



Office of the Deputy Prime Minister

Creating sustainable communities

DEFINING E-GOVERNMENT OUTCOMES FOR 2005 TO SUPPORT THE DELIVERY OF PRIORITY SERVICES & NATIONAL STRATEGY TRANSFORMATION AGENDA FOR NATIONAL PARK AUTHORITIES IN ENGLAND – VERSION 1.0



Priority Service & National Strategy transformation outcomes for local e-government in December 2005

Introduction

“E-Government is not an end in itself. It is at the heart of the drive to modernise government. Modernising local government is about enhancing the quality of local services and the effectiveness of local democracy”

The National Strategy for Local e-Government (November 2002), p5

Linking local e-government investment to the delivery of service improvement in shared priority areas will ensure that it addresses the real concerns of citizens, as well as providing a focus for local authorities up to the 2005 target and beyond.

A key objective of the Office of the Deputy Prime Minister's (ODPM) SR2002 Public Service Agreement (PSA) involves improving delivery and value for money of local services within a framework of national targets and policies. This includes,

*“assisting local government to achieve 100% capability in electronic delivery of **priority services** by 2005, in ways that customers will use”.*

In order to define what is meant by the term “priority services” and for the Government to measure progress towards the PSA target, a set of e-government priority outcomes for each local authority in England has been proposed. It is expected that each local authority as part of its e-government investment programme will deliver these priority outcomes by December 2005.

The priority outcomes set out in this paper are derived primarily from the shared priorities agreed between central and local government. For practical purposes, the shared priorities have been translated into a set of 10 priority service and 4 National Strategy transformation areas. This list of 14 priority service and transformation areas has then been broken down into a set of specific priority outcomes that should be delivered by National Park Authorities by December 2005.

The priority outcomes provide a focus for priority working within the Prime Minister's target to reach 100% e-enablement of Government services by December 2005 (as measured by BVPI 157 for local government services). They do not seek to add to the requirements measured by BVPI 157, but rather ensure that the e-enablement of local authority services is delivered in a way that enhances the quality, convenience and availability of these services. Local authorities will be incentivised through the IEG capital

funding process for working on the local e-government priority outcomes in 2004/05 and 2005/06. They will also be supported in delivering outcomes through the outputs from the ODPM Local E-Government National Project programme (see www.localgov.gov.uk). Progress in delivering the priority outcomes will be monitored through the IEG process. The arrangements in this paper affect National Park Authorities in England.

Shared priorities for local government

The National Strategy for local e-government listed the shared public service delivery priorities that were agreed between the Government and the Local Government Association in July 2002¹. The Strategy made it clear that e-government is a key part of our collective approach to delivering them.

The priority outcomes set out in this paper are primarily derived from the seven shared priorities agreed between central and local government, translated into specific outcomes that can be achieved in appropriate and innovative ways at the local level. The shared priorities 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 will impact most on the lives of local people. However, some additional work is needed in order to translate these broad aims into a set of specific outcomes for local e-government. This work is reflected in the table below.

National Priorities

In addition to defining local e-government outcomes around the shared priorities, the ODPM also supports local government to achieve:

¹ see http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2002_0278

- 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.
 - schools admissions;
 - voting;
 - consultation;
 - planning applications; and
 - payments (including Council Tax Benefit & 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.

Therefore, these issues are also reflected in the list of priority outcomes set out in the table below.

Interpretation & Support

Progress towards priority service and transformation outcome objectives will be measured through the IEG return process in 2004/05 and 2005/06. At this stage, local authorities will be required to provide evidence that they are using IEG grant to make progress in delivering the outcomes set out in this paper.

As well as outputs from the ODPM's National Project programme (www.localgov.gov.uk), we shall be working with the Improvement & Development Agency (IDeA) to support this initiative with a more detailed elucidation of these requirements designed around the needs of practitioners involved in implementing these priority outcomes. The IDeA package of support will include help to local authorities through the work of the Strategic Support Unit (SSU) and Implementation Support Unit (ISU) designed to provide in-depth support for local e-government implementation.

Ongoing work within the IDeA's Electronic Service Delivery (ESD) Toolkit (www.esd-toolkit.org) will also reflect this initiative, including an interpretation for practitioners of the individual BVPI 157 types of service interaction falling within the remit of the priority outcomes set out in the table below.

