

Priority Outcomes: Explanatory Notes for Practitioners

Version 1.0

Written by the
Strategic Support Unit
Of the
**Improvement and Development
Agency**

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local e-gov

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Purpose of this document

This document provides clarification and supporting information to assist councils to fulfil the requirements of the Priority Outcomes document published by the ODPM in April 2004 – “Defining e-government outcomes for 2005 to support the delivery of priority services & National Strategy transformation agenda for local authorities in England – Version 1.0”. It delivers on a commitment set out in the Priority Outcomes document to work with the Improvement & Development Agency to support this initiative with a more detailed elucidation of these requirements designed around the needs of practitioners involved in implementing them.

This explanatory document has been produced for practitioners by the Strategic Support Unit of the Improvement and Development Agency and has been commissioned and agreed by the ODPM. This is the only guidance document approved by the ODPM in relation to the published Priority Outcomes.

The Explanatory Notes are designed as a “living” document that will be updated periodically according to representations received from practitioners and the need to refine and improve the advice presented. Changes and extensions to this initial version will be subject to ODPM approval, but the aim is to help meet practitioner needs through single commonly agreed national interpretation of the priority outcomes agenda. This document also helps to provide a one-stop shop for supporting work, including National Projects, which will help practitioners to implement the priority outcome requirements.

You are encouraged to email suggestions for improvements or additions to this guidance to

priority.outcomes@idea.gov.uk

How to use this document

This document has two main sections, reflecting two key perspectives on e-government – followed by an appendix.

- The first section presents the Priority Outcomes from the **service improvement perspective**. If you are a service manager, then this will be the quickest way to find information relevant to your service;
- The second section presents the **cross-cutting technology components** that can be put in place to support the delivery of the Priority Outcomes. These cross cutting technology components are referenced from within the service perspective section.

Change Management and People Skills will be the key components to both routes. This programme is intended to make a Transformational Change in the way services are delivered and both positive and negative change will result from this, however if the Change is managed appropriately and there is support to manage the programme then there is no reason why the Priority Outcomes should not bring effective and efficient service delivery satisfying both internal and external customers.

The service improvement perspective

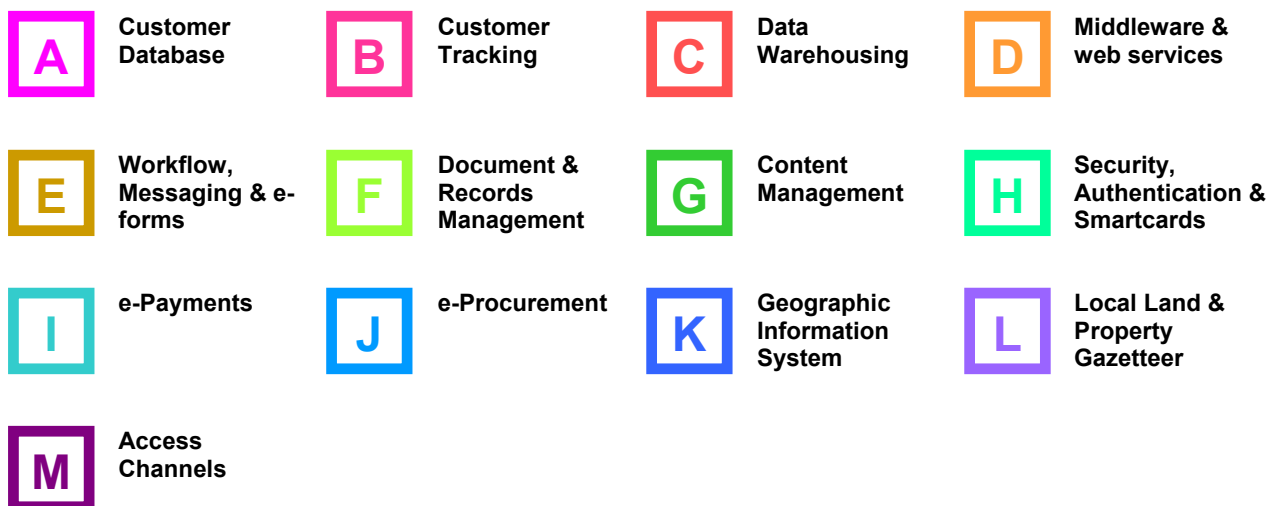
The Priority Outcomes are targeted at particular priority services or transformation outcomes:

Schools	R1, R2, G1, E1
Community information	R3, R4, G2, E2
Democratic renewal	R5, R6, G3, G4, E3
Local environment	R7, R8, G5, G6, G7, E4
e-Procurement	R9, G8, G9, E5, E6, E7
Payments	R10, R11, G10, G11, E8, E9, E10
Libraries, sports & leisure	R12, R13, G12, E11
Transport	R14, R15, G13, G14, E12
Benefits	R16, R17, G15, E13, E14
Support for vulnerable people	R18, R19, G16, G17, E15
Supporting new ways of working	R20, R21, R22, G18, E16
Accessibility of services	R23, R24, G19, G20, G21, E17
High take up of web-based transactional services	R25, R26, G22, G23, E18
Making it easy for citizens to do business with the council	R27, R28, R29, G24, G25, E19b

The technology component perspective

It should be noted that these generic elements are not mandatory – this information is simply provided as an indication of the generic elements that will be required to fulfil the parts of this document that are mandatory.

There are thirteen generic elements listed A to M. They are as follows:



Elements A to C may well be grouped together as parts of a Customer Relationship Management System.

Elements E and F may be grouped as part of a Document Management system.

Detailed information for each element is listed in the second section of the document.

Deep Linking

A minimum requirement in terms of meeting a priority outcome for an authority with no direct statutory service responsibility is to offer appropriate (deep) hyperlinks to the relevant web pages of the local district or county councils that do provide the service. Deep linking is the practice of publishing a hyperlink from a page on one site to a page “inside” another site, bypassing the “home” or “portal” page. Such deep links enhance usability because they specifically get customers to their preferred destination.

On this basis, a link to a home page is not sufficient. It is recommended that the web address or Uniform Resource Locator (URL) of deep hyperlinks get the user to within one click of the best available information they require.

Such ‘deep linking’ requires authorities to plan and have the relevant resources to check the ongoing integrity of these links. It also requires destination websites to maintain and design interior pages in a meaningful manner, i.e. not to assume that users have followed a drill-down path from the “home” or “portal” page to get to specific service information. In practice, authorities in two-tier areas will need to work in partnership to establish protocols covering the deep linking responsibilities within the ODPM’s Priority Outcomes.

The service improvement perspective

In this section each priority outcome is covered by a table of information as follows:

The number of the priority outcome goes here

R1	This will be the text of the priority outcome itself.	
Suggested Sponsor:	This will be the suggested owner of the work needed to fulfil the requirements of the outcome. We have used generic titles – most councils will have different job titles – but with similar responsibilities.	
Customer Benefits		Council Benefits
<ul style="list-style-type: none"> These will be benefits to customers of the council – to assist with business cases. 		<ul style="list-style-type: none"> These will be benefits to the council – to assist with the internal business case.
All Councils		
An explanation of the requirements of the outcome will come here.		
In most cases this will be a general introductory paragraph followed by a number of paragraphs describing each required element.		
Exemptions		
This section will list Exemptions to the above – in two-tier authorities for example.		
Supporting Information		
LGSL ref:	Here councils will find a list of local government services list items that map to the outcome with hyperlinks to the LGCL.	
Checklist	These items represent a checklist of the elements needed to fulfil the outcome.	✓
		✓
		✓
Supporting projects, products and information	Here will be listed supporting information specific to this outcome	
	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 2px 5px; background-color: #ff00ff; color: white;">A</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #ff00ff; color: white;">B</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #ff00ff; color: white;">C</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #ff00ff; color: white;">D</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #ff00ff; color: white;">E</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #00ff00; color: white;">F</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #00ff00; color: white;">G</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #00ff00; color: white;">H</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #00ff00; color: white;">I</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #00ff00; color: white;">J</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #00ff00; color: white;">K</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #00ff00; color: white;">L</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #00ff00; color: white;">M</div> </div>	

Here will be listed the generic elements that apply to the outcome. Support information for the generic elements is in the second section of the document.

The support information for each priority outcome follows.

1. Schools

To help raise education standards and allow e-enabled processing of pupil support services to the public.

Supporting National Projects	National Project Status	Relevant products
LAWS	Finished	LAWS1, LAWS2
Schools Admissions	Underway	
DigiTV	Finished	
e-Citizen	Underway	

R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry. (Owing to the long lead-in time, school admissions systems will need to be in place by March 2006 at the latest.)

Suggested Sponsor: Head of Education.

Customer Benefits	Council Benefits
<ul style="list-style-type: none"> Ease of application by parents Visible fairness and openness of the process 	<ul style="list-style-type: none"> Ability to monitor application progress Streamlined back office workflow. Sustainability improvements through reduction in use of paper.

All Councils

To fulfil the requirements of this outcome councils will need to implement an online schools admissions service.

Application forms should be provided on council websites, with links to them from school websites, for parents to fill in to apply for the school(s) of their choice. Deep links should also be provided to grant-maintained schools and other schools with their own separate application processes.

The forms should be linked to a back office system that manages the process of allocating school places. This link can be direct from forms to back office, or via a middleware message broker. All staff involved in the allocation process should have appropriate secure access to the information. The system should be capable of meeting the latest requirements of the Admissions Code of Practice (including coordinated Admissions).

Communication with Schools should either by secure email or by login to the allocations system. Communication with Parents should be by login to the system, by email or by letters directly generated by the system. Applications should be acknowledged – with automatic acknowledgements being acceptable.

This outcome affects all schools covered by the School Admissions Code of Practice issued by the DfES in February 2003 (DfES/0031/2003) (see <http://publications.teachernet.gov.uk/eOrderingDownload/DfES-0031-2003.pdf>).

Exemptions

Councils that do not operate an applications process – such as those with only one school – cannot have a choice of schools to apply for, but they must nonetheless have an online registration process if appropriate, and must have supporting information available online.

Councils that do not have an education service should link to the local ones that do.

Supporting Information

LGSL ref:	12	13	14				
Checklist	Forms on website						✓
	Back office processes						✓
	Communication with stakeholders						✓
Supporting projects,	Schools admissions NP. Idea knowledge: Transforming secondary education beacon.						

R2 Online facilities to be available to allow access to information about educational support services that seek to raise the educational attainment of Looked After Children *i.e: young people who cannot live with their families and are in the care of Social Services (referred to by the DfES as Children in Public Care).*

Suggested Sponsor: Head of Education.

Customer Benefits	Council Benefits
<ul style="list-style-type: none"> • New options for access to information for a wide range of customer groups. • Information available outside normal contact hours. 	<ul style="list-style-type: none"> • Opportunity to redirect demand that would otherwise have come in over the telephone or face to face (more expensive channels) • Commonly held information can be used to serve a variety of channels, ensuring consistency of response

All Councils

This outcome requires authorities to use technology to help raise educational attainment for a particular group – Looked After Children. In this case, online information should be publically available to demonstrate how authority support is directed on an individual basis to each foster/residentially placed child, the services that each child can expect (e.g. Personal Education Plan) and what local performance standards have been set for achievement in this area.

To fulfil the requirements of this outcome, councils should make information available as pages on their website, as well as via internal systems to staff handling telephone or personal callers. Content should either be researched and posted by the authority or syndicated from third party agencies such as health services, social care, education and others. Good practice in this area dictates that online information should be presented in a form that is understandable to a child. Online facilities must also include a team or generic email contact address, together with a list of services that can be requested via this facility.

This outcome ties in with Best Value Performance Indicator 50 relating to the educational qualifications of children looked after (joint working).

Exemptions

Councils not involved in education should link to the appropriate pages of ones that do.

Supporting Information

LGSL ref:	263	159	Possibly:	32	33		
Checklist	Provision of information about educational support services for Looked After Children.						✓
Supporting projects, products and information							

G1	Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools.								
Suggested Sponsor:		Head of Education.							
Customer Benefits				Council Benefits					
<ul style="list-style-type: none"> Facilitates parental choice Makes the application process easier Out of hours availability of the service 				<ul style="list-style-type: none"> Reduce administrative burden of the application process. Process seen to be fair and open. More efficient handling of enquiries. 					
All Councils									
<p>To fulfil this requirement councils will need to enhance the system described in R1, above, to enable not only the process of application but also to provide parents and carers with information to assist them in deciding which school to choose. That will involve supplying support information about school performance, school prospectuses and other support information such as admission criteria, and making that information available either as web pages, and/or as additional information for staff handling telephone or personal callers.</p> <p>Counties should research and provide the information as above but also make it available to districts.</p>									
Exemptions									
<p>Districts should link to content as above, and should ensure that staff handling telephone or personal callers know when to “hand off” callers to appropriate county education staff and/or information sources, and that appropriate measures are in place to facilitate this.</p>									
Supporting Information									
LGSL ref:	17	14	13	12					
Checklist	Additional support information						✓		
Supporting projects, products and information	Schools Admissions NPs CRM NP								
	A B C D E F G H	K L M							

E1	Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children						
Suggested Sponsor:		Head of Education.					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> Visible council commitment to improvement Improvement in services 				<ul style="list-style-type: none"> Ability to track and target services appropriately Achievement of service improvement. 			
All Councils							
<p>This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.</p> <p>This builds on R1 and R2 to add metrics and performance targets. To facilitate this, all customer contact will have to be tracked, either using a corporate CRM system, a local contact tracking system, a tracking module built into the back office system itself or a combination of these. In addition, back office, CRM, or management information systems will need to be provided to track the progress of applications as well as the educational attainment of Looked After Children.</p> <p>Baselines (i.e. current levels for take-up) and targets will be agreed and set by councils themselves using internal processes of their choosing.</p> <p>For schools admissions, as take up is the key element, a clear comparison should be made between applications on line and those in the traditional manner. For the educational attainment of Looked After Children it is educational attainment that is the key aspect to be measured – but in both cases results of the measurements should be published on the website and in other media as appropriate.</p>							
Exemptions							
This outcome will only apply to councils that have volunteered to undertake it. Districts will not be able to engage with this target.							
Supporting Information							
LGSL ref:	NONE						
Checklist	Use of baseline and targets						✓
Supporting projects, products and information	CRM NP						
	A B C D E F G H	K L M					

2. Community Information

To deliver integrated information about services for the community, delivered by local & regional partnerships where appropriate, and connected to a national infrastructure.

Supporting National Projects	National Project Status	Relevant products
RYOGENS	Finished	RYO2
LAWs	Finished	LAWS1, LAWS 2, LAWS 6, LAWS7
DigiTV	Finished	
Workflow	Finished	
ENCORE	Underway	
Knowledge Management	Finished	

R3

Online facilities to be available to allow 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 List (Authorities using alternative service taxonomies (e.g. seamlessUK) should plan for migration to the LGCL by December 2005)

Suggested Sponsor:

Director of Corporate Services.

Customer Benefits

- New options for access to information for a wide range of customer groups.
- Information available outside normal contact hours or from distance in the case of non-residents.
- Information about services from more than one Council available at the same place

Council Benefits

- Because information held in common, can be used to serve a variety of channels, ensuring consistency of response
- More efficient distribution of customer access also, because on the web, it may redirect demand that would otherwise have come in over the telephone or face to face (more expensive channels)
- Options to integrate information services from multiple councils.
- Option to link to DirectGov

All Councils

This outcome covers the issues surrounding A-Z information on council websites, information sharing between councils and links to DirectGov. To fulfill the requirements of the outcome councils have to make A-Z information available on their websites as well as to call handling staff, and to categorize that information according to the Local Government Category List.

