongoing.
<b>G24</b> 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	Application services planned within Phase 1 of Public Access programme. Phase currently planned to commence end March 05.
<b>G25</b> 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.	Red	Amber	Green	Green	Application services planned within Phase 1 of Public Access programme. Phase currently planned to commence end March 05, delivering at the end of 2005. Further business process analysis is ongoing.
<b>E19</b> 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.					

## **Section 2 - Change Management (self-assessment)**

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

Change Management Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
Appointment of people to the following key local e-government functions in your Council (see <a href="http://www.idea-knowledge.gov.uk/idk/aio//206757">http://www.idea-knowledge.gov.uk/idk/aio//206757</a> ):					
i) Member & officer e-champions	Green	Green	Green	Green	
ii) e-government programme manager	Green	Green	Green	Green	Roles covered by E-Government Policy Manager (CSD), ICT Client Manager, Public Access Programme Manager (client) and Head of Public Access (CSD)
iii) customer services management	Green	Green	Green	Green	Roles covered by Public Access Team within Customer Service Direct. Specific Customer Service and Communications Managers ensure the customer is at the centre of what we do.
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	Competency based development based on Performance Development Reviews is now embedded in the corporate HR process as part of workforce development.
Establishment of an e-delivery programme board	Green	Green	Green	Green	The Public Access Programme Board is chaired by teh Chief Executive, the vice chair is the Chief Executive of Mid Suffolk District Council, our strategic partners. A Public Access Development Group supports this board and oversees delivery across both councils.
Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme.	Green	Green	Green	Green	PRINCE2 is the programme and project management methodology adopted across the council to support e-Delivery
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	A Corporate Risk Manager has been appointed to look at risk across the council. Corporate and departmental risk regsiters have been implemented and regularly reviewed.
Use of customer consultation/research to inform development of corporate e-government strategy.	Green	Green	Green	Green	Customer Service function within Public Access team of CSD. Customers consulted about the services they receive. Area committees being established to involve the public in design and delivery of services.
Establishment of policy for addressing social inclusion within corporate e-government strategy.	Green	Green	Green	Green	Customer Service Direct has formulated a social inclusion policy for e-Service delivery.



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	Head of Corporate Information and Records has been appointed; the postholder heads team leading corporately on FoI
Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see <a href="http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf">http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf</a> & <a href="http://www.govtalk.gov.uk/documents/eTrustguidegovt.alk.rtf">http://www.govtalk.gov.uk/documents/eTrustguidegovt.alk.rtf</a> ).	Red	Red	Amber	Amber	
Establishment of partnerships for the joint (aggregated) procurement of broadband services.	Amber	Amber	Amber	Amber	Suffolk CC is part of a regional aggregation group
Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) (see <a href="http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf">http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf</a> ).	Amber	Amber	Green	Green	Public Access team has started engagement with CABx and other potential intermediaries as part of public access Service Centre development.
Compliance with BS 7799 on information security management.	Amber	Amber	Amber	Amber	Suffolk County Council works to this standard as a matter of policy but has not undertaken specific compliance activities. The County Council has commissioned CSD's ICT division to start work on delivery.
Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives.	Amber	Amber	Green	Green	Benefits Realisation is part of Phase 1 deliverables of the Customer Service Direct plans for both Suffolk County Council and Mid Suffolk DC. Planning during early 2005 with delivery by end 2005.
Completion of mapping of BVPI 157 services against approved security levels (0-3) (see <a href="http://www.authentication.org.uk/levels.asp">http://www.authentication.org.uk/levels.asp</a> & <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc</a> ).	Amber	Amber	Green	Green	Initial work was on hold pending national guidance from the Bolton project.
Planned compliance to HMG Security and authentication frameworks (see <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc</a> & <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc</a> & <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/">http://e-government.cabinetoffice.gov.uk/assetRoot/04/</a>	Red	Red	Red	Red	Awaiting national guidance.