Guidance to local authorities on standards is also available through the Local e-Government Standards Body (www.localgov-standards.gov.uk).

The definition and requirements for priority outcomes will be version controlled. The ODPM reserves the right to make adjustments to published requirements in this version based on the need to maintain the expediency and validity of individual outcomes.

Partnerships

National Park Authorities can choose whether they wish to deliver the priority outcomes by working individually, or through partnerships. However, there is a strong expectation that where existing partnership infrastructures are viable, they represent a preferred way forward to help deliver outcomes in those priority areas that demand an integrated or joined-up approach. Therefore, it is expected that a proportion of IEG grants to individual National Park Authorities should be earmarked and pooled accordingly.

Particularly in the light of the ongoing Efficiency Review of the public sector, those authorities already working to deliver local e-government through partnership activity are expected to retain the viability of these infrastructures in order to support the delivery of priority outcomes and ensure:

- joined up service delivery at a local level;
- efficiencies and economies of scale in related procurement activity; and
- rapid take-up and roll-out of associated national project solutions.

Authorities that do not continue to support such existing viable partnership activity in their local area through IEG grant in 2004/05 may be asked to explain their policy position.

Funding

The ODPM announced further funding support for Councils on 12 February 2004². All National Park Authorities in England will receive £400K capital grant over the next two years (£300k in 2004/05 and £100k in 2005/06 subject to submitting satisfactory IEG progress reports) to help deliver e-government. Priority services will be included as a new section in the IEG proforma to reflect their importance as an integral part of the implementing e-government process.

The approach to defining priority outcomes for 2005 requires all authorities to focus resources to achieve a higher standard of electronic delivery of priority services supported by corporate service transformation objectives. The national requirement to e-enable 100% of services by December 2005 remains in force.

² See <http://www.localgov.gov.uk/Nimoi/sites/ODMP/resources/Funding%20press%20notice.doc>

The ODPM is currently discussing certification arrangements for IEG grant with the Audit Commission. Authorities not meeting IEG requirements in 2004/05 will be excluded from further IEG funding in 2005/06. There will be no mechanism to carry forward IEG funding beyond the end of March 2006. The ODPM also reserves the right to invoke retroactive 'recovery' of IEG grants in exceptional circumstances where there is evidence that grants have not been used to support IEG activity.

Outcomes

The proposed outcomes for each priority service and transformation area are defined in terms of:

- 1) **Required outcomes** – these refer to specific online facilities that must be in place in every area of the country for citizens, organisations, authority members and staff to use by the end of December 2005. Where applicable, these online facilities should be available on a 24/7 basis. Such outcomes must be at Green stage in IEG self-assessment terms by December 2005 (i.e. the work has been implemented);
- 2) **“Good” e-government outcomes** – the precise approach to achieving these outcomes may be locally determined, but all National Park Authorities are expected to commit to these objectives in order to qualify for further IEG4 funding in 2005/06. As a minimum, such outcomes must be at Amber stage in IEG self-assessment terms by December 2005 (i.e. where work has been approved for funding and is actively being implemented) and at Green stage by 1 April 2006.
- 3) **“Excellent” e-government outcomes** – high performing National Park Authorities that have already achieved, or largely achieved, the defined required and “good” e-government outcomes, will be asked to agree a baseline and targets for promoting awareness and take-up of e-services, in return for greater discretion in applying IEG grant to meet locally-defined priorities.

Arrangements for Non-Statutory Services

It is recognised that National Park Authorities may not have a statutory responsibility for service delivery in some of the areas listed in the table below. For example, it is not the intention to ask National Park Authorities to deliver service provision outcomes for transport. However, there is a clear responsibility on all local authorities to join up local public services in ways that make sense to the customer. Therefore, a minimum requirement in terms of meeting a priority outcome for an authority with no direct statutory service responsibility must be to offer appropriate (deep) hyperlinks to the relevant web pages of the local district or county councils that do provide the service. Please note that a link to a home page is not sufficient in these circumstances. Such 'deep linking' also requires authorities to plan and have the relevant resources to check the ongoing integrity of these links.