However a number of other issues should be considered:

The ENCORE National Project is working with the national portal for Government services DirectGov (www.directgov.gov.uk), to establish the infrastructure by which Local Government can contribute content. At this stage, a Local Authority would be advised to ensure that the means by which they hold their A-Z type information is readily extractable into an XML format, although this is not mandatory at present.

The LAWS project, in conjunction with the IDeA Toolkit has produced a mapping from the Local Government Category List (LGCL) to the Government Category List (GCL). This provides some comfort that this information can be provided over a National Infrastructure as well as in a purely Local Government domain.

The Seamless list (mentioned in the outcome) is aimed at representing and Joining-Up Local Community Information - which is much wider than the remit of the LGCL. Councils are free to use the Seamless list as they see fit – so long as they have their services mapped against the LGCL as well. The Local e-Government Standards Body is currently working on a project designed to merge the Government Category List, Local Government Category List and seamlessUK taxonomies into a single unified list.



The A-Z list of services must be “joined-up”- meaning it should have all council services listed in one place in two-tier areas. As a minimum it should include as many of the services on the Local Government Category List as possible, although many councils will want to include services provided by partner agencies, such as the Citizen’s Advice Bureaux, as well as relevant services provided by neighbouring councils. Most councils will want to maintain the list and keep it up to date by use of a database with a number of nominated list editors, each being responsible for a group of service entries, although other approaches are acceptable. Some content managements systems support this – although councils should be careful to ensure that use of multiple category lists is supported if this is a facility they require.


Links themselves should, as a minimum, be “deep” links to pages giving detailed information on services.

Once the lists have been compiled they should be displayed on the council website and as a resource to staff handling telephone or personal callers. In making the lists available councils should consider search mechanisms and different approaches to cross-referencing and indexing of the lists to make them easy to use.

In addition to the above, A to Z lists compiled by counties should include all the services provided by their districts. Approaches to syndicated content should be considered in this regard.

Exemptions		
A to Z lists from districts should as a minimum include all the services provided by their county, and should ideally include the services provided by all the other districts as well.		
Supporting Information		
LGSL ref:	All LGSLs relating to information	
Checklist	A to Z list	✓
	Available on website and to call handling staff.	✓
	XML output enabled	✓
Supporting projects, products and information	LAWS ENCORE	

R4	Online facilities to be available to allow local authority and youth justice agencies to co-ordinate the secure sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community						
Suggested Sponsor:		Director of Corporate Services.					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> Crime reduction / a safer environment 				<ul style="list-style-type: none"> Improved delivery of crime reduction responsibilities 			
All Councils							
<p>This outcome requires a secure messaging environment be set up between a group of agencies selected by the local crime reduction partnership or similar groups with community involvement. Youth Justice agencies must be included. The information sharing environment can use email, an extranet or another technology to facilitate the exchange of data, but due to the sensitive nature of the information, care must be taken to ensure that all information flows relating to personal data are secure and that only registered staff are granted authenticated access to the system.</p> <p>These requirements will be satisfied in their entirety by adoption of RYOGENS.</p> <p>This outcome is particularly suited to partnership working. It is intended to link to work on the Identification Referral & Tracking (IRT) / Information Sharing & Assessment (ISA) programme led by the Department for Education and Skills (DfES).</p>							
Exemptions							
This outcome relates to all councils. Councils must use their best efforts to involve appropriate third party agencies, but if any agency refuses to be involved allowance will be made for this on presentation of appropriate supporting information.							
Supporting Information							
LGSL ref:	497	800	Others:	97	498	584	586
				657	837		
Checklist	Sharing of secure information relating to crime reduction						✓
Supporting projects, products and information	RYOGENS .						
							

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						
Suggested Sponsor:		Director of Corporate Services.					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> Easier access to web space for groups and clubs Better information on groups and clubs for participants and consumers Easier access to job vacancy information 				<ul style="list-style-type: none"> Community leadership Improved comprehensiveness of information on public / voluntary / recreational sector 			
All Councils							
<p>To fulfil this outcome, councils will need to define the scope of “empowerment and support”. This might be through alternatives to hosted services, but councils have a duty within the indicator to provide local co-ordination and leadership around job vacancies and events. As a minimum, this includes the establishment and maintenance of links to a centralised source of online information from the main council website. By definition, the council will also need to ensure that approved organisations have powers to create and maintain listings of forthcoming events and current job vacancies on the system e.g. by using e-forms. It is intended that the extent of activity in this area is limited to the not-for-profit sector.</p> <p>A council tourism and events system or a dedicated events diary can handle events. Information should be made available to call handling staff as well as to the general public. This outcome is suitable for partnership solutions.</p> <p>Ongoing work within the ENCORE National Project (linked to the Home & Community Franchise of www.directgov.gov.uk) specifically supports the delivery of Community Information objectives.</p>							
Exemptions							
This outcome applies to all councils.							
Supporting Information							
LGSL ref:	720	347	297	831	298	641	47
	337	468	617	755	629	750	
Checklist	Online system for community groups						✓
	Online system for community job vacancies						✓
	Online system for community events						✓
Supporting projects, products and information	ENCORE						
							

E2	Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives							
Suggested Sponsor:		Director of Corporate Services.						
Customer Benefits				Council Benefits				
<ul style="list-style-type: none"> Improved prospects for increased customer satisfaction 				<ul style="list-style-type: none"> Realisation of improvements in customer satisfaction and efficiency. 				
All Councils								
<p>This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.</p> <p>To fulfil this requirement, Councils will need to include a customer satisfaction question on “quality and accessibility of information on local organisations, clubs and groups” in periodic citizen surveys, baseline the response, and set a target for improvement. Districts and Counties should collaborate so as to avoid unnecessary replication.</p> <p>The baseline for organisations and groups will be the collective cost to the groups of promoting themselves and their job vacancies individually. Savings will come when compared to the (targeted) reduced costs when they make use of council-hosted (or council-brokered) facilities.</p> <p>For Counties and Districts savings will come through collaboration rather than replication.</p>								
Exemptions								
This outcome will only apply to councils that have volunteered to undertake it.								
Supporting Information								
LGSL ref:	NONE							
Checklist	Customer satisfaction assessment						✓	
	Setting of baselines and targets						✓	
Supporting projects, products and information								
	A	C	D	E	F	G	K L M	

3. Democratic Renewal

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.

Supporting National Projects	National Project Status	Relevant Products
LAWs	Finished	LAWs 1, LAWs 6, LAWs 7
DigiTV	Finished	
Knowledge Management	Finished	
E-Democracy	Underway	

R5	Online facilities to be available to allow public access to reports, minutes and agendas from past council meetings, including future meetings diary updated daily
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Suggested Sponsor:	Head of Democratic Services
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Customer Benefits	Council Benefits
<ul style="list-style-type: none"> Enhanced opportunities for engaging with the local democratic process Supports Freedom Of Information 	<ul style="list-style-type: none"> Effective means of discharging obligation to make this information maximally available Transparency and effectiveness promoted

All Councils

To fulfil this requirement councils will need to use a content management system, dedicated minutes and agendas system or other appropriate technology to maintain a list of minutes, agendas and reports from council meetings. The information should be published on the website at the same time as paper versions – i.e.: before the meeting takes place. The system should be easy to use internally by staff updating the content and should be similarly easy to understand by members of the public accessing the system from outside the council.

The system should have safeguards in place to ensure private reports do not appear on the public website – although many councils will want to make these notes available internally for appropriate staff.

The meetings diary should be a simple list of dates and times of meetings (probably with links to agendas as appropriate) kept up to date – with daily updates if required.

Exemptions

These requirements apply to all councils.

Supporting Information

LGSL ref:	354	719	366				
Checklist	Meetings and agendas system						✓
	Meetings diary						✓
Supporting projects, products and information	e-Democracy NP						
	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 2px solid red; padding: 2px 5px; margin: 2px;">C</div> <div style="border: 2px solid orange; padding: 2px 5px; margin: 2px;">D</div> <div style="border: 2px solid gold; padding: 2px 5px; margin: 2px;">E</div> <div style="border: 2px solid lightgreen; padding: 2px 5px; margin: 2px;">F</div> <div style="border: 2px solid green; padding: 2px 5px; margin: 2px;">G</div> <div style="border: 2px solid cyan; padding: 2px 5px; margin: 2px;">H</div> <div style="width: 20px;"></div> <div style="border: 2px solid blue; padding: 2px 5px; margin: 2px;">K</div> <div style="width: 20px;"></div> <div style="border: 2px solid purple; padding: 2px 5px; margin: 2px;">M</div> </div>						

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
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Suggested Sponsor:	Head of Democratic Services
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Customer Benefits	Council Benefits
<ul style="list-style-type: none"> • Ready access to information on who is the local councillor and how s/he may be contacted. • The ability to easily monitor councillor's views and activities. • Easy access to information on community issues 	<ul style="list-style-type: none"> • Improved engagement between councillors and those they represent • Direct councillor involvement in e-government

All Authorities

Councillor web pages can be operated as a separate system or as part of the main council web site. They could also be operated as part of a community portal. If councillors are to update their own content, a secure log in must be provided. Normal content might include contact details, a diary showing times of surgeries for example, an "ask your councillor" style discussion forum, and the ability for the councillor to upload articles they feel will be of community interest.

Care should also be taken to ensure content uploaded by councillors adheres to members' codes of conduct and corporate guidelines on website style and content.

Exemptions




In two-tier areas, the two-tier structure should be explained on the councillor web pages so that citizens understand which councillor (district or county) to contact on which issues.

As many councillors in two-tier areas are both a district councillor and a county councillor, counties and districts should collaborate in these cases to provide either a single web space for the councillor, or at least to link his/her County page with his/her District page.

Supporting Information

LGSL ref:	358	357	355				
Checklist	Councillor web pages						✓
Supporting projects, products and information	e-Democracy NP http://www.councillor.info						

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							
Suggested Sponsor:		Officer responsible for consultation / Head of Democratic Services						
Customer Benefits				Council Benefits				
<ul style="list-style-type: none"> Improved engagement between councillors / the council and citizens 				<ul style="list-style-type: none"> Improved engagement between councillors / the council and citizens Improved take-up of e-services 				
All Authorities								
<p>To fulfil this requirement councils will have to operate online facilities to allow an electronic response to a formal consultation procedure.</p> <p>Email or SMS text notifications on nominated topics is a requirement. This would imply the adoption of a turnkey, web-based solution system for email and text alerts offering personalised subscription functionality and subscription management.</p> <p>Outputs from the Knowledge Management National Project include a solution to support e-consultation and community engagement with policy development.</p>								
Exemptions								
This outcome applies to all councils.								
Supporting Information								
LGSL ref:	737	487	493	675	721	145	359	
	613	128	653	724	725			
				Possibly:	548	473	543	
Checklist	Citizen consultation system on website						✓	
	Email / text notification						✓	
Supporting projects, products and information	Knowledge Management NP e-Democracy NP For example see http://www.brent.gov.uk/ealert.nsf/OpenDatabase							
	<div style="display: flex; gap: 5px;"> A B C D E F G H </div>				<div style="display: flex; gap: 5px;"> K L M </div>			

G4	Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files)		
Suggested Sponsor:		Website team.	
Customer Benefits		Council Benefits	
<ul style="list-style-type: none"> Improved quality of information, presented in more accessible ways for the less literate 		<ul style="list-style-type: none"> Improved public relations Rich media content increases site “stickiness” 	
All authorities			
<p>The intent of this outcome is to enrich the websites delivered by councils by adding multimedia content. This will capitalise on the growing use of broadband, which is already available in most libraries and many schools. Use of multimedia content will also aid members of the public for whom literacy is an issue.</p> <p>To engage with this target, councils will need to generate multimedia content - either in-house or using a contractor – and then publish it on their website.</p> <p>Topics covered by such content will be up to councils to decide – although local news and policy priority work is a promising place to start.</p>			
Exemptions			
This outcome applies to all councils.			
Supporting Information			
LGSL ref:	145	Others as appropriate to local circumstances	
Checklist	Multimedia content		✓
Supporting projects, products and information			
			

E3	Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction	
Suggested Sponsor:		Chief Executive / Director of section that includes Democratic Services
Customer Benefits		Council Benefits
<ul style="list-style-type: none"> Improved prospects for increased customer engagement and satisfaction 		<ul style="list-style-type: none"> Realisation of improvements in customer engagement and satisfaction
All authorities		
<p>This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.</p> <p>To fulfil this requirement councils will have to be able to track citizen participation and contact with all consultation systems. These should include registration for email and text alerts on nominated topics.</p> <p>Councils will also need to include in their periodic citizen surveys a customer satisfaction question on “ability to engage with the council in public consultation”, baseline the response, and set a target for improvement.</p>		
Exemptions		
This outcome applies to all councils.		
Supporting Information		
LGSL ref:	As appropriate	
Checklist	Track citizen participation	✓
	Baseline and targets set	✓
Supporting projects, products and information	e-Democracy NP	

4. Local Environment

To help improve the quality cleanliness and safety of our public space by using technology to integrate relevant functions more closely.

Supporting National Projects	National Project Status	Relevant products
PARSOL	Finished	PAR1, PAR7
LAWS	Finished	LAWS1, LAWS2
Knowledge Management	Finished	
DigiTV	Finished	
e-trading standards	Underway	
ENCORE	Underway	

R7	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)
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Suggested Sponsor:	Head of Environmental Services
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Customer Benefits	Council Benefits
<ul style="list-style-type: none"> • Round-the-clock availability for street scene reporting • Progress tracking of incidents reported 	<ul style="list-style-type: none"> • Improved arrangements for incident reporting should result in faster response • Reduced telephone enquiries as e-citizens can track progress online

All authorities

To fulfil this requirement councils will have to operate a system to manage, report and track all environmental service operations. In most cases this will probably be some form of customer relationship management or customer contact tracking system integrated with an environmental services back-office system – although other solutions are equally valid.

Councils should refer to the cross-cutting CRM requirements of Section 14 in this context.



As a minimum the system will have to be able to operate an online form or other event reporting interface, log the contact, forward it to appropriate staff and then manage and track key stages in the resolution of the task. This will include the e-procurement of all goods and services involved in the environmental services operation. Waste management operations should track all customer contact of whatever kind, from initial report to resolution and should offer up to date online information of refuse collection times and any current difficulties. A management interface should report on customer contact and services delivered in this way.

Services involving third party agencies – such as the disposal of abandoned cars – should involve secure online messaging systems (i.e. encrypted email as a minimum) to notify and track communications between agencies or use jointly-managed systems with common access protocols.




Exemptions



Where any of these services are contracted out, councils should work with the third parties to ensure the above outcomes are satisfied as soon as contractual obligations allow.

Two tier authorities should ensure that all relevant services from whichever tier are available on all appropriate websites. Councils may also choose to work in partnership to satisfy these outcomes.

Supporting Information							
LGSL ref:	372	601	537	382	383	400	695
	521	744	561	562	551	559	574
	589	518	519	526	528	530	533
	536	537	545	550	555	557	560
	561	562	564	591	567	572	575
	576	577	579	580	581	582	583
	584	586	587	588	600	524	432
Checklist	Contact administration, tracking and reporting						✓
	Environmental services administration						✓
	Secure messaging						✓
	E procurement of environment-related goods and services						✓
Supporting projects, products and information	LAWS NP ENCORE NP CRM NP  Using workflow to Support Citizens and Employees Knowsley Metropolitan Borough Council has delivered a number of workflow projects to transform business processes, raise awareness, improving efficiency and increasing customer satisfaction.						
							