<a href="#">00/22/40/04002240.doc</a> & <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc</a> & <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc</a> .					
Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see <a href="http://www.tscheme.org">www.tscheme.org</a> ).	Red	Red	Red	Red	Awaiting further guidance from Government on local authority engagement with the Gateway. Joint working Suffolk-wide has been proposed once further guidance is available.
Use of Government Gateway (see <a href="http://www.gateway.gov.uk">http://www.gateway.gov.uk</a> ) to support:					
i) personalisation & registration for services categorised at security level 0	Red	Red	Red	Red	Awaiting further guidance from Government on local authority engagement with the Gateway. Joint working Suffolk-wide has been proposed once further guidance is available.
ii) citizen & business authentication for services for services categorised at security levels 1-3	Red	Red	Red	Red	Awaiting further guidance from Government on local authority engagement with the Gateway. Joint working Suffolk-wide has been proposed once further guidance is available.
iii) authentication of employees for cross-agency services	Red	Red	Red	Red	Awaiting further guidance from Government on local authority engagement with the Gateway. Joint working Suffolk-wide has been proposed once further guidance is available.
iv) corporate approach to collection of e-payments	Red	Red	Red	Red	Awaiting further guidance from Government on local authority engagement with the Gateway. Joint working Suffolk-wide has been proposed once further guidance is available.
v) cross agency secure transactions (Government to Government)	Red	Red	Red	Red	Awaiting further guidance from Government on local authority engagement with the Gateway. Joint working Suffolk-wide has been proposed once further guidance is available.
Government Gateway (see <a href="http://www.gateway.gov.uk">http://www.gateway.gov.uk</a> ) back office connection in place (Department Interface Server).	Red	Red	Red	Red	Awaiting further guidance from Government on local authority engagement with the Gateway. Joint working Suffolk-wide has been proposed once further guidance is available.
Connection to Directgov (see <a href="http://www.direct.gov.uk">http://www.direct.gov.uk</a> ) from corporate website and partnership portal(s)	Amber	Amber	Green	Green	Implemented as part of council's web migration strategy
Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see	Green	Green	Green	Green	

<a href="http://www.lcd.gov.uk/foi/foidpunit.htm">http://www.lcd.gov.uk/foi/foidpunit.htm</a> & <a href="http://www.pro.gov.uk/recordsmanagement/access/default.htm">http://www.pro.gov.uk/recordsmanagement/access/default.htm</a> )					
Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see <a href="http://www.nlpg.org.uk">http://www.nlpg.org.uk</a> )	Amber	Amber	Green	Green	
Connection to National Land Information Service (NLIS) at Level 3 (see <a href="http://www.nlis.org.uk">http://www.nlis.org.uk</a> )	Red	Red	Green	Green	
Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see <a href="http://www.dfes.gov.uk/isa">http://www.dfes.gov.uk/isa</a> )	Amber	Amber	Green	Green	To be delivered as part of the council's involvement in the ISA project

**Section 3 - BVPI 157**

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

		Actual			Forecast	
BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	2001/2	2002/3	2003/4	2004/5	2005/6
		0	0	0	0	0
Providing information: Total types of interaction e-enabled e-enabled	94%	142 54.83	170 65.64	217 83.78	235 90.73	259 100.00
Collecting revenue: Total types of interaction e-enabled e-enabled	87%	0 0	0 0	0 0	0 0	0 0
Providing benefits & grants: Total types of interaction e-enabled e-enabled	78%	0 0	0 0	0 0	0 0	3 100.00
Consultation: Total types of interaction e-enabled e-enabled	86%	0 0	0 0	0 0	13 72.22	18 100.00
Regulation (such as issuing licenses): Total types of interaction e-enabled e-enabled	76%	1 3.45	2 6.90	4 13.79	22 75.86	29 100.00
Applications for services: Total types of interaction e-enabled e-enabled	83%	28 25.69	66 60.55	66 60.55	82 75.23	109 100.00
Booking venues, resources & courses: Total types of interaction e-enabled e-enabled	78%	12 36.36	12 36.36	17 51.52	25 75.76	33 100.00