PRIORITY AREAS AND OUTCOMES

<i>Priority Area</i>	<i>Main Associated National Projects & Initiatives</i> (see www.localgov.gov.uk)	<i>Required e-Government Outcomes</i>	<i>“Good” e-Government Outcomes</i>	<i>“Excellent” e-Government Outcomes</i>
<p>1. Modernising Development Services in Rural Areas</p> <p>Systems to support economic development of a suitable nature that can enhance the environment and can show the way forward for sustainable development in the wider countryside.</p> <p>- Promoting the economic vitality of localities</p>	<p>- LAWS (www.laws-project.org.uk)</p>	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> • applications by the public for all NPA administered grants (R1); • applications by land managers for access restrictions (R2); • Inspection of Tree preservation order designations and applications for licenses (including guidance material) (R3). 	<ul style="list-style-type: none"> • Development of web portal and/or e-enabled contact centre for advice on different sources of funding for agricultural and other land management projects which promote National Park purposes, ensuring full use is made of the England Rural Development Plan (G1). 	<ul style="list-style-type: none"> • Integration with national systems to support online access management by land owners (E1).

Priority Area	Main Associated National Projects & Initiatives (see www.localgov.gov.uk)	Required e-Government Outcomes	“Good” e-Government Outcomes	“Excellent” e-Government Outcomes
<p>2. Community information</p> <p>To deliver integrated information about services for the community, delivered by local & regional partnerships where appropriate, and connected to a national infrastructure.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - Creating safer and stronger communities - Promoting healthier communities and narrowing health inequalities - Supporting the economic vitality of localities 	<ul style="list-style-type: none"> - Enterprise Workflow (www.workflowNP.org.uk) - Knowledge Management (www.knowledgemanagement.org.uk) - LAWS (www.laws-project.org.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> • One stop direct 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 List³ (see www.laws-project.org.uk) (R4). 	<ul style="list-style-type: none"> • Access to a range of online educational resources, activities and opportunities for youth and school groups to learn about the National Park (G2). 	<ul style="list-style-type: none"> • Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives (E2).
<p>3. Democratic renewal</p> <p>To promote greater public involvement in local decision making and to enhance the representative role of councillors in the community through the use of technology.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - e-voting / e-consultation 	<ul style="list-style-type: none"> - e-Democracy - electoral modernisation - LAWS (www.laws-project.org.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Public access to reports, minutes and agendas from past NPA meetings, including future meetings diary updated daily (R5); • Access to information on NPA Members, including details of appointing body, photograph, brief biographical details and 	<ul style="list-style-type: none"> • 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 (G3); • Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & 	<ul style="list-style-type: none"> • Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction (E3).

³ Authorities using alternative service taxonomies (e.g. seamlessUK) should plan for migration to the LGCL by December 2005.

Priority Area	Main Associated National Projects & Initiatives (see www.localgov.gov.uk)	Required e-Government Outcomes	"Good" e-Government Outcomes	"Excellent" e-Government Outcomes
		contact email address (R6).	audio files) (G4).	
<p>4. Local Environment</p> <p>To help improve the quality cleanliness and safety of our public space by using technology to integrate relevant functions more closely.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - transforming our local environment - creating safer and stronger communities - e-Planning 	<ul style="list-style-type: none"> - Planning & Regulatory Services Online (PARSOL) (www.parsol.gov.uk) - Knowledge Management (www.knowledgemanagement.org.uk) - LAWS (www.laws-project.org.uk) - E-Trading Standards - Local Environment - Planning Portal (www.planningportal.gov.uk) - NLPG (www.nlpg.org.uk) - NLIS (www.nlis.org.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Receipt and processing of planning applications (R7). 	<ul style="list-style-type: none"> • Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of data used to monitor the distribution and loss of hedgerows, trees or habitats, density of walls, extent of heather moorland and the potential visibility impact of proposed developments (G5). 	<ul style="list-style-type: none"> • Agreed baseline and targets for take-up of planning services online, including targets for customer satisfaction and efficiency savings (E4).
<p>5. e-Procurement⁴</p> <p>To support business improvement through cost effective and efficient purchasing of goods and services through corporate implementation of e-procurement. Working with local suppliers to equip them to take advantage of e-procurement activities.</p> <p>Shared Service / National</p>	<ul style="list-style-type: none"> - e-Procurement (www.nepp.org.uk) - Working With Business (www.workingwithbusiness.org.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Appropriate e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment (R8). 	<ul style="list-style-type: none"> • establishment of a single business account (i.e. a cross-departmental 'account' run by the 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) (G6) • regional co-operation on e- 	<ul style="list-style-type: none"> • Access to virtual e-procurement 'marketplace' established (E5); • 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 (E6); • Agreed targets for efficiency

⁴ i.e. automation of the internal and external processes associated with buying goods and services.