R8	Receipt and processing of planning and building control applications						
Suggested Sponsor:		Head of Planning Services					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> Improved, round-the-clock availability for planning applications and enquiry 				<ul style="list-style-type: none"> Easier dissemination of information on planning applications Reduced telephone enquiries as e-citizens can track progress online 			
All authorities							
<p>This requires end to end automation of the planning and building control process according to the models demonstrated by the PARSOL and planning portal projects. Whilst adoption of PARSOL will satisfy these requirements, its use is not mandatory.</p> <p>Planning applications should be submitted online, back office systems should be integrated with the online services and communication with third party agencies should be by secure (i.e. encrypted) email or other secure messaging systems.</p> <p>Customers should be able to monitor the progress of their application through a password-protected online interface.</p>							
Exemptions							
Councils not dealing with planning and building control services will be required to deep link / syndicate the content of the appropriate councils that do.							
Supporting Information							
LGSL ref:	499	485	487	572	608	674	675
Checklist	Online planning systems.						✓
Supporting projects, products and information	<p>Planning and regulatory Services Online: PARSOL NP link The PARSOL (Planning and Regulatory Services Online) e-gov project is developing a range of guidelines, benchmarks, schemas, systems and toolkits to assist Local Authorities in building effective and transparent online planning and regulatory systems.</p> <p>The Planning Portal: link The Planning Portal offers a wide range of services and guidance on the planning system.</p>						
<div style="display: flex; justify-content: space-around; align-items: center;"> A B C D E F G H I J K L M </div>							

G5	Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information						
Suggested Sponsor:		Corporate GIS team.					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> Enhanced intelligibility of council property-related information 				<ul style="list-style-type: none"> More effective and cost-efficient dissemination of property-related information Reduces enquiries and facilitates explanation 			
All authorities							
<p>To fulfil this requirement councils must provide public interfaces to their corporate GIS systems.</p> <p>These will almost certainly be web-based, and will draw spatial information from a range of other corporate systems at each council's discretion. However for this outcome some of the published data must relate to property. For example, this might include locations of pending planning applications, zoning information from the local plan, schools' admissions areas, flood plain coverage, details of refuse collection, the location of public facilities (e.g. schools, libraries), street furniture, tree protection orders and areas of contaminated land.</p>							
Exemptions							
This outcome applies to all councils.							
Supporting Information							
LGSL ref:	485	487	499				
Checklist	Public access to corporate GIS.						✓
	Inclusion of property-related information.						✓
Supporting projects, products and information							
							

G6	Sharing of Trading Standards data between councils for business planning and enforcement purposes								
Suggested Sponsor:		Head of Trading Standards							
Customer Benefits				Council Benefits					
<ul style="list-style-type: none"> Better regulation of traders who operate outside the law 				<ul style="list-style-type: none"> Better informed decision making in matters relating to business regulation and planning 					
All councils									
<p>To fulfil this requirement, councils will have to be signatories to an information sharing agreement covering the exchange of trading standards data – either as data supplier or recipient or both.</p> <p>Once information sharing agreements are in place councils will have to agree secure messaging protocols for transferring information.</p> <p>Qualifying councils must also make use of that data for business planning or enforcement purposes.</p>									
Exemptions									
Councils not operating trading standards services will have to link to councils that do.									
Supporting Information									
LGSL ref:	402	403	404	401	791	380	384		
	683	706	434	697	710	787	788		
	789								
Checklist	Data sharing agreement for trading standards information.						✓		
	Use of data for business planning or enforcement.						✓		
Supporting projects, products and information	The products of the e-Trading Standards NP http://www.etradingstandardsnp.org.uk/ specifically address this outcome.								
									

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
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Suggested Sponsor:	Heads of Planning and Licensing services
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Customer Benefits	Council Benefits
<ul style="list-style-type: none"> Tools to reduce anti-social behaviour. Licenses issued in an informed context 	<ul style="list-style-type: none"> Better informed decision making

All authorities

Under the provisions of the Licensing Act 2003, licensees, councils and other agencies must all work to promote the Licensing Objectives, i.e.

- Prevention of crime and disorder
- Prevention of public nuisance
- Public safety
- Prevention of harm to children

Councils meeting this outcome will be using technology to ensure that decisions surrounding the issuing of licenses and the formulation of policy will be properly informed by relevant information from other departments.

A key element will be an online licensing system (which is a requirement of BVPI 157) which will be integrated with back office systems as required to ensure that licensing officers have all the information they need to make properly-informed decisions.

Choice of systems to integrate will depend on local situations, - but planning, environmental health, housing, education and police systems all have information that can be relevant in this context. Information sharing will be according to secure messaging protocols.

Exemptions

This outcome will apply to all councils in some way, if only for information sharing.

Supporting Information

LGSL ref:	388	390	391	393	394	395	398
	646	742	499	487	720		
Checklist	Online licensing system						✓
	Integration of information as required from several systems for licensing and policymaking.						✓
Supporting projects, products and information	<p>PARSOL NP</p> <p>Use of GIS in crime and disorder: CADDIE This website has been built by Crime and Disorder Reduction Partnerships across Sussex. CADDIE can help see what is happening in the local area and how the community can work to reduce crime, tackle the fear of crime and promote quality of life issues.</p>						

E4	Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings						
Suggested Sponsor:		Head of Directorate(s) including planning, licensing and/or trading standards.					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> Improved prospects for increased customer satisfaction 				<ul style="list-style-type: none"> Realisation of improvements in customer satisfaction and efficiency 			
All Councils							
<p>This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.</p> <p>Take-up: Councils will need to measure existing take-up via alternative channels to arrive at a baseline, and set improvements targets, which must be monitored. This will be made easier. If all interactions are channelled and logged via a CRM.</p> <p>Efficiency savings: Councils will need to derive the cost of delivery through alternative channels in order to baseline, set targets for, and monitor efficiency savings.</p> <p>Customer satisfaction: Councils will need to include in their periodic citizen surveys questions on customers' satisfaction with reporting and tracking of incidents, planning applications and licensing applications, baseline the responses, and set targets for improvement.</p>							
Exemptions							
This outcome will only apply to councils that have volunteered to undertake it.							
Supporting Information							
LGSL ref:	485	487					
Checklist	Baseline and monitoring of take-up of planning and regulatory services.						✓
	Baseline, set targets for and monitor efficiency savings.						✓
	Baseline and monitor customer satisfaction and set targets for improvement.						✓
Supporting projects, products and information	CRM NP						

5. e-Procurement

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.

Supporting National Projects	National Project Status	Relevant products
E-Procurement	Finished	NEPP1
Working With Business	Underway	

R9**Appropriate e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.****Suggested Sponsor:****Head of Finance****Customer Benefits**

- For businesses, reduction in administrative costs of supplying goods and services.
- For businesses, faster invoicing and payment processes leading to better cash flow.
- For citizens, reduced council tax or improved levels of service where councils save money.
- Improved supply

Council Benefits

- Reduction in administrative costs of managing purchasing transactions, including error rates.
- Ability to generate management reports more easily from electronic information.
- Improved control of spending and reduction in maverick ordering.
- Greater visibility of stock levels, ensuring better management of working capital.
- Ensures compliance with council financial regulations and a more transparent audit trail.
- Helps meet the requirements of the Efficiency Review.
- Better management of working capital

All Councils

This outcome requires councils to have processes and systems in place to:

Generate orders electronically -

Via their PC, a buyer should be able to view inventory online; to select a required product or service from an electronic catalogue or by entering a product code; to generate an electronic order and to obtain authorisation for it electronically if required; and to transmit the order directly to the supplier.

Receipt goods and accept invoices electronically -



The buyer should be able to log the receipt of goods electronically; to accept and log invoices in electronic form; and to match the electronic purchase order, delivery receipt and invoice details on their system before payment to the supplier is authorised.

Make electronic payments -

Once a payment has been authorised, the council should be able to make the transfer of funds to the supplier electronically, generating an electronic notification of payment to the supplier. For low value purchases, the use of purchasing cards should be considered.

Exemptions

Where existing suppliers have made minimal investment in ICT systems, the council may still need to generate orders and payments and accept invoices in paper form. However, the council should have a programme in place to help suppliers make the transition to electronic ways of working.

Supporting Information							
LGSL ref:	369	828	829	830			
Checklist	View current stock levels and generate orders electronically						✓
	Receipt goods and accept invoices electronically						✓
	Make electronic payments						✓
Supporting projects, products and information	<p>There are many ways of achieving these outcomes – electronic orders can be generated internally, for instance, via the procurement module of an enterprise resource planning (ERP) system, via a module of an existing finance system or via a stand-alone ordering system, as well as externally through supplier websites and electronic marketplaces.</p> <p>Each council will therefore need to review its current mix of systems as well as the profile of its supplier base and the services offered by potential intermediaries (such as banks for electronic invoicing). It will need to balance the potential savings from streamlining and integrating its purchasing processes (for instance, relating orders to individuals' spending limits and the authority's accounting for commitments) against the potential costs of integrating systems.</p> <p>National e-Procurement Project (NEPP) http://www.nepp.org.uk</p> <p> Using Workflow Technology to Support Standardised Corporate Service Provision Slough Borough Council is using the implementation of its workflow solution to standardise procurement across the organisation and manage its suppliers through a virtual marketplace.</p> <p> Using workflow to Support Citizens and Employees Knowsley Metropolitan Borough Council has delivered a number of workflow projects to transform business processes, raise awareness, improving efficiency and increasing customer satisfaction.</p>						
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="display: flex; gap: 5px;"> <div style="border: 1px solid black; padding: 2px 5px; background-color: #FFC0CB;">A</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #FFC0CB;">B</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #FFC0CB;">C</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #FFC0CB;">D</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #FFC0CB;">E</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #FFC0CB;">F</div> </div> <div style="display: flex; gap: 5px;"> <div style="border: 1px solid black; padding: 2px 5px; background-color: #C0FFC0;">H</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #C0FFC0;">I</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #C0FFC0;">J</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #C0FFC0;">K</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #C0FFC0;">L</div> <div style="border: 1px solid black; padding: 2px 5px; background-color: #C0FFC0;">M</div> </div> </div>							

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).
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Suggested Sponsor:	Head of Finance
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Customer Benefits	Council Benefits
<ul style="list-style-type: none"> • Faster response times. • More personalised and joined-up service. 	<ul style="list-style-type: none"> • Development of integrated information base. • Ability to view and analyse individual customer interactions and requirements more coherently. • Enables cross-sector working with Economic Development and other stakeholders involved in regeneration and sustainability programmes. • May assist in targeting local suppliers, particularly SMEs, who need assistance on issues like e-procurement.

All councils

To fulfil the requirements of this outcome, councils will have to apply CRM principles to all businesses with which they have contact.

Councils will need to identify the businesses and other organisations with which they have dealings and allocate each one a unique identifier. Then they will need to cross-reference the information in all relevant back-office systems and make this information available electronically to all staff dealing with business transactions.


The systems should log all interactions between council officers and businesses, and management information should be derived from this.

The [Working with Business National Project](#), funded by ODPM, has developed a range of tools, products and resources to help local authorities achieve this aim. The products are free to use and designed to assist with the creation of the SBA.

Exemptions


These requirements apply to all councils.

Supporting Information

LGSL ref:	All processes associated with businesses.	
Checklist	Identify businesses and allocate unique reference numbers.	✓
	Cross-reference information in existing systems.	✓
	Make this information available on all access channels.	✓
	Log interactions and generate management information.	✓
Supporting projects, products and information	<p>Working With Business NP (www.workingwithbusiness.org.uk).</p> <p>The Working with Business National Project has been developed to provide local authorities with a framework within which they can develop and improve the online provision of information and transactional services for local businesses. The project will provide a range of products designed to enable local authorities to support their local businesses far more efficiently and effectively than ever before.</p> <p>National e-Procurement Project http://www.nepp.org.uk</p>	
		

G9	Regional co-operation on e-procurement between local councils.						
Suggested Sponsor:		Head of Finance					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> • Wider market for successful suppliers. • For businesses, reduced costs of sale where councils adopt common procurement processes. • For citizens, reduced council tax or improved levels of service where councils save money. 				<ul style="list-style-type: none"> • Aggregation of demand should reduce prices and increase negotiating power. • Sharing of costs of e-procurement initiatives. • Access to wider pool of suppliers. • Sharing of knowledge and expertise. • More efficient use of time and finance. • Larger or more advanced authorities able to help smaller councils or late starters. • Helps meet the requirements of the Efficiency Review. 			
All Councils							
<p>To fulfil this requirement, councils will need to identify any existing e-procurement initiatives involving the councils in their region and ensure that they are represented in the discussions.</p> <p>They will need to participate in the activities of the new regional centres of procurement excellence as these develop.</p> <p>In developing their approaches to e-procurement, they will need to have produced a business case that identifies the advantages and challenges of implementing e-procurement solutions in partnership with other authorities in the region.</p>							
Exemptions							
<p>This requirement applies to all councils. It will be particularly important for smaller councils or authorities at the early stages of investigating e-procurement to consider regional initiatives and build on the work of existing e government partnerships.</p>							
Supporting Information							
LGSL ref:	830						
Checklist	Identify existing e-procurement initiatives						✓
	Participate with regional centres of procurement excellence						✓
	Produce business case for developing e-procurement in partnership						✓
Supporting projects, products and information	Working With Business NP (www.workingwithbusiness.org.uk).						
	National e-Procurement Project http://www.nepp.org.uk						
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="display: flex; gap: 5px;"> A B C D E F G H </div> <div style="display: flex; gap: 5px;"> J K L </div> </div>							

E5	Access to virtual e-procurement 'marketplace' established.	
Suggested Sponsor:		Head of Finance
		Council Benefits
<ul style="list-style-type: none"> • For suppliers, wider market for their goods and services. • For suppliers, streamlines processes and helps ensure payment on time. • For citizens, reduced council tax or improved levels of service where councils save money. 		<ul style="list-style-type: none"> • Access to wider range of suppliers. • Ability to handle transactions electronically, to streamline processes and to take advantage of special facilities (e.g. electronic auctions). • Better management information about transactions and supplier performance. • Helps to meet the requirements of the Efficiency Review.
<p>This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.</p> <p>To meet this requirement, council will need to identify the mix of electronic 'marketplaces' that will meet their procurement requirements, establishing a business case for participation in each one.</p> <p>They will need to ensure that their existing suppliers are set up on the marketplace(s), where they are not already present.</p> <p>They will need to establish operating procedures for using the marketplace(s), such as buyer identification, and put the required technical infrastructure in place, including any integration to back-office financial systems.</p>		
Exemptions		
This outcome will only apply to councils that have volunteered to undertake it.		
Supporting Information		
LGSL ref:	NONE	
Checklist	Identify appropriate e-procurement 'marketplaces'	✓
	Set up existing suppliers	✓
	Establish operating procedures and technical infrastructure	✓
Supporting projects, products and information	<p>IDeA Marketplace link</p> <p>National e-Procurement Project http://www.nepp.org.uk</p> <p>Working With Business NP (www.workingwithbusiness.org.uk).</p>	

E6	Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within the local community.						
Suggested Sponsor:		Heads of Finance / Economic Development					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> • Access to wider market of buyers for the individual SME. • Increased employment opportunities and quality of life for citizens. • In some cases, direct advice and support from the local authority. 				<ul style="list-style-type: none"> • Community leadership • Increased success of local business, generating local employment and meeting economic development and regeneration objectives. 			
All Councils							
<p>This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.</p> <p>To fulfil the requirements of this outcome, councils will need to determine which SMEs the council already does business with. They should also identify whether there are significant numbers of SMEs offering relevant goods and services that are not currently trading with the council.</p> <p>They will need to gather information from SMEs and their representative organisations about the progress SMEs have made in e-enabling their organisations, and what challenges the wider adoption of e-procurement by the council would present to them.</p> <p>Finally, they should develop a supplier engagement programme to communicate the potential benefits of e-procurement and to highlight the support available to help SMEs to e-enable their organisations. This programme should be in line with the council's broader objectives for economic development and regeneration.</p>							
Exemptions							
This outcome will only apply to councils that have volunteered to undertake it.							
Supporting Information							
LGSL ref:	NONE						
Checklist	Identify appropriate SME's in local area						✓
	Understand barriers to wider adoption of e-procurement						✓
	Develop SME engagement programme						✓
Supporting projects, products and information	National e-Procurement Project http://www.nepp.org.uk Working With Business NP (www.workingwithbusiness.org.uk).						
							