<b>Paying for goods &amp; services: Total types of interaction e-enabled e-enabled</b>	<b>80%</b>	<b>0 0</b>	<b>0 0</b>	<b>0 0</b>	<b>8 72.73</b>	<b>11 100.00</b>
<b>Providing access to community, professional or business networks: Total types of interaction e-enabled e-enabled</b>	<b>82%</b>	<b>0 0</b>	<b>0 0</b>	<b>23 74.19</b>	<b>24 77.42</b>	<b>31 100.00</b>
<b>Procurement: Total types of interaction e-enabled e-enabled</b>	<b>73%</b>	<b>0 0</b>	<b>0 0</b>	<b>0 0</b>	<b>1 25.00</b>	<b>4 100.00</b>
<b>TOTAL Total types of interaction e-enabled % e-enabled</b>	<b>86%</b>	<b>183 36.82 %</b>	<b>250 50.30 %</b>	<b>327 65.79 %</b>	<b>410 82.49 %</b>	<b>497 100.00 %</b>

#### **Section 4 - Access Channel Take-Up**

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

	Actual ('000s)	Forecast ('000s)				Comment
		03/04	04/05	05/06	06/07	
<b>E-enablement + Main E-Access Channel Take-Up</b>						
<b>Local Service Websites</b>						
• Page impressions (annual)	1080	1209	1354	1517	1699	<p>Figures based on current website usage. From 2005, citizens will be able to access council services from the council website as well as a transactional website provided by Customer Service Direct.</p> <p>E-enabled payment forecasts via website are supplied as part of "Electronic Media" section (see below). Figures cannot be dis-aggregated at present. From November 2004, customers can pay for some services via the Stowmarket Customer Service Centre. Customers will also be able to pay online for some services from spring 2005 (both County Council and Mid Suffolk services)</p> <p>Change of address service is not currently offered. This is part of the phase 2 Public Access delivery planning. Business processes are to be analysed during Spring 2005. Forecast figures will be available once initial process analysis is completed.</p>
• Unique users, i.e. separate individuals visiting website (annual)	431	483	541	606	679	
• Number of e-enabled payment transactions accepted via website	0	0	0	0	0	
• Number of change of address notifications accepted via website	0	0	0	0	0	
<b>Telephone</b> <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>						
• Number of e-enabled payment transactions accepted by telephone	0	0	0	0	0	<p>E-enabled payment forecasts via telephone are supplied as part of "Electronic Media" section (see below). Figures cannot be dis-aggregated at present. Customer can currently pay for some services via phone by contacting the the Stowmarket Customer Service Centre and also online from Spring 2005.</p> <p>Change of address service is not currently offered. This is part of the phase 2 Public Access delivery planning. Business processes are to be analysed during Spring 2005. Forecast figures will be available once initial process analysis is completed.</p>
• Number of change of address notifications accepted via telephone	0	0	0	0	0	



<b>Face To Face</b> <i>(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 &amp; home visits)</i>						
• Number of e-enabled payment transactions accepted via personal contact	0.5	1.5	2.5	3.5	4.5	Customers can pay for County Council and Mid Suffolk District council services face to face at the Stowmarket Service Centre. The service portfolio is being extended from 170 to approx. 450 services during 2005.  Change of address service is not currently offered. This is part of the phase 2 Public Access delivery planning. Business processes are to be analysed during Spring 2005. Forecast figures will be available once initial process analysis is completed.
• Number of change of address notifications accepted via personal contact	0	0	0	0	0	
<b>Other Electronic Media</b> <i>(e.g. BACS, text messaging)</i>						
• Number of e-enabled payment transactions accepted via BACS or other electronic form	17.5	20.25	30	39	48.5	Change of address service is not currently offered. This is part of the phase 2 Public Access delivery planning. Business processes are to be analysed during Spring 2005. Forecast figures will be available once initial process analysis is completed.
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0	
<b>Non Electronic</b> <i>(e.g. cash office, post)</i>						

• Number of payments accepted by cheque or other non-electronic form	268.55	250	235	220	205	Change of address service is not currently offered. This is part of the phase 2 Public Access delivery planning. Business processes are to be analysed during Spring 2005. Forecast figures will be available once initial process analysis is completed.
• Number of change of address notifications accepted via non-electronic form	0	0	0	0	0	