Priority Area	Main Associated National Projects & Initiatives (see www.localgov.gov.uk)	Required e-Government Outcomes	"Good" e-Government Outcomes	"Excellent" e-Government Outcomes
Priority: - promoting the economic vitality of localities			procurement between local authorities (G7).	savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8) (E7).
6. Payments To support service improvement and collection efficiency by providing for all payments to the council for goods and services to be made online or by telephone. Shared Service / National Priority: - e-payments	- e-Pay (www.localgov.gov.uk) - LAWS (www.laws-project.org.uk) - Valuebill (www.newham.gov.uk/valuebill) - Smart Cards (www.scnf.org.uk) - Government Gateway (www.govtalk.gov.uk)	Online facilities to be available to allow: <ul style="list-style-type: none"> payments to the authority 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) (R9). 	<ul style="list-style-type: none"> Demonstration of efficiency savings and increased income from implementation of e-payments (G8). 	<ul style="list-style-type: none"> agreed baseline and targets for reductions in unit costs of payment transactions (E8).
7. Visitor Enjoyment To provide easy and convenient access to a range of online information to encourage productive use of leisure time and healthier lifestyles. Shared Service / National Priority: - promoting healthier communities and narrowing health inequalities	- LAWS (www.laws-project.org.uk)	Online facilities to be available to allow: <ul style="list-style-type: none"> Ordering of books and leaflets from publications catalogue (R10); Public inspection of 'What's On' guide to local events and activities, updated daily (R11). 	<ul style="list-style-type: none"> 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 (G9). 	<ul style="list-style-type: none"> Agreed baseline and targets for take-up of visitor services online, including targets for customer satisfaction and efficiency savings (E9).
8. Transport	- IDTV (www.digitv.org.uk)	Online facilities to be	<ul style="list-style-type: none"> GIS-based presentation of 	<ul style="list-style-type: none"> Agreed baseline and targets

Priority Area	Main Associated National Projects & Initiatives (see www.localgov.gov.uk)	Required e-Government Outcomes	“Good” e-Government Outcomes	“Excellent” e-Government Outcomes
<p>To meet transport needs more effectively through the provision of real time local transport information and utilising technologies to improve traffic and transport management.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - Meeting local transport needs more effectively 	<ul style="list-style-type: none"> - LAWS (www.laws-project.org.uk) - Mobile technology / Home Visits (NOMAD) (www.localgov.gov.uk) 	<p>available to allow:</p> <ul style="list-style-type: none"> • The public to inspect local public transport timetables and information via available providing organisation, including links to ‘live’ systems for interactive journey planning (R12). 	<p>information on alternative ways for people to reach recreation attractions other than by car, including contact details and updated daily (G10).</p>	<p>for reduction in car use (E10).</p>
<p>9. Sustainable Tourism</p> <p>Using technology to promote opportunities for understanding, enjoying and sustainable recreation and tourism in the National Parks.</p> <ul style="list-style-type: none"> - Promoting healthier communities and narrowing health inequalities 	<ul style="list-style-type: none"> - LAWS (www.laws-project.org.uk) - Knowledge Management (www.knowledgemanagement.org.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Public inspection of information on access opportunities and restrictions, including notification of restrictions and obstructions on rights of way (R13); • Website information and service provision to be integrated with visitBritain (www.visitbritain.com) (R14); • Online accommodation booking services and associated directory and information search facilities (R15). 	<ul style="list-style-type: none"> • Public access to interactive maps utilising Scalable Vector Graphics, e.g. showing the locations of services, tourism facilities and recreation opportunities and linked to real-time data such as local weather reports (G11); 	<ul style="list-style-type: none"> • SMS text services, e.g. on weather and ground conditions, safety information (lakes, waterways and uplands), special events. (E11).
<p>10. Supporting new ways of working</p>	<ul style="list-style-type: none"> - Mobile Technology / Home Visits (NOMAD) 	<p>Online facilities to be available to allow:</p>	<ul style="list-style-type: none"> • Establishment of e-skills 	<ul style="list-style-type: none"> • Agreed targets for baseline