E7	Agreed targets for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).
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Suggested Sponsor:	Head of Finance
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Customer Benefits	Council Benefits
<ul style="list-style-type: none"> A better performing council 	<ul style="list-style-type: none"> Better customer services Efficiency savings. Helps to meet requirements of the Efficiency Review.

All Councils

This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.

To fulfil the requirements of this outcome, councils will need to establish a tracking system in Finance and areas of purchasing activity. They will then need to develop baseline measures for:

- The current cost of their procurement administration
- The amount spent on key goods and services
- The number of transactions of different types that they currently handle

They will then need to analyse what efficiency savings can be achieved, either through process improvement or by reducing prices, as a result of implementing e-procurement solutions.

They should then agree and set targets for savings, putting in place procedures and systems for monitoring progress against target, including tracking mechanisms in their procurement and financial management functions.

Exemptions

This outcome will only apply to councils that have volunteered to undertake it.

Supporting Information

LGSL ref:	NONE						
Checklist	Develop baseline measures						✓
	Analyse potential efficiency savings						✓
	Set targets and establish tracking and monitoring mechanisms						✓
Supporting projects, products and information	National e-Procurement Project http://www.nepp.org.uk						
	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="display: flex; gap: 5px;"> A B C D E F G H </div> <div style="display: flex; gap: 5px;"> J K L M </div> </div>						

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.

Supporting National Projects	National Project Status	Relevant products
LAWS	Finished	LAWS1, LAWS2
Valuebill	Finished	VAL2
Smart cards	Finished	SMA1, SMA5, SMA10
DigiTV	Finished	
ePay	Underway	

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).

Suggested Sponsor:**Head of Financial Services****Customer Benefits**

- 24/7 service availability
- Additional payment options for citizens that may be convenient for many people.

Council Benefits

- Potentially quicker receipt of income, improving cash flow.
- Efficiency savings in internal processing and through lower unit costs of transactions
- May encourage some people to pay who otherwise would not have done so.

All Councils

To fulfil this requirement, councils will need to establish facilities for people to make credit and/or debit card payments via the council website. Guidance on best practice in this area is being produced as part of the e-Pay National Project.

The facilities can be procured as part of a specific application system (for instance, a leisure booking system or dedicated online payments system), or provided by a third party (such as the government gateway or a specialist online payments provider). They will need to be integrated into the council's website. Wherever possible, the payment screens and processes should be common across all parts of the council.



Security and certification of secure servers (such as Verisign) are all specified by the card service providers (notably Barclays and Nat West/RBS Streamline) and are a condition of being provided with online merchant ID's. However, councils will need to ensure that there is a clear audit trail from payments to appropriate customer accounts – such as council tax, parking fines or licensing. This will usually require integration with the council finance system.

When a payment is made, the council's systems should automatically generate an electronic payment receipt that is emailed to the customer, including a transaction ID number. This will require the customer to supply an email address. Most web-based payment systems also allow customers to print off a transaction confirmation page (including transaction ID number). These are essential good practice measures to maintain public trust and confidence and encourage the take-up of e-payment services.

Exemptions

This requirement applies to all councils.

Supporting Information

LGSL ref:	57 Council Tax 474 Parking permits 471 Parking fines 120 Housing rents 422 Training courses 463 Events 443 Library fines 444 Mobile Library 519 trade bins 122 Heating charges 147 garden maintenance 453 Coaching courses and schools 439 Library fees for search/reservations 644 sports facilities 598 Property searches 672 Land charges search (may be duplicate) 477 Dropped kerbs 464 Grazing 722 FOI 368 CCTV release of evidence? 18 School holiday schemes 19 After/before school care 704 Instrument provision – assisted purchase 468 Events (duplicate?) 115 Garage rents 151 Right to buy 318 Registering a marriage venue 663 Copy certificates 698 Historical searches 333 Buying a grave 517 Commercial waste 521 Skip permits 522 Special trade collections all other licensing activities involving payment Fire services?? 799 Fireworks registration 805 Fire certificates Factories 807 Fire certificates offices 808 FCs hotels 809 Fire warden training 817 Special services	56 Business Rates 119 Post tenancy arrears 27 Courses 827 Sale of items and publications 510 Allotments 526 Domestic bins?? 123 home insurance 373 Venues 446 Sales of books 37 school catering 610 Land charges search - personal 462 Sports pitches/courts 606 Access to records? 826 DPA 51 Instrument tuition 146 Rechargeable repairs 330 Cremation
Checklist	Establish facilities for credit/debit card payments on website.	<input checked="" type="checkbox"/>
	Facilities for customer to request email receipt	<input checked="" type="checkbox"/>
	Generate electronic payment receipts.	<input checked="" type="checkbox"/>
Supporting projects, products and information	<p> ePay National Project link e-Pay is developing guidance and tools for local authorities to help them provide facilities for the citizen to make payments electronically, whether for council tax, rent and fines, municipal theatre tickets or leisure facilities. </p> <p>  Using Workflow Technology to Support End-to-end Service Delivery to Citizens London Borough of Redbridge has used the delivery of its Workflow-EDM solution to transform end-to-end Payments & Benefits service provision – and the success has been acknowledged with a CPA rating of ‘4’. </p> <p>  Using workflow to Support Citizens and Employees Knowsley Metropolitan Borough Council has delivered a number of workflow projects to transform business processes, raise awareness, improving efficiency and increasing customer satisfaction. </p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="display: flex; gap: 5px;"> A B C D E F G H I </div> <div style="display: flex; gap: 5px;"> L M </div> </div>	

R11 Online facilities to be available to allow 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.

Suggested Sponsor: Head of Financial Services

Customer Benefits	Council Benefits
<ul style="list-style-type: none"> Customers get easy access to information at times convenient to them. 	<ul style="list-style-type: none"> Council no longer needs to handle requests for information directly, saving staff time. May encourage citizens to use self-service via the web for other types of transactions.

All Councils

To fulfil this requirement, councils will have to integrate their financial systems with their payments system, website and/or automated telephone systems.

As a minimum this should facilitate the viewing of account balances for council tax and business rates.

These transactions should be authenticated at a "T Scheme" level according to the guidance produced by the National Smartcard Project using an in-house or third party authentication system such as the Government Gateway (see www.authentication.org.uk).

Exemptions

This outcome applies to all councils.

Supporting Information

LGSL ref:	56	57	58				
Checklist	Integrate financial systems into website and/or automated telephone system.						✓
	Implement authentication procedures						✓
Supporting projects, products and information	<p>ePay National Project link e-Pay is developing guidance and tools for local authorities to help them provide facilities for the citizen to make payments electronically, whether for council tax, rent and fines, municipal theatre tickets or leisure facilities.</p>						

G10	Demonstration of efficiency savings and improved collection rates from implementation of e-payments.
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Suggested Sponsor:	Head of Financial Services
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Customer Benefits	Council Benefits
<ul style="list-style-type: none"> • More efficient council. 	<ul style="list-style-type: none"> • Improved collection rates and cash flow. • Savings on administrative procedures.

All Councils

To meet this requirement, each council will need to define its own procedures to generate baseline data on:

- Current method of payments, including volumes and value of transactions
- The cost of collecting income through these existing methods.
- The collection rates achieved by current methods.

They will also need information on the unit cost of e-payments, including the cost of any investments in technology and process changes.

They will need to establish mechanisms and processes for regularly monitoring and reporting on changes to the above indicators over time, for instance shifts from traditional payment methods towards e-payments.

They will then need to go through several cycles to provide evidence that efficiency savings and improved collection rates are being achieved.

Exemptions

This outcome applies to all councils.

Supporting Information

LGSL ref:	NONE						
Checklist	Establish baseline data on current costs and collection rates						✓
	Establish cost of council's e-payments solution						✓
	Set up mechanisms for monitoring changes						✓
	Collect and publish evidence of efficiency gains						✓
Supporting projects, products and information	e-Pay NP						

G11**Registration for Council Tax and Business Rates e-billing for Direct Debit payers.****Suggested Sponsor:****Head of Revenues and Benefits****Customer Benefits**

- Able to receive bills in a convenient electronic form.

Council Benefits

- Council no longer needs to send out bills on paper, saving administrative costs.
- May encourage citizens to use self-service via the web for other types of transactions.
- Environmentally friendly

All councils

In August 2002, the Local Government Minister Nick Raynsford, announced that regulations allowing for the electronic service of demand notices would be made. The 'E-Billing: The Council Tax and Non-Domestic Rating (Electronic Communications) (England) Order 2003' allows billing authorities to service both council tax and non-domestic rate demand notices electronically. But this can only be done where the taxpayer or ratepayer has requested this and provided an email address for this purpose. The demand notice can either be served as an attachment to an email or via a secure website. Any information that must accompany the notice can also be sent by these methods. A taxpayer or ratepayer must give billing authorities at least 3 days notice of any change of email address or their wish to cease having demand notices served electronically.

To fulfil this outcome, councils will need to offer the option of e-billing to all customers that pay their council tax or business rates by Direct Debit.

Registration for this service should be offered online and/or as a mediated service to telephone or personal callers.

Firstly, councils should ensure that their revenues and benefits system have the ability to issue e-bills, including accompanying documentation.

Next a registration form should be provided online or via mediated access that authenticates the customer as a council tax / business rates payer, and that they pay by Direct Debit. Once authenticated they should then be sent e-bills thereafter should they request this option.

The customer should receive confirmation that they will now receive their bills online. Where customers have registered online, this should be done by email.

Exemptions

This requirement only applies to councils that are responsible for collecting Council Tax and Business Rates. Councils not providing this service will need to deep link to those that do.

Supporting Information

LGSL ref:	56	57	58				
Checklist	Provide facility for e-bill registration.						✓
	Provide mechanism for verifying customer's identity and payment status.						✓
	Confirmation.						✓
Supporting projects, products and information	e-Pay NP						

E8	Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).						
Suggested Sponsor:		Head of Parking Services					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> Ease of payment 				<ul style="list-style-type: none"> Reduced cost of payment processing 			
All Councils							
<p>This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.</p> <p>To fulfil the requirements of this outcome, councils will need to implement SMS text message payment for parking fines.</p> <p>This requirement only applies to parking fines – although many councils will wish extend the use of the system to other payments and services. Transport for London offers SMS text payment facilities for the London Congestion Charge scheme (see http://www.cclondon.com/howtopay-sms.shtml)</p>							
Exemptions							
This outcome will only apply to councils that have volunteered to undertake it.							
Supporting Information							
LGSL ref:	471						
Checklist	Implementation of SMS text message payment for parking fines						✓
Supporting projects, products and information	e-Pay NP						



E9	Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).						
Suggested Sponsor:		Head of Financial Services					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> A better performing council 				<ul style="list-style-type: none"> Better customer services Improved management information on cashless payment interactions Efficiency savings. 			
All Councils							
<p>This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.</p> <p>To fulfil the requirements of this outcome councils will have to adopt the use of smart cards for customer authentication for all payments that previously used swipe cards.</p> <p>Councils should standardise card formats across their own council (for leisure use for example) and conform to the standards recommended by the National Smart Card Project. Outcome G12 also sets requirements for smart card use.</p> <p>This outcome is particularly suited to partnership working.</p>							
Exemptions							
This outcome will only apply to councils that have volunteered to undertake it.							
Supporting Information							
LGSL ref:	456						
Checklist	Implement smart cards for payments.						✓
Supporting projects, products and information	<p>National Smartcard Project: link This website provides you with the latest and most up to date information and all the outputs from the ODPM sponsored project in a readily accessible format.</p>						

E10	Agreed baseline and targets for reductions in unit costs of payment transactions.						
Suggested Sponsor:		Head of Financial Services					
Customer Benefits			Council Benefits				
<ul style="list-style-type: none"> A better performing council 			<ul style="list-style-type: none"> Better customer services Efficiency savings. 				
All Councils							
<p>This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.</p> <p>To fulfil the requirements of this outcome, councils will have to monitor the costs of their payment transactions and seek to reduce costs by encouraging the use of cheaper payment channels.</p> <p>Firstly baseline figures will have to be calculated for each of the various payment channels – such as face to face, through third parties and over the web. The costs should be calculated per transaction including all staffing and support costs. Overall totals should also be calculated.</p> <p>Targets should then be set for volumes of transactions through each channel. Savings will come from encouraging use of the cheaper channels.</p>							
Exemptions							
This outcome will only apply to councils that have volunteered to undertake it.							
Supporting Information							
LGSL ref:	NONE						
Checklist	Calculation of baselines					✓	
	Setting of targets.					✓	
Supporting projects, products and information	e-Pay NP						

7. Libraries, Sports & Leisure

To provide easy and convenient access to a range of online information to encourage productive use of leisure time and healthier lifestyles, including e-enablement of local library, sports and leisure services.

Supporting National Projects	National Project Status	Relevant products
LAWS	Finished	LAWS1, LAWS2, LAWS5
Smartcards	Finished	SMA1, SMA5, SMA10
DigiTV	Finished	
e-Citizen	Underway	

R12	Online facilities to be available to allow renewal and reservations of library books and catalogue search facilities.						
Suggested Sponsor:		Head of Library Services					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> Round-the-clock availability 				<ul style="list-style-type: none"> Improved efficiency, flexibility and effectiveness due to transfer of activity away from mediated service to self-service facility. 			
All councils							
<p>To fulfil the requirements of this outcome, electronic forms will have to be provided on the council website to allow the renewal and reservation of library books and to enable the searching of the local library catalogue.</p> <p>Renewals and reservations should link to live data on book loan status – email or message-centred approaches will not satisfy the requirement. Similarly, catalogue searches should link to an online database of book titles with update facilities available to library staff or directly to the main library system.</p> <p>The web interfaces available for existing library systems will satisfy these requirements so long as all three elements; renewals, reservations and catalogue searches are provided on the council website.</p>							
Exemptions							
This outcome will apply to all councils operating library services. Councils not operating library services should deep link to the local ones that do.							
Supporting Information							
LGSL ref:	439	440	441				
Checklist	Online renewals						✓
	Online reservations						✓
	Online catalogue searches						✓
Supporting projects, products and information	National Smartcard Project: link This website provides you with the latest and most up to date information and all the outputs from the ODPM sponsored project in a readily accessible format.						
							

R13 Online facilities to be available to allow booking of sports and leisure facilities, including both direct and contracted-out operations.

Suggested Sponsor: Head of Sports and Leisure and/or Cultural Services

Customer Benefits	Council Benefits
<ul style="list-style-type: none"> Round-the-clock availability 	<ul style="list-style-type: none"> Reduced telephone enquiries for leisure centres, as e-citizens can use self-service methods online and contact centres can answer enquiries on the leisure centres' behalf

All Councils

To fulfil the requirements of this outcome all councils must provide transactional real-time booking of all sports and leisure facilities on the council website, whether their facilities are operated in-house or are contracted out. Where appropriate this should include the taking of payments.

Sports and leisure facilities also include cultural facilities such as theatres, concert halls and museums where these are a council responsibility. Where transactional booking facilities are operated by third parties, councils must deep-link to the third party websites. Where transactional booking facilities are operated by the council, officers must be able to access the systems in real time to monitor booking status.

Exemptions

This outcome will apply to all councils operating either in-house or contracted-out sports, leisure and/or cultural services.

Supporting Information

LGSL ref:	644	336	453	456	640	641	620
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Checklist	Real-time transactional booking facilities on council website or via deep links	✓
	Back office access to booking status	✓

Supporting projects, products and information

[LAWS NP](#)

International ticketing organisation INTIX [link](#)
 The INTIX website is a portal providing community, contacts and commerce for the ticketing industry.



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						
Suggested Sponsor:		Head of Sports and Leisure and/or Cultural Services					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> Reliable service, regardless of channel 				<ul style="list-style-type: none"> Reliable service, regardless of channel Improved efficiency, flexibility and effectiveness due to transfer of activity away from mediated service to automated facility. 			
All Councils							
<p>To fulfil the requirements of this outcome, councils will need to ensure that all access channels are driven by integrated systems to ensure there is consistent service delivery across them all. This outcome is an extension of R12 and R13 to include delivery across all access channels with the added element of smartcard integration.</p> <p>Councils will have to adopt the use of smartcards as the standard for entitlement cards in all these areas. Interim hybrid solutions that combine legacy magnetic swipe card or bar code based systems with smart card readers are an acceptable outcome by March 2006, although councils will need to demonstrate a long-term strategy to adopt smartcards as the corporate standard.</p> <p>All these systems will need to be integrated from end to end – for this outcome, stand-alone web-based systems that might be acceptable for R13 will not be acceptable.</p> <p>Around 46 million people in the UK already carry and use a smart card every day. Incorporating different local authority service and authentication functions onto a single smart card can provide sustainable and cost effective deployment of the technology. A single integrated card management system to manage the administrative functions of activating, revoking and renewing cards for different applications can also reduce the workload associated with current card systems.</p>							
Exemptions							
<p>This outcome relates to all councils operating library, cultural, sports and leisure facilities. Where any of these services are contracted out, contractors should be encouraged to adopt these principles and councils should link to them if they do – but in this case the requirements are not mandatory.</p>							
Supporting Information							
LGSL ref:	456	438	442				
Checklist	Integrated delivery to all access channels						✓
	Implementation of integrated smartcard system						✓
	Implementation of integrated back office						✓
Supporting projects, products and information	<p>National Smartcard Project: link This website provides you with the latest and most up to date information and all the outputs from the ODPM sponsored project in a readily accessible format.</p>						



E11	Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings							
Suggested Sponsor:		Head of Sports and Leisure and/or Cultural Services						
Customer Benefits				Council Benefits				
<ul style="list-style-type: none"> Improved satisfaction and value for money. 				<ul style="list-style-type: none"> Realisation of improvements in customer satisfaction and efficiency Better management information to develop improvements in service delivery 				
All Councils								
<p>This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.</p> <p>To fulfil the requirements of this outcome, councils will need to monitor the online take up of sports and leisure facilities. In most cases, this will involve the use of CRM systems or other technologies that offer similar functionality.</p> <p>In addition, customer satisfaction should be monitored on an ongoing basis.</p> <p>Efficiency savings will centre on the booking process for sports and leisure facilities. Increased levels of convenience and ease of access, as well as any savings in staff resources allocated to the booking and reservations process should be balanced against the capital and operating costs of the online booking systems themselves.</p>								
Exemptions								
This outcome will only apply to councils that have volunteered to undertake it.								
Supporting Information								
LGSL ref:	NONE							
Checklist	Implementation of systems to monitor online take up						✓	
	Implementation of systems to monitor customer satisfaction						✓	
	Generation of information to monitor efficiency savings						✓	
Supporting projects, products and information	e-Citizen NP							

8. Transport

To meet transport needs more effectively through the provision of real-time local transport information and utilising technologies to improve traffic and transport management.

Supporting National Projects	National Project Status	Relevant products
Smartcards	Finished	SMA1
LAWs	Finished	LAWS1, LAWS2 LAWS5
DigiTV	Finished	
NOMAD	Underway	

R14	The public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.							
Suggested Sponsor:		Website Manager						
Customer Benefits				Council Benefits				
<ul style="list-style-type: none"> • Round-the-clock availability of transport information • Speed of resolution • Convenience 				<ul style="list-style-type: none"> • Improved service to the public with fewer telephone enquiries 				
All Councils								
<p>To fulfil the requirements of this outcome, councils should work with their local transport providers to provide access to web-based transport information. The outcome should also be incorporated in a way that supports local travel policy in relation to the national shared priority of meeting local transport needs more effectively, e.g. supporting the use of public transport, raising awareness of cycle routes.</p> <p>As a minimum, the system should provide access to timetables and real-time information on any service disruption for local bus services and principal rail services. Information must also include a link to the Transport Direct website (www.transportdirect.info).</p> <p>Whilst the system should be web-based and may be provided by a transport partner, the interface should be available to all call-handling staff and should be an intrinsic part of the main council website, although deep links to third-party sites will be acceptable if more integrated solutions are not possible.</p> <p>Due to the way that transport infrastructure runs across council borders, councils may well wish to provide these services via local partnerships.</p>								
Exemptions								
<p>These requirements apply to all councils. Real time service information may be limited if a transport partner is not prepared to provide it.</p>								
Supporting Information								
LGSL ref:	546	493						
Checklist	Online timetables						✓	
	Online service performance information						✓	
Supporting projects, products and information	<p>Use of packages such as Station Master – see http://www.ukbus.co.uk/ for links to examples. http://www.traveline.org.uk/</p>							
	G H		M					

R15	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.						
Suggested Sponsor:		Head of Highways and/or officer responsible for consultation					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> Alternative channels for public consultation 				<ul style="list-style-type: none"> Better dissemination of consultation opportunities 			
All Councils							
<p>To fulfil the requirements of this outcome, councils will need to provide online consultation facilities and integrate them into the process of implementing new traffic management schemes of all kinds.</p> <p>As a minimum, this outcome requires the publication of an online questionnaire regarding the proposed scheme that will mirror the format of its offline alternative. More sophisticated, personalised, email-based solutions, such as those proposed by the e-democracy national project, will be an acceptable alternative.</p> <p>Once complete, the survey or consultation results should be published online. Where such consultation work is contracted out to a third party, contract specifications must cater for this requirement.</p>							
Exemptions							
Councils that are not involved in traffic management or parking schemes will need to link to the content of the local authority that is.							
Supporting Information							
LGSL ref:	548	546	493	549	570	570	
Checklist	Online survey / consultation						✓
	Results published online						✓
Supporting projects, products and information	E-democracy national project: link e-consultation on traffic management proposals, including email/SMS alerts, email and Internet for members.						
							

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.					
Suggested Sponsor:		Parking enforcement team				
Customer Benefits			Council Benefits			
<ul style="list-style-type: none"> Convenient online alternative to appealing by post Swifter turnaround of appeals 			<ul style="list-style-type: none"> Reduced processing costs as a proportion of appeals migrate from postal to online channel. 			
All Councils						
<p>To fulfil the requirements of this outcome, councils will need to implement online forms to allow customers to appeal against the issue of a Penalty Charge Notice in relation to parking and traffic controls, and to track these interactions using a CRM system or other system with similar functionality.</p> <p>Notification of form receipt should include information on the enforcement and appeals process.</p>						
Exemptions						
Councils not involved in parking regulation will need to link to the content of those that are.						
Supporting Information						
LGSL ref:	471	Also x ref 472				
Checklist	Online appeals forms					✓
	Integration with CRM system					✓
Supporting projects, products and information	CRM NP					

G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.

Suggested Sponsor: Team responsible for street works register

Customer Benefits	Council Benefits
<ul style="list-style-type: none"> Easier access to street works information 	<ul style="list-style-type: none"> More effective dissemination of street works information

All Councils

To fulfil the requirements of this outcome, councils will need to implement web-based corporate Geographical Information Systems (GIS) with public-facing pages as well as back-office interfaces. Street works register information should then be updated on this system on a daily basis.

Councils may choose to address this outcome on a local or regional partnership basis, where one centrally-hosted GIS system providing the relevant information to all partners will be an acceptable alternative.

Exemptions

Councils not involved in the maintenance of a street works register will need to link to the content of those that are.

Supporting Information

LGSL REF:	569	570	550				
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Checklist	Implementation of corporate GIS with web interface.	✓
	Daily update of street works register information.	✓

Supporting projects, products and information

PARSOL NP: <http://www.parsol.gov.uk/access.htm>



East Midlands Partnership Regional e-Government Spatial System (EMPreSS) -
<http://www.empress.gov.uk/>

Street works registers
 Software packages are available to maintain Street Works Registers. There is a list available here:
<http://www.streetworks.fsnet.co.uk/productsandservices.htm>

National Infrastructure projects:
 NLPG: <http://www.nlpg.org.uk>

NSG (National Street Gazetteer) <http://www.nsg.org.uk/>





E12	Agreed baseline and targets for customer satisfaction and efficiency savings.	
Suggested Sponsor:	Director responsible for sections dealing with highways, transport and parking.	
Customer Benefits		Council Benefits
<ul style="list-style-type: none"> Improved prospects for increased customer satisfaction 		<ul style="list-style-type: none"> Realisation of improvements in customer satisfaction and efficiency
All Councils		
<p>This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.</p> <p>To fulfil the requirements of this outcome, councils will need to agree a framework for the measuring of customer satisfaction and operational efficiency for their local transport service.</p> <p>Targets and standards should be agreed locally, but as a minimum should include results of local customer satisfaction surveys on transport issues.</p> <p>Best Value Performance Indicator 103 relates to satisfaction with local provision of public transport information.</p>		
Exemptions		
This outcome will only apply to councils that have volunteered to undertake it.		
Supporting Information		
LGSL REF:	As appropriate to target	
Checklist	Setting of standards	✓
	Monitoring and publication of standards	✓
Supporting projects, products and information		
		

9. Benefits

To meet the needs of claimants and their agents through the provision of online access to the Housing and Council Tax Benefit claim process, or via intermediate technology in their homes.

Supporting National Projects	National Project Status	Relevant products
CRM	Finished	CRM1, CRM3
National Benefits	Underway	
NOMAD	Underway	
Enterprise Workflow	Finished	

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.						
Suggested Sponsor:		Head of Revenues and Benefits					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> • Speed of resolution • Convenience 				Improved efficiency, flexibility and effectiveness due to better management of the access channels and back office processing.			
All Councils							
<p>To fulfil the requirements of this outcome councils handling Housing and Council Tax Benefit enquiries will need to implement fully e enabled processes from point of access to back office. Any member of the public making an enquiry through any mediated access channel must, in 80% of cases or greater, be able to have that enquiry resolved at the first point of contact without being asked to return later or be passed to another member of staff.</p> <p>All enquiries through these channels should be logged and tracked using a CRM methodology according to the requirements of the cross-cutting priority outcomes, and the business processes involved in the resolution of the enquiry should be managed using workflow tools. Systems should be put in place to authenticate staff and customers making enquiries, and a methodology will need to be implemented to cross-reference and filter information drawn from council tax and housing systems according to the requirements of relevant legislation and the needs of the CRM methodology.</p>							
Exemptions							
Counties and other authorities not directly processing Housing and Council tax benefit enquiries should ensure that they can still provide the service through all their access channels, either by deep linking or syndicating content from the appropriate local authorities that do provide the service.							
Supporting Information							
LGSL Ref:	62	63	64	65	66	67	
	68	69	70	71	72	73	
	57	58	59	60	61	726	
Checklist	Common solution delivered to all access channels						✓
	Integration of CRM system						✓
	Integration of workflow system						✓
	Authentication						✓
	Data matching and cross-referencing						✓
Supporting projects, products and information	<p>e-Benefits National Project link The National Benefits Project seeks to help put the claimant first by making benefits friendlier and smarter. The Project is a multi-faceted project aiming to produce customer service excellence in the provision of benefits in the public sector</p> <p> Using Workflow Technology to Support End-to-end Service Delivery to Citizens London Borough of Redbridge has used the delivery of its Workflow-EDM solution to transform end-to-end Payments & Benefits service provision – and the success has been acknowledged with a CPA rating of ‘4’.</p> <p> Using workflow to Support Citizens and Employees Knowsley Metropolitan Borough Council has delivered a number of workflow projects to transform business processes, raise awareness, improving efficiency and increasing customer satisfaction.</p>						
	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="display: flex; gap: 5px;"> A B C D E F G H I </div> <div style="display: flex; gap: 10px;"> L M </div> </div>						

R17	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						
Suggested Sponsor:		Head of Revenues and Benefits					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> Ability to check eligibility via agent, or round-the-clock through self-service 				<ul style="list-style-type: none"> Improved efficiency, flexibility and effectiveness due to transfer of activity away from mediated service to automatic facility. 			
All Councils							
<p>To fulfil the requirements of this outcome, councils must have a page or pages on their website which will facilitate the delivery of these services.</p> <p>Benefits eligibility and amount should be calculated using an online form linked to a benefits calculator, regularly updated to ensure compliance with current legislation.</p>							
Exemptions							
Councils not offering a benefits service will be required to deep link / syndicate the content of the appropriate council that does.							
Supporting Information							
LGSL REF:	69	63					
Checklist	Online calculator						✓
	Online forms						✓
Supporting projects, products and information	e-Benefits National Project link The National Benefits Project seeks to help put the claimant first by making benefits friendlier and smarter. The Project is a multi-faceted project aiming to produce customer service excellence in the provision of benefits in the public sector						

G15**Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes****Suggested Sponsor:****Head of Customer Services / Revenues and Benefits****Customer Benefits**

- Avoids need to phone or visit council office for those less able to do so
- Simplifies the benefits review process for claimants

Council Benefits

- Ensures hardest-to-reach are served
- Reduces the time it takes to process benefits claims
- Maximises benefits take-up

All Councils

To fulfil the requirements of this outcome there are two approaches, either one of which would be suitable, or a combination of the two.

The first involves the use of a "benefits mobile" – some form of vehicle – equipped with a mobile benefits office that can visit various parts of an area and deal with the processing of benefits applications there and then. This vehicle will be equipped with one or more workstations, and will either connect to the office with a network link – or will store data offline for later synchronisation.

The second approach involves providing mobile workers with appropriate technology to enable them to fill in application forms or process benefits applications in the customer's home. While assisted form filling might be performed by accredited third parties – such as district nurses/community midwives or Citizen's advice bureau staff, the processing of benefits claims will almost certainly be the responsibility of specialist mobile benefits staff.

Whichever approach is selected, remote working staff should be able to calculate benefits entitlement, perform authentication as needed, complete and submit appropriate forms and then take signatures if required – ideally using paperless systems.

Councils should also note that the cross-cutting outcomes regarding customer tracking still apply to these services.

Exemptions

This outcome will apply to all councils operating a benefits service. Councils not operating benefits services are exempt from this outcome.

Supporting Information

LGSL Ref:	63	69	62	64	65	66	
	67	68	70	71	72	73	

Checklist	Implementation of mobile delivery service.	✓
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Supporting projects, products and information	<p>NOMAD NP – national mobile working project link</p> <p>Project Nomad – is dedicated to mobile computing in local authorities. Its objective is to create, under one umbrella, a comprehensive set of deliverables that should enable any local authority wishing to establish a mobile computing operation to do so with ease and confidence.</p> <p>See http://www2.halton.gov.uk/content/socialcareandhealth/socialbenefits/benefitsexpress</p>
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E13	Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.						
Suggested Sponsor:		Head of Revenues and Benefits					
Customer Benefits			Council Benefits				
<ul style="list-style-type: none"> Convenience Speed of resolution 			<ul style="list-style-type: none"> Better management information to develop improvements in service delivery Realisation of improvements in delivery of BVPI 78 				
All Councils							
<p>This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.</p> <p>To satisfy the requirements of this outcome councils will have to e-enable the processing of Best Value Performance Indicator 78 (relating to the speed of processing claims) and the renewals process. BVPI 78(a) relates to the average time taken to process new claims, whilst BVPI 78(b) relates to the average time taken to process notification of changes of circumstances.</p>							
Exemptions							
This outcome will only apply to councils that have volunteered to undertake it.							
Supporting Information							
LGSL REF:	NONE						
Checklist	Performance improvement targets against BVPI 78					✓	
Supporting projects, products and information	Measurement of process operation and benchmarking improvements against Customer expectations will need to be established.						

E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms.

Suggested Sponsor: Head of Revenues and Benefits

Customer Benefits	Council Benefits
<ul style="list-style-type: none"> More joined-up response from councils 	<ul style="list-style-type: none"> Avoidance of double-handling of eligibility information

All Councils

This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.

To fulfil the requirements of this outcome, once a claimant has been found eligible for Council Tax Benefit or Housing Benefit they should automatically be pre-qualified to receive other council-administered entitlements that apply to them.

To do this the functionality of benefits calculators should be extended to include all other relevant entitlements. A successful application for one benefit should then trigger automatic applications for all other relevant entitlements – including the filling of appropriate forms for third party agencies as appropriate.

This outcome is an opportunity to use the CRM as a repository of “capture once, use many times” data about (in this case) eligibility for benefits.

The real challenge here is in two-tier areas – Districts process Council Tax Benefit and Housing Benefit, whereas Counties deal with School Uniform Grants and Free School Meals. Data sharing arrangements will need to be put in place to facilitate this.

Exemptions

This outcome will only apply to councils that have volunteered to undertake it.

Supporting Information

LGSL REF:	63	67	69	73			
	2	3	4	22	23	39	
Checklist	Successful applications for one benefit trigger automatic applications for all other relevant entitlements						✓

Supporting projects, products and information

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10. Support for vulnerable people

To meet the needs of vulnerable children and adults and their carers by increasing the accessibility of services, offering quick, comprehensive assessments and reducing risk by improving communication and access to information between agencies.

Supporting National Projects	National Project Status	Relevant products
LAWS	Finished	LAWS1, LAWS2, LAWS6
CRM	Finished	CRM1, CRM2, CRM3
RYOGENS	Finished	RYO2
FAME	Underway	
Enterprise Workflow	Finished	
NOMAD	Underway	

R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.

Suggested Sponsor: Head of Social Care

Customer Benefits	Council Benefits
<ul style="list-style-type: none"> Better quality, accessible information on available care services 	<ul style="list-style-type: none"> Improved efficiency, flexibility and effectiveness due to better management of the access channels and back office processing.

All Councils

To fulfil the requirements of this outcome councils will need to offer a comprehensive information service via their website and make that information available to staff handling telephone and personal callers.

The information will need to cover all care services available from the council and local third parties, and as a minimum should cover the following:

- A list of the services the council provides (both directly & indirectly), plus basic details of what they entail. This should include some of the basic eligibility criteria (e.g. age, locality)
- A list of other organisations that can provide advice or help regarding commonly requested services that are not part of the council's remit (e.g. Age Concern, Cruse Bereavement Care, Crossroads).
- How people should request services or assessments
- An explanation of the process of assessment and any timescales the authority works to.

Councils should also bear in mind the cross-cutting requirements for content management.

Exemptions

Councils not providing care services should maintain appropriate additional content and link to those that do. Where care services are outsourced, the council commissioning the services should maintain the information.

This outcome could be well served by a partnership approach to the collation and maintenance of information for the partnership area.

Supporting Information


LGSL REF:	209	190					
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Checklist	Information on council and third party care services.	✓
	Available on website and through call centres.	✓


Supporting projects, products and information

[LAWS NP](#)

Care Direct initiative <http://www.caredirect.gov.uk>

 [Implementing Workflow to Support Organisational Change in Social Services](#)
Social Services at the London Borough of Bromley is using workflow technology to transform and support organisational change that will deliver major improvements in: customer accessibility; service effectiveness; and cost-efficiency.

 [Delivering a Single Assessment Process for Older People](#)
The London Borough of Croydon examines the Single Assessment Process for workflow benefits.

 [Improving Care Management Processes Using Workflow Technology](#)
London Borough of Tower Hamlets is using the implementation of its workflow solution to standardise care management processes and to improve communication with local care providers.



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.

Suggested Sponsor: Head of Social Care

Customer Benefits	Council Benefits
<ul style="list-style-type: none"> More effective assessment and review of individual care packages, including out-of-hours service 	<ul style="list-style-type: none"> More effective monitoring and review of care packages, including out-of-hours service

All Councils

To fulfil the requirements of this outcome, councils will need to provide social services officers with secure access to electronic care package files.

Access can be delivered via secure web pages, dedicated remote devices such as tablets/PDA’s or by mediated access over the telephone. Whatever the mode of delivery, access must be available whenever officers are working in the community, especially if this is out of normal hours.

The electronic files accessed should include full details of care packages including payments, request and delivery dates and the nature of the care being provided. Councils should note the cross-cutting CRM requirements in this regard.

Councils will also want to take special care over access authentication and information security.

Exemptions


These requirements will only apply to councils delivering care services to the community.


Supporting Information


LGSL REF:	209	190					
	287	178	180	242	315	316	312

Checklist	Secure remote access provided for extended hours.	✓
	Electronic care files available.	✓

Supporting projects, products and information

 [Implementing Workflow to Support Organisational Change in Social Services](#)
Social Services at the London Borough of Bromley is using workflow technology to transform and support organisational change that will deliver major improvements in: customer accessibility; service effectiveness; and cost-efficiency.

 [Delivering a Single Assessment Process for Older People](#)
The London Borough of Croydon examines the Single Assessment Process for workflow benefits.

 [Improving Care Management Processes Using Workflow Technology](#)
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G16		Systems to support joined-up working on children at risk across multiple agencies					
Suggested Sponsor:		Heads of Education, Social Care, Housing and Environmental Services as appropriate.					
Customer Benefits			Council Benefits				
<ul style="list-style-type: none"> Reduction in harm to young people 			<ul style="list-style-type: none"> Reduction in harm to young people Reduction in associated risks Improvements in efficiency, flexibility and effectiveness due to better management of cases 				
All Councils							
<p>To fulfil the requirements of this outcome councils will need to implement systems to share information concerning children at risk with other agencies following the example of the Identification, Referral and Tracking Project (IRT) trailblazers now being taken forward under the Information Sharing and Assessment (ISA) sub-programme and according to the guidelines issued by the DfES. The RYOGENS National Project particularly supports delivery of this outcome.</p> <p>Once the information has been made available for sharing, systems will have to be implemented to ensure maximum benefit is gained from that information and that appropriate agencies work closely together to improve the situation of children at risk.</p>							
Exemptions							
<p>These requirements will apply to all councils. Councils not offering care services will still be involved in information sharing in other areas such as housing and environmental services. Whilst children at risk are the focus of this outcome, councils may choose to implement these principles on a wider basis according to DfES guidelines.</p>							
Supporting Information							
LGSL Ref:	NONE						
Checklist	Implementation of information sharing agreements.					✓	
	Systems implemented to make best use of the information.					✓	
Supporting projects, products and information	RYOGENS NP http://www.RYOGENS.org.uk						


G17	Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field						
Suggested Sponsor:		Head of Social Care					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> More effective care services resulting in reduction in reduction in risk of harm 				<ul style="list-style-type: none"> More effective care services resulting in reduction in reduction in risk of harm Improved efficiency, flexibility and effectiveness due to better management of the access channels and back office processing. 			
All Councils							
<p>To fulfil the requirements of this outcome, councils should work with their local partners to implement the mobile and other technologies necessary to enable field workers to perform joint assessments. These activities should be undertaken in careful consideration of the requirements of the joint assessment initiatives currently being undertaken by other agencies – notably Health and Education.</p> <p>The technology may use on or offline connections to back office systems, but must enable care or health workers to perform a single assessment of the needs of a vulnerable adult or child and trigger the servicing of those needs by multiple agencies.</p>							
Exemptions							
<p>Councils without care workers may not be lead councils for the implementation of mobile working solutions, but may well be involved as part of a joint assessment framework. As all councils will have either a benefits, housing or social care team, all will be involved. Councils may well wish to work in partnership to fulfil the requirements of this outcome.</p>							
Supporting Information							
LGSL Ref:	731	266					
Checklist	Implementation of mobile working solutions						✓
	Implementation of joint assessment framework.						✓
Supporting projects, products and information	NOMAD NP: link						
	<div style="display: flex; gap: 5px;"> <div style="border: 1px solid purple; padding: 2px 5px;">A</div> <div style="border: 1px solid pink; padding: 2px 5px;">B</div> <div style="border: 1px solid red; padding: 2px 5px;">C</div> <div style="border: 1px solid orange; padding: 2px 5px;">D</div> <div style="border: 1px solid gold; padding: 2px 5px;">E</div> <div style="border: 1px solid lightgreen; padding: 2px 5px;">F</div> <div style="border: 1px solid green; padding: 2px 5px;">G</div> <div style="border: 1px solid cyan; padding: 2px 5px;">H</div> </div>				<div style="display: flex; gap: 5px;"> <div style="border: 1px solid blue; padding: 2px 5px;">K</div> <div style="border: 1px solid purple; padding: 2px 5px;">L</div> <div style="border: 1px solid darkpurple; padding: 2px 5px;">M</div> </div>		


E15	Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57)						
Suggested Sponsor:		Head of Social Care					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> Improved prospects for increased customer satisfaction 				<ul style="list-style-type: none"> Realisation of improvements in customer satisfaction 			
All Councils							
<p>This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.</p> <p>Councils wishing to fulfil the requirements of this outcome will need to implement an assessment framework for the measuring of customer satisfaction in the social care area and agree a baseline and targets for improvement in the percentage of users/carers who said they got the help they needed quickly (BVPI 57).</p> <p>Customer satisfaction information should be published on the council website as a minimum.</p>							
Exemptions							
This outcome will only apply to councils that have volunteered to undertake it.							
Supporting Information							
LGSL Ref:	162	225	300				
Checklist	Implementation of customer satisfaction monitoring arrangements.						✓
	Performance improvement targets for BVPI 57						✓
	Publishing of the information.						✓
Supporting projects, products and information							


11. Supporting new ways of working

Active policy and practice enabling council members and staff to work from home or away from the office base


Supporting National Projects	National Project Status	Relevant products
NOMAD	Underway	

R20	Email and Internet access provided for all Members and staff that establish a need for it.						
Suggested Sponsor:		Head of Human Resources					
Customer & Staff Benefits				Council Benefits			
<ul style="list-style-type: none"> Ease of communication with colleagues and customers Access to research and information 				<ul style="list-style-type: none"> Ease of communication with staff An informed workforce 			
All Councils							
<p>The minimum implication of this outcome is that all councils will need to establish a documented corporate policy for Members and officers detailing the rights of the individual to email and Internet access in the work environment. The sustainability of e-government investment is dependent on cultural change within the workplace as well as without.</p> <p>Therefore, councils will need an Internet and email policy that will define the criteria for usage. Access should then be granted to any Member or officer who fulfils the requirements of this policy.</p> <p>Choice of access technologies and security protocols will be up to the individual council but should conform to the appropriate standards.</p>							
Exemptions							
This outcome will apply to all councils.							
Supporting Information							
LGSL ref:	NONE						
Checklist	Email and Internet access policy.						✓
	Provision of Internet access						✓
	Provision of email access						✓
Supporting projects, products and information							

R21	ICT support and documented policy for home/remote working (teleworking) for council members and staff.						
Suggested Sponsor:		Heads of Human Resources / ICT					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> • Consistency in policy implementation • Improved work-life balance 				<ul style="list-style-type: none"> • Potential for more flexible service provision • Savings in office costs • Effectiveness of staff increased • Reduction in commuting. 			
All Councils							
<p>To fulfil the requirements of this outcome councils will need to produce a home/remote working policy covering all the key considerations for home/remote working, such as business case, ICT provision, security, health and safety, management, flexible working hours and training and development implications.</p> <p>The policy will define the levels of ICT support that is to be provided.</p>							
Exemptions							
This outcome will apply to all councils.							
Supporting Information							
LGSL ref:	NONE						
Checklist	Formulation of policy						✓
	Provision of ICT support						✓
Supporting projects, products and information	NOMAD NP: <u> </u>						
							

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.						
Suggested Sponsor:		Heads of Human Resources / ICT					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> • Accessibility and availability of staff even when working out of the office. • Improved work-life balance 				<ul style="list-style-type: none"> • Flexibility of staff deployment • Savings in office costs • Effectiveness of staff increased. • Reduction in commuting 			
All Councils							
<p>Following the publishing of a home/remote working policy as outlined in R21, this outcome requires that the principles behind the policy be adopted council-wide, and that staff and members be given the opportunity to work out of the office or from home provided they satisfy the requirements set out in the policy. Appropriate resources should then be allocated to allow them to do so.</p> <p>Whilst councils may choose to have a home working policy that states "there will be no home working", they will nevertheless be expected to have a clear local business case for not implementing home/remote working and to set future dates for a review of this policy position. The implementation of e-government offers considerable opportunities to support new ways of working and in the longer term councils may be asked to demonstrate efficiency gains in this area.</p>							
Exemptions							
This outcome will apply to all councils.							
Supporting Information							
LGSL ref:	NONE						
Checklist	Implementation of policy and allocation of resources.						✓
Supporting projects, products and information	NOMAD NP: link						
							


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”).						
Suggested Sponsor:		Head of Human Resources					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> • Consistency of service • Response times reduced 				<ul style="list-style-type: none"> • Improvement in service standards • Ways of working defined and understood to promote service delivery • Effectiveness of staff increased. 			
All Councils							
<p>To fulfil the requirements of this outcome councils must produce and implement an e-skills training programme. Choice of modes of delivery and target qualifications will be up to each council, but the European Computer Driving Licence and British Computer Society Qualifications are suggestions.</p> <p>The programme should aim to train all staff and Members to the base level within a reasonable timescale.</p>							
Exemptions							
This outcome will apply to all councils							
Supporting Information							
LGSL ref:	NONE						
Checklist	Formulation of training policy						✓
	Implementation of policy						✓
Supporting projects, products and information	European Computer Driving License Foundation: link The European Computer Driving Licence Foundation Ltd. (ECDL-F) is the global governing body and licensing authority of the ECDL, the world's leading end-user computer skills certification programme.						
	British Computer Society: link The BCS has a range of training and development products for IT professionals at every stage of their career, as well as qualifications for end users.						

E16	Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.						
Suggested Sponsor:		Director of Corporate Resources or other director with similar portfolio.					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> • Convenience • Speed of resolution • Improved prospects for council achieving efficiency savings which benefit front line services 				<ul style="list-style-type: none"> • Improved efficiency, flexibility and effectiveness due to transfer of activity away from traditional service to semi automatic facility. • Standards improved • Ways of working defined and understood to promote service delivery • Better management information to develop improvements in service delivery 			
All Councils							
<p>This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.</p> <p>To fulfil the requirements of this outcome councils will initially need to arrive at a baseline standard for the total costs of current working practices. This should include allocation of office space, ICT support, cabling and other infrastructure costs, HR support, phone calls and other communications costs as well as total numbers of staff, salary and overtime costs. Some idea of baseline productivity levels for potential home workers would also be useful.</p> <p>Efficiency savings will then be identified by any savings in office space and current infrastructure provision, reduction in overtime and potential reductions in staff numbers - balanced against potential increases in communications costs, ICT and HR support (mostly due to home visits by support staff). Changes in staff productivity would also need to be factored into the calculation to arrive at an overall picture of the efficiency savings generated. These factors will then need to be monitored on an ongoing basis.</p>							
Exemptions							
This outcome will only apply to councils that have volunteered to undertake it.							
Supporting Information							
LGSL ref:	NONE						
Checklist	Generation of baseline information						✓
	Ongoing production of performance figures to arrive at efficiency savings information.						✓
Supporting projects, products and information	Implicit in this is a full business process re-engineering strategy with resource requirements re-appraised to better service customer needs and access channels. Effectiveness should also be considered - Quality Standards, increased speed of response, more flexibility and improved customer service standards will also feature.						
							

12. Accessibility of Services

All council services are supported outside of standard working hours via the Internet or telephone contact centres.

Supporting National Projects	National Project Status	Relevant products
LAWS	Finished	LAWS1, LAWS2, LAWS5, LAWS10, LAWS11
CRM	Finished	CRM1, CRM2, CRM3

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)						
Suggested Sponsor:		Head of Customer Services					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> Improved availability of council services, no longer discriminating in favour of those who can conveniently contact the council during the working day. 				<ul style="list-style-type: none"> Improved availability of council services, no longer discriminating in favour of those who can conveniently contact the council during the working day. 			
All Councils							
<p>To fulfil this requirement, councils will have to offer access to all council services for extended periods via websites or through call centres.</p> <p>Those services offered through the web channel will already meet this requirement. The main implication of this requirement is for e-enabled services that are not available through the web, but only through e-enabled telephone channels. This outcome requires that these services be offered for extended hours also.</p> <p>Councils will need to have a strategy in place to ensure 24/7 cover in terms of reporting mechanisms for all services, allowing citizens the alternative of registering some form of service request or action over the web outside of contact centre opening times.</p> <p>Outputs from the Knowledge Management National Project include web templates for mediated services designed to help front-line staff to support customers.</p>							
Exclusions							
This outcome will apply to all councils.							
Supporting Information							
LGSL ref:	NONE						
Checklist	All council services available for extended hours via council websites or call centres.						✓
Supporting projects, products and information	LAWS NP Knowledge Management NP CRM NP						
							

R24	Implementation of a content management system (CMS) to facilitate devolved web content creation and website management
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Suggested Sponsor:	Head of Web Services
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Customer Benefits	Council Benefits
<ul style="list-style-type: none"> • Consistency and clarity in information provision. • Improvement in web services. 	<ul style="list-style-type: none"> • Better management information to develop improvements in service delivery and take up of low cost channels. • Standards developed and “content” quality assured. • Improved efficiency of delivery of the lowest cost access channel

All Councils

A Content Management System (CMS) can be defined as a tool that enables staff to create, edit, manage, publish and archive a variety of web content (such as text and graphics), whilst being constrained by a centralised set of rules, process and workflows designed to ensure a coherent, validated website appearance.

To fulfil this outcome councils will need to store website content in a database.

Information should be added to this database - or edited – according to defined administration, creation, editing and approval procedures that will usually be managed and enforced using a dedicated content management system although other technical approaches giving the same outcomes will be acceptable.


The efficient management of web content is seen as an essential step towards the mainstreaming of websites as an access channel for services.

The LAWS National Project Content Management System workstrand particularly supports this outcome (see <http://www.laws-project.org.uk/archives/000018.shtml>).


Exclusions

This outcome will relate to all councils.

Supporting Information							
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LGSL ref:	NONE						
Checklist	Content Management System						✓
	Ownership and editing procedures.						✓
Supporting projects, products and information	LAWS NP						
							

G19	Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation						
Suggested Sponsor:		Head of Legal Services					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> Better response to information requests made under DP and Fol legislation 				<ul style="list-style-type: none"> Discharge of statutory duties under DP and Fol legislation 			
All Councils							
<p>The international standard ISO 15489 defines best practice for the management of documents and records management. The standard was devised to ensure that appropriate protection is given to all records, and that evidence and information they contain can be retrieved more efficiently and effectively, using standard procedures.</p> <p>To fulfil this outcome councils will have to adopt the ISO 15489 methodology for Electronic Document Records Management (EDRM).</p> <p>Councils will also have to undertake a Freedom of Information (Fol) and Data Protection (DP) audit of their current systems, arrive at a gap analysis of the actions needed to fulfil these requirements and implement a programme to bridge that gap and achieve compliance within the statutory timescales.</p>							
Exclusions							
This outcome will apply to all councils.							
Supporting Information							
LGSL ref:	NONE						
Checklist	Adoption of ISO 15489						✓
	Gap analysis of Fol and Data Protection						✓
	Implementation of action plan, compliance with legislation.						✓
Supporting projects, products and information							
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G20	Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility						
Suggested Sponsor:		Head of Web Services					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> Accessible web facilities 				<ul style="list-style-type: none"> Non-discriminatory delivery of web services 			
All Councils							
<p>To fulfil the requirements of this outcome, all pages published on council websites should conform to level AA of the W3C accessibility standards.</p> <p>The European Parliament Resolution (2002)0325 regarding the accessibility of public websites stresses the fact that, for websites to be accessible, it is essential that they are double-A compliant.</p> <p>Procedures should be put in place to monitor compliance on an ongoing basis.</p>							
Exclusions							
This outcome will apply to all councils.							
Supporting Information							
LGSL ref:	NONE						
Checklist	Level AA of the W3C standards achieved.						✓
	Ongoing procedures in place.						✓
Supporting projects, products and information	Web Accessibility Initiative - http://www.w3.org/WAI/						
							

G21**Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS)****Suggested Sponsor:****Head of Web Services****Customer Benefits**

- provide citizens and businesses with better access to government services

Council Benefits

- allow information to flow seamlessly across the public sector
- aligns government with the rest of industry
- serves as a basis for reducing the costs and risks associated with carrying out major IT projects

All Councils

To fulfil the requirements of this outcome all councils need to comply with the guidance on compliance in the e-GIF, currently version 6 <http://www.govtalk.gov.uk/documents/e-gif-v6-0.doc> section 6. The following is provided as a summary only.

At the highest level, complying with the e-GIF means:

- providing a browser interface for access
- using XML as the primary means for data integration
- using Internet and World Wide Web standards
- using metadata for content management.

Equivalent standards and additional interfaces are permissible.

Compliant systems:

- must support the coherent exchange of information and services between systems.
- must maintain the functionality of the system should any component or product used within an interface be replaced with another of a similar specification.
- must not contravene any of the policies and specifications listed in the e-GIF

The aspects of the system where the tests need to be applied are:


- interconnection
- data integration
- e-services access
- content management metadata.


By April 2006:

- Systems are expected to use agreed XML schemas and agreed data standards listed in the Government Data Standards Catalogue, both available on GovTalk.
- All new systems (that interface to external customers or connection to external systems) will provide interfaces that conform to the specifications, or equivalents, in the e-GIF by default.
- Legacy systems (that interface to external customers or connection to external systems) will need to provide interfaces that comply with the specifications or equivalents as required to meet Electronic Service Delivery targets or to link to UK Online,
- For other legacy systems the interfaces should be provided on demand or through replacement.

Exclusions

This outcome will apply to all councils.

Supporting Information							
LGSL ref:	NONE						
Checklist	all systems interfacing to external customers accessible through a browser						✓
	using XML as the primary means for data integration						✓
	using Internet and World Wide Web standards						✓
	using metadata for content management						✓
Supporting projects, products and information							
							

E17	Agreed baseline and targets for efficiency savings based around improved accessibility of services and information						
Suggested Sponsor:		Director of Corporate Services					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> Improved prospects for council achieving efficiency savings which benefit front line services 				<ul style="list-style-type: none"> Realisation of efficiency savings through increased take-up of web services (encouraged by their accessibility) 			
All Councils							
<p>This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.</p> <p>To fulfil the requirements of this outcome, councils will need to define a series of criteria to measure efficiency savings from improving accessibility to council services.</p>							
Exclusions							
This outcome will only apply to councils that have volunteered to undertake it.							
Supporting Information							
LGSL ref:	NONE						
Checklist	Measurement of efficiency savings from improved accessibility of council services						✓
Supporting projects, products and information							
							

13. High take up of web-based transactional services

Development of web based services as a major access channel for interactions between the citizen and the council.

Supporting National Projects	National Project Status	Relevant products
LAWS	Finished	LAWS8, LAWS9, LAWS11, LAWS16
DigiTV	Finished	
e-Citizen	Underway	

R25	Publication of Internet service standards, including past performance and commitments on service availability
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Suggested Sponsor:	Head of Web Services / ICT
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Customer Benefits	Council Benefits
<ul style="list-style-type: none"> • The channel is more reliable: 100% available 24/7 with minimised disruptions of service. • More responsive Council • Increased speed of response and delivery capability • Increased trust and confidence in “security” of processes 	<ul style="list-style-type: none"> • Promote capture of benefits associated with use of a low cost access channel • Better management information to develop improvements in service delivery • Improved strategy and strategy deployment.

All Councils

This outcome relates to website availability. Firstly, councils will need to have mechanisms in place, either in-house or via their Internet Service Providers, to monitor the availability of their web servers.

Secondly, they will have to publish the results of this monitoring on their website as well as use it for internal management purposes.


Finally, councils will have to make a commitment to future availability.


Monitoring the service performance of council websites is seen as an essential step towards mainstreaming web activity. Reliable performance is also important in order to encourage and maintain the take-up of web-based services by the public.

Exclusions

This outcome will apply to all councils.

Supporting Information

LGSL ref:	NONE						
Checklist	Web server monitoring mechanisms in place.						✓
	Availability information published on website.						✓
	Commitment to future availability.						✓
Supporting projects, products and information							
							

R26	Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users						
Suggested Sponsor:		Head of Web Services / ICT					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> The channel is more reliable: 100% available 24/7 with minimised disruptions of service. More responsive Council Speed of response / delivery capability 				<ul style="list-style-type: none"> Ability to transfer or free up resources Facilitate a move away from traditional access channels to support delivery of new services in other areas. Better management information to develop improvements in service delivery Improved strategy and strategy deployment. 			
All Councils							
<p>To fulfil its outcome councils will have to track website usage using industry-standard logging procedures, either in-house or via an Internet Service Provider. As there are many tools in the market place this will be according to individual preference.</p> <p>As a minimum this should include page impressions and unique users according to the definitions in the IEG 4 guidance (quoted below). Councils will want to break these down along industry-standard lines, removing internal use for example to give an accurate picture of use by the public.</p> <p>Figures should then be published in a format that will allow trends to be easily monitored. This information should be posted on the web site as part of an "active marketing campaign" to encourage the use of these channels to access services. The e-Citizen National Project is working to produce some nationally recognised standard metrics for the measurement of local authority website performance.</p>							
Exclusions							
This outcome will apply to all councils.							
Supporting Information							
LGSL ref:	NONE						
Checklist	Website traffic monitoring procedures in place.						✓
	Data gathered according to industry best practice.						✓
	Results published in structured way.						✓
Supporting projects, products and information	e-Citizen NP Unique User (industry audit definition): According to IFABC Global Web Standards (www.ifabc.org) a Unique User is an "IP address plus a further identifier. Sites may use User Agent, Cookie and/or Registration ID." Note that where users are allocated IP addresses dynamically (for example by dial-up Internet Service Providers), this definition may overstate or understate the real number of individual Users concerned. A Unique User is at a minimum an IP address + the Browser ID with a unique address entering a website by any page and is counted once for the given period (the minimum audit period is one calendar month). The number of Unique Users is an indicator of a website's audience or reach.						
	Page Impression (industry audit definition): According to IFABC Global Web Standards (www.ifabc.org) a Page Impression is a "file or a combination of files sent to a user as a result of that user's request being received by the server." In effect, one request by a valid User should result in one Page Impression being counted. In most cases, a single request from a User causes the server to send several files to satisfy the request. For example, the server may send a .html file followed by several associated graphic images and audio files. A single request from a user may also cause the server to send additional .html files to build a frameset. The site must ensure that all additional, non-requested files are filtered out and excluded when counting the claimed number of Page Impressions.						
							

G22	Establishment of internal targets and measures for customer take-up of e-enabled access channels
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Suggested Sponsor:	Head of Customer Services
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Customer Benefits	Council Benefits
<ul style="list-style-type: none"> • Improved speed of access and response times • New service delivery enhanced. • Increased trust and confidence in “security” of processes 	<ul style="list-style-type: none"> • Ability to transfer or free up resources from “high” cost service delivery to “low” cost options. • Facilitate a move away from traditional access channels to support delivery of new services in other areas. • Better management information to develop improvements in service delivery • Development of access channel strategy and deployment.

All Councils

For the purposes of this outcome, an e-enabled channel is one where either the customer interacts directly with an online system, or a member of staff serving the customer interacts with an online system.

Monitoring procedures should be put in place to cover all e-enabled access channels and take-up targets set for each channel. As a minimum, this should include websites, telephone contact centres and face-to-face access. Monitoring and logging should include the total number of interactions with the council. An excellent way of tracking such interactions is through the use of a CRM system.



Measurement of such activity should enable an authority to manage access channel use and support the switching of services to lower cost channels where appropriate.


Exclusions

This outcome will relate to all councils.

Supporting Information

LGSL ref:	NONE																		
Checklist	Monitoring procedures in place.						✓												
	Information gathered.						✓												
	Targets set.						✓												
Supporting projects, products and information	e-Citizen NP																		
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G23								Adoption of recognised guidelines for usability of website design									
Suggested Sponsor:				Head of Web Services / ICT													
Customer Benefits						Council Benefits											
<ul style="list-style-type: none"> A more usable web interface 						<ul style="list-style-type: none"> Realisation of efficiency savings through increased take-up of web services thanks to their usability 											
All Councils																	
<p>This outcome distinguishes “usability” (a good experience) from the “accessibility” outcomes (i.e. available to partially-sighted, etc.) in Section 12. A ‘usable’ site is one that is:</p> <ul style="list-style-type: none"> Intuitive to use Efficient to use Easy to remember Enjoyable to use Consistent in its behaviour <p>Councils wishing to fulfil the requirements of this outcome should follow LAWS usability guidelines and implement them across all council websites (see http://www.laws-project.org.uk/downloads/LAWs%203.1.1%20Website%20design%20guidelines.htm). High level headings from the guidelines include:</p> <ul style="list-style-type: none"> Allow citizens to customise Build on the citizen’s prior knowledge Create a feeling of progress and achievement Design the site to support the citizen’s preferred method of connection Do not compromise usability for function Keep the citizen out of trouble Provide proactive assistance Make actions predictable and reversible Use visual design to communicate the meaning and importance of elements of the site Write in a way that makes it easy for citizens to read on a computer screen 																	
Exclusions																	
This outcome will apply to all councils.																	
Supporting Information																	
LGSL ref:		NONE															
Checklist		Implementation of LAWS usability guidelines													✓		
Supporting projects, products and information		<p>LAWS NP</p> <p>ISO are working up usability standards – see http://www.userfocus.co.uk/articles/ISO23973.html</p> <p>The e-Envoy’s office issued a usability Framework in 2003.</p>															
																	

E18	Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings						
Suggested Sponsor:		Head of Web Services / ICT					
Customer Benefits				Council Benefits			
<ul style="list-style-type: none"> Improved prospects for council achieving efficiency savings which benefit front line services 				<ul style="list-style-type: none"> Realisation of efficiency savings through the migration of service delivery to e-access channels 			
All Councils							
<p>This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.</p> <p>To fulfil the requirements of this outcome, councils will need to define a series of criteria to measure efficiency savings from the migration of local authority business from conventional to e-access channels.</p>							
Exclusions							
This outcome will only apply to councils that have volunteered to undertake it.							
Supporting Information							
LGSL ref:	NONE						
Checklist	Measurement of efficiency savings from the migration of local authority business from conventional to e-access channels						✓
Supporting projects, products and information	e-Citizen NP						
							

14. Making it easy for citizens to do business with the council

Systems are in place to ensure effective customer relationship management.

Supporting National Projects	National Project Status	Relevant products
CRM	Finished	CRM1, CRM2, CRM3
LAWS	Finished	LAWS2,
Enterprise Workflow	Finished	
Working with Business	Finished	

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.

Suggested Sponsor:**Head of Customer Services****Customer Benefits**

- Significant improvements in the experience of contacting the council.
- Consistent response across access channels.
- Increased speed of resolution
- Better quality and more comprehensive information

Council Benefits

- Corporate approach to customer contact
- Ability to monitor and ensure consistent standards of customer contact across all departments.
- Improved efficiency, flexibility and effectiveness due to transfer of activity away from traditional services to automatic and semi automatic facilities.
- Quality and Standards improved
- Ways of working defined and understood to promote service delivery
- Resources re-aligned to better meet customer needs.
- Better management information to develop improvements in service delivery.

All Councils

This outcome requires a consistent approach to customer contact across all access channels. In most councils this will involve the use of a customer relationship management (CRM) system, although other technical approaches (e.g. contact management systems) will be acceptable if they achieve the same outcomes. It is important that CRM is viewed as a service philosophy rather than a technology.


Whatever the technical approach, a common customer database will need to be deployed and used to track all customer interactions including as a minimum, all the transactions in sections 1-10 above. This database should have a unique record for each customer of the council, so that multiple transactions with the same customer can be properly cross-referenced. However, to fulfil this requirement the database need NOT cross-reference all back office systems – although many councils will choose to do this and all councils should have this as a longer-term target.

As a minimum, customer tracking should include the recording of all customer contact sessions from initial contact to the resolution of the transaction. The timing of these interactions should be recorded and management information derived from this. Ideally, officer/back office operations should also be recorded and similar management information generated from these figures.

Special efforts must be taken to ensure that customer transactions are tracked across all main access channels, including web , telephone and face to face. The same customer service standards should be applied to all main access channels. For practical purposes, the outcome may be interpreted to exclude customer contacts with peripatetic staff.

Exemptions

This outcome applies to all councils.

Supporting Information								
LGSL REF:	NONE							
Checklist	Integration with all access channels						✓	
	Deployment of customer database.						✓	
	Use of management information derived from records of customer contact.						✓	
Crosscutting Items Checklist	Requirements enabled in:							
	Schools Admissions			✓	Democratic Services			✓
	Community Info. & Youth Justice			✓	Environmental Services			✓
	Planning & Building Control			✓	Housing Services			✓
	Financial Services			✓	Libraries, Leisure & Culture			✓
	Highways & Parking Services			✓	Social Care			✓
	Revenues & Benefits			✓				
Supporting projects, products and information	CRM NP See the many products from the Workflow National Project, including:  Workflow Toolkit Version 3 The EWNP Toolkit is available as a series of downloadable Acrobat files or Microsoft Word documents. Soon they will be available as fully-searchable online documents.							
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R28

All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.

Suggested Sponsor:**Head of Customer Services****Customer Benefits**

- Ability to track how your communication is being handled.
- Increased confidence in obtaining a resolution
- Increased speed of resolution
- Better quality and more comprehensive information

Council Benefits

- Monitoring and tracking of all online communications with the council
- Quality and Standards improved
- Ways of working defined and understood to promote service delivery
- Resources re-aligned to better meet customer needs.

All Councils

Firstly this outcome requires all service-related communication, whether by email or from web forms, to be acknowledged.

Secondly every communication must be logged, using a CRM system or similar technology, and then a unique reference number issued for that communication.

An email notification must be sent to the customer, notifying them of the unique reference number. This acknowledgement may be automatic.

Finally customers should be able to log on to the website, or call the council, and, using the reference number, be able to track the progress of their communication.

Exemptions


This outcome applies to all councils.

Supporting Information

LGSL REF:	NONE						
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Checklist	All communications acknowledged	✓
	All communications logged & number issued	✓
	Email notifications sent	✓
	Ability to track progress.	✓

Crosscutting Items Checklist	Requirements enabled in:			
	Schools Admissions	✓	Democratic Services	✓
	Community Info. & Youth Justice	✓	Environmental Services	✓
	Planning & Building Control	✓	Housing Services	✓
	Financial Services	✓	Libraries, Leisure & Culture	✓
	Highways & Parking Services	✓	Social Care	✓
	Revenues & Benefits	✓		

Supporting projects, products and information	CRM NP
	See the many products from the Workflow National Project, including:  Workflow Toolkit Version 3 The EWNP Toolkit is available as a series of downloadable Acrobat files or Microsoft Word documents. Soon they will be available as fully-searchable online documents.



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****Suggested Sponsor:****Head of Customer Services****Customer Benefits**

- Near immediate response to enquiries.
- Increased confidence in obtaining a resolution
- Increased speed of resolution
- Better quality and more comprehensive information

Council Benefits

- Efficient enquiry handling procedures
- Improved customer satisfaction.
- Quality and Standards improved
- Ways of working defined and understood to promote service delivery
- Resources re-aligned to better meet customer needs.

The first stipulation of this outcome is that councils must acknowledge all email enquiries within one working day. It is important that the immediacy of web communication is recognised through the receipt of a speedy response.

The outcome requires all incoming email communications to be logged and tracked as in R28 above.

Also, all responses whether by email or letter must be similarly logged and tracked.

The response times to all these communications should be logged and monitored on a corporate basis. This performance information must be published on the council website on a regular basis.

Corporate standards for these responses must be agreed by the council and published on the website and in other media as appropriate. The corporate standard for acknowledgement of email communications must be under one working day. Automated email responses are acceptable in this context. Corporate standards must also be set for answers to email enquiries. The timeframe for this latter element is at the discretion of individual councils.

Exemptions

This outcome applies to all councils.

Supporting Information									
LGSL REF:	NONE								
Checklist	R28 complete						✓		
	All email and letter response times logged and monitored corporately.						✓		
	Performance tables published on website						✓		
	Corporate standards for responses agreed and published						✓		
	Corporate standard for email response within one day.						✓		
Items Checklist	Email response standards implemented in:								
	Schools Admissions	✓		Democratic Services	✓				
	Community Info. & Youth Justice	✓			✓				
	Planning & Building Control	✓		Housing Services	✓				
	Financial Services	✓			✓				
	Highways & Parking Services	✓		Social Care	✓				
	Revenues and Benefits	✓							
Supporting projects, products and information									
	A	B	C	D	E	F	G	H	L

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

Suggested Sponsor:**Chief Executive****Customer Benefits**

- Increased confidence in obtaining a resolution
- A more efficient Council
- Increased speed of resolution
- Better quality and more comprehensive information

Council Benefits

- Faster response times
- Better customer service
- Fewer errors
- Quality and Standards improved
- Ways of working defined and understood to promote service delivery
- Improved resource management
- More efficient business processes.
- Better management information to develop improvements in service delivery.

All councils

To fulfil the requirements of this outcome councils must be using technology to streamline and automate their corporate business management processes to make them more efficient. It is recognised that such a business transformation is not going to happen overnight. Out of all the priority outcomes, it may be said that this looks to be one of the more difficult to implement within the required timescales. This could be true, but it may well be the one that can give the most benefit to customers and the council alike.

This outcome requires local authorities to make a link between CRM systems and back office processes using workflow. The automation of administrative processes in this way offers considerable scope for efficiency gains and associated improvements in service quality. In this regard it is important to see workflow as a key element of the e-organisation. The Enterprise Workflow National Project offers a toolkit to support the implementation of Enterprise Workflow.


As a minimum level of achievement, authorities should aim to have delivered a first phase construction of enterprise workflow tools and methods to help join up people and applications across the organisation, i.e.

- Prioritisation and cost/benefit analysis for initial workflow implementation;
- Process mapping of an initial batch of workflows for selected services (5 or 6);
- Commencement of workflow implementation and business process re-engineering of selected services (5 or 6).

A key facilitator for this will be a fully integrated back office architecture, probably involving the use of a middleware message broker with adapters to back-office systems and integrated CRM and Workflow systems – although other technical solutions with similar functionality will be acceptable.

Exemptions

This outcome applies to all councils.

Supporting Information							
LGSL REF:	NONE						
Checklist	Strategy in place to deploy enterprise workflow across whole council.						✓
	Integrated back office						✓
	Integrated CRM and workflow system						✓
Crosscutting Items Checklist	Enterprise workflow and business process management deployed in Revenues and Benefits.						✓
	Schools Admissions			✓	Democratic Services		✓
	Community Info. & Youth Justice			✓	Environmental Services		✓
				✓	Housing Services		✓
	Financial Services			✓	Libraries, Leisure & Culture		✓
	Highways & Parking Services			✓	Social Care		
Supporting projects, products and information	<p>NB: This is by far the most challenging outcome. To satisfy its requirements councils MUST re-engineer their business processes.</p> <p>See the many products from the Workflow National Project, including:  Workflow Toolkit Version 3 The EWNP Toolkit is available as a series of downloadable Acrobat files or Microsoft Word documents. Soon they will be available as fully-searchable online documents.</p>						
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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

Suggested Sponsor:**Head of Customer Services****Customer Benefits**

- Need to only notify councils of change of address once
- Increased confidence in obtaining a resolution
- A more efficient Council
- Increased speed of resolution
- Better quality and more comprehensive information

Council Benefits

- Reduction in addressing errors
- Improved customer service
- Faster response times
- Better customer service
- Fewer errors
- Quality and Standards improved
- Ways of working defined and understood to promote service delivery
- Improved resource management
- More efficient business processes.
- Better management information to develop improvements in service delivery.

To fulfil this outcome, councils will need an up to date well-maintained Local Land and Property Gazetteer. As a minimum, the outcome would be fulfilled through the provision of a customer e-form (linked to the Gazetteer) listing systems to update, with automatic distribution to relevant officers. However, the outcome is designed primarily to reflect Customer Relationship Management principles on how customer information is acquired and used in a joined up and integrated way.


Customers will need to supply relevant information that will enable councils to identify them in their records, e.g. address of property being vacated, forwarding address, email address, reference numbers. Once the council has received the change of address details, sending out service forms that the customer is required to complete formally could fulfil any legal requirements for particular services.

Change of address notifications will require a checking and quality control mechanism for the update of CRM records. Notifications to all appropriate systems administrators of the list of suggested changes could then be sent via email or an automated system.

A number of councils are already registered with www.iammoving.com for change of address services.

Exemptions

This outcome applies to all councils.

Supporting Information							
LGSL REF:	NONE						
Checklist	Up-to-date well-maintained LLPG						✓
	Links to back office systems.						✓
	Update mechanism complete with QA and checking procedures.						✓
Items Checklist	Change of address notifications enabled in:						
		✓					✓
	Community Info. & Youth Justice	✓		Environmental Services			
	Planning & Building Control	✓		Housing Services			✓
	Financial Services	✓					✓
	Highways & Parking Services	✓		Social Care			✓
	Revenues & Benefits	✓					
Supporting projects, products and information	CRM www.crmnp.org.uk Valuebill National Project http://apps.newham.gov.uk/valuebill NLPG www.nlpg.org.uk See the many products from the Workflow National Project, including:  Workflow Toolkit Version 3 The EWNP Toolkit is available as a series of downloadable Acrobat files or Microsoft Word documents. Soon they will be available as fully-searchable online documents.						
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E19

Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology.

Suggested Sponsor:**Chief Executive****Customer Benefits**

- A better performing council
- Convenience and ease of use
- Increased speed of resolution
- Cheaper more cost effective Council
- Better quality and more comprehensive information
- The channel is more reliable: 100% available 24/7 with minimised disruptions of service.
- More responsive Council
- Improved speed of access and response times
- New service delivery enhanced.
- Increased trust and confidence in “security” of processes

Council Benefits

- Better customer services
- Efficiency savings.
- Reduction in addressing errors
- Improved customer service
- Faster response times
- Better customer service
- Fewer errors
- Quality and Standards improved
- Ways of working defined and understood to promote service delivery
- Improved resource management
- More efficient business processes.
- Better management information to develop improvements in service delivery.

All Councils

This outcome is a voluntary one agreed by high performing councils as part of the IEG3 grant claim process.

To fulfil this requirement councils will need to have fully integrated customer relationship management, workflow and back office systems.



All performance aspects of these systems should be logged, tracked, monitored and reported upon.

The council should then agree and publish baseline figures and improvement targets for all appropriate aspects of these processes. These targets must include the percentage of resolution of enquiries at first point of contact, as well as overall efficiency savings from the use of these technologies.

Exemptions

This outcome will only apply to councils that have volunteered to undertake it.

Supporting Information

LGSL REF:	NONE						
Checklist	Fully integrated customer relationship, workflow and back office systems						✓
	All performance aspects logged, tracked, monitored and reported upon						✓
	Baselines and targets for enquiry resolution and efficiency savings.						✓
Supporting projects, products and information	CRM NP: www.crmnp.org.uk						
	<p>See the many products from the Workflow National Project, including:</p> <p> Workflow Toolkit Version 3</p> <p>The EWNP Toolkit is available as a series of downloadable Acrobat files or Microsoft Word documents. Soon they will be available as fully-searchable online documents.</p>						
							

The Technology Component Perspective



Customer Database

Suggested Sponsor:

Head of Customer Services

A customer database captures, stores and shares data on customers, citizens and businesses that the local authority interacts with or has responsibility for. The database will contain a unique identifier for each person, place, business or property. Working in conjunction with the Local Land and Property Gazetteer, the customer database provides the council with a master cross-referencing capability. By having a database of customer data, the council can gain a single-view of their customers, and develop a history of interaction over time. It enables the creation of single business or customer accounts.

A Customer Index is important for more than front office CRM, customer tracking and history. It should be used as a key piece of metadata flowing through the entire architecture, including Workflow, Document and Records Management.

The council can access this data when servicing customers to make interaction more efficient and error-free. Furthermore, by analyzing customer data the council can optimize their deployment of available resources. Hence, a customer database is vital to customer relationship management (CRM).

Project & Products:

Introduction to CRM (P2.0). This document provides a high level definition of customer relationship management for local government. The document describes where deploying customer relationship management may be appropriate.

CRM Benefits Realisation and ROI Guide v3.0 Part (K3.0)

A report documenting a methodology for assessing the benefits accruing from a CRM implementation, and for getting the most from a CRM system.

Change Management Toolkit - Information Ownership (S3.1.2)

A report providing insight into community information ownership, management and distribution in local government.

CRM System Functional Specification (B2.0)

This document provides an outline specification for a CRM system, and can be used by local authorities when procuring a system.

E-Gov Data Model (1.0)

Report providing an understanding of the information relating to a CRM programme. Assists with establishing a foundation for data transfer and transformation.

B

Customer Tracking

Suggested Sponsor:**Head of Customer Services**

There are two dimensions to customer tracking. Councils need to be able to track customer interaction across various channels – web-site, contact centre or one-stop-shop – to ensure coherent service for customers and efficient use of resources.

When they occur, customers' enquiries are either resolved at the point of interaction or result in services that are delivered by