### **Section 5 - Local e-Government Implementation Expenditure**

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

Programme Resources	Actual (£'000s)	Forecast (£'000s)				Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
• IEG capital grant	400	350	150			
• <b>your council's nominal pro rata share of</b> ODPM Local e-Government Partnership Programme capital grant allocated in your area	106	0	0	0	0	One eighth share of £850,000 to develop onesuffolk portal and community portals as part of the Suffolk Accessible Government Partnership
• financial contribution from public-private partnerships	0	17421	8817	3971	2839	Suffolk County Council and Mid Suffolk District Council have formed a strategic partnership with BT to deliver transformed E-Government services.  Investment in E-Government transformation from 2004/5 is provided by BT. Council expenditure (including revenue) relates only to service running costs and is not included as it is cyclical spend.  Public-private partnership figures relate to BT's business case for the partnership. Figures relate to both Suffolk County Council and Mid Suffolk District Council and cannot be dis-aggregated.
• resources being applied from internal revenue and capital budgets to implement e-government	5700	0	0	0	0	Figures based on BT business case.
• 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	
<b>TOTAL</b>	<b>6206</b>	<b>17771</b>	<b>8967</b>	<b>3971</b>	<b>2839</b>	

## **Section 6 - Local e-Government Programme Efficiency Gains**

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

Efficiency Gains	Actual	Forecast (£'000s)				Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
<b>a) Cash Releasing Efficiency Gains</b>						
e-Procurement, of which:						
• achieved through reductions in prices		0	0	0	0	An E-Procurement marketplace solution is currently in place within the Resource Management Directorate. The council is currently in the process of obtaining baseline and "off contract" figures across the organisation. The process of forecasting will take place when these figures have been obtained.
• other gains from e-procurement		0	0	0	0	
Corporate support (back office), of which:						
• e-recruitment		0	0	0	0	HR function has very recently become part of the Customer Service Direct (CSD) joint venture with BT and Mid Suffolk DC. Baseline figures for efficiencies are currently being established. Benefits realisation is part of the next phase of CSD service planning and is taking place during early 2005. Further forecasting will be available once this process is completed.
• e-payments		0	0	0	0	An Electronic Service Delivery Platform for delivering transactional services (including e-payments) was established in November 2004. The platform is a shared infrastructure with Mid Suffolk District Council. Work on related Gershon efficiencies and benefits realisation is taking place in early 2005. Further forecast figures will be available as a result of this process.
• Other corporate support gains		0	0	0	0	Efficiencies are expected as a result of shared back office functions from strategic partnering with Mid Suffolk DC and British Telecom.
Transactional services		0	0	0	0	An Electronic Service Delivery Platform for delivering transactional services (payments, reporting, application etc.) was established in November 2004. The platform is a shared infrastructure with Mid Suffolk District Council. Work on related Gershon efficiencies and benefits realisation is taking place in early 2005. Further forecast figures will be available as a result of this process.

Productive time		0	0	0	0	Baselines being established as part of efficiency and benefits realisation projects during 2005.
Sub total (a) cash releasing efficiency gains)	0	0	0	0	0	
<b>b) Non Cash Releasing Efficiency Gains</b>						
non-cash benefits (1) please specify		0	0	0	0	Baselines being established as part of efficiency and benefits realisation projects during 2005.
non-cash benefits (2) please specify		0	0	0	0	Baselines being established as part of efficiency and benefits realisation projects during 2005.
Sub total (b) non cash releasing efficiency gains)	0	0	0	0	0	
<b>TOTAL EFFICIENCY GAINS - GROSS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
LESS e-government implementation expenditure	6206	17771	8967	3971	2839	The ten year strategic partnership being undertaken by Suffolk County Council, BT and Mid Suffolk District Council provides significant investment from BT. The aim of this investment is to transform the businesses of both councils whilst driving through benefits and efficiencies.
<b>TOTAL EFFICIENCY GAINS - NET</b>	<b>-6206</b>	<b>-17771</b>	<b>-8967</b>	<b>-3971</b>	<b>-2839</b>	