Priority Area	Main Associated National Projects & Initiatives (see www.localgov.gov.uk)	Required e-Government Outcomes	“Good” e-Government Outcomes	“Excellent” e-Government Outcomes
<p>Active policy and practice enabling council members and staff to work from home or away from the office base.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - ODPM National Strategy 	<p>(www.localgov.gov.uk)</p>	<ul style="list-style-type: none"> • Email and Internet access provided for all NPA Members and staff that establish a need for it (R16); • ICT support and documented policy for home/remote working (teleworking) for NPA Members and staff (R17); • Access to home/remote working facilities to all NPA Members and staff that satisfy the requirements set by the authority’s published home/remote working policy (R18). 	<p>training programme for NPA Members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification “e-Citizen”) (G12).</p>	<p>and efficiency savings arising from the introduction of new ways of working (E12).</p>
<p>11. Accessibility of services</p> <p>All authority services are supported outside of standard working hours via the Internet or telephone contact centres.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - ODPM National Strategy - Freedom of Information Act 2000 	<ul style="list-style-type: none"> - LAWS (www.laws-project.org.uk) - CRM (www.crmnp.org.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Self-service or mediated access to all NPA 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) (R19); • Implementation of a content management system (CMS) to facilitate devolved web 	<ul style="list-style-type: none"> • Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/mip-local.rtf) (G13); 	<ul style="list-style-type: none"> • Agreed baseline and targets for efficiency savings based around improved accessibility of services and information (E13).

Priority Area	Main Associated National Projects & Initiatives (see www.localgov.gov.uk)	Required e-Government Outcomes	"Good" e-Government Outcomes	"Excellent" e-Government Outcomes
		content creation and website management ⁵ (R20).	<ul style="list-style-type: none"> Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI) (G14); Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (G15). 	
<p>12. High take up of web-based transactional services</p> <p>Development of web based services as a major access channel for interactions between the citizen and the council.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> ODPM National Strategy 	<ul style="list-style-type: none"> LAWS (www.laws-project.org.uk) E-Citizen (www.localgov.gov.uk) iDTV (www.digitv.org.uk) 	<p>Online facilities to be available to allow:</p> <ul style="list-style-type: none"> Publication of Internet service standards, including past performance and commitments on service availability (R21); Monitoring of performance of corporate website, or National Parks 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 (R22). 	<ul style="list-style-type: none"> Establishment of internal targets and measures for customer take-up of e-enabled access channels (G16); Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk) (G17). 	<ul style="list-style-type: none"> 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 (E14).
<p>13. Making it easy for citizens to do business with the</p>	<ul style="list-style-type: none"> CRM (www.crmnp.org.uk) 	<p>Online facilities to be</p>	<ul style="list-style-type: none"> Integration of customer 	<ul style="list-style-type: none"> Agreed baseline and

⁵ i.e. allowing users to create, modify, arrange and delete content without needing to understand HTML and without having to rely heavily on their web or IT teams.

Priority Area	Main Associated National Projects & Initiatives (see www.localgov.gov.uk)	Required e-Government Outcomes	“Good” e-Government Outcomes	“Excellent” e-Government Outcomes
<p>authority</p> <p>Systems are in place to ensure effective customer relationship management.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - ODPM National Strategy 	<ul style="list-style-type: none"> - Enterprise Workflow (www.workflowNP.org.uk) - Working With Business (www.workingwithbusiness.org.uk) - NLPG (www.nlpg.org.uk) 	<p>available to allow:</p> <ul style="list-style-type: none"> • 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 (R23); • All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response (R24); • 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 (R25). 	<ul style="list-style-type: none"> relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management (G18); • Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the NPA they have moved on one occasion and the NPA should then be able to update all records relating to that person to include the new address (G19). 	<p>improvement targets for the percentage of public enquiries about authority services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology (E15).</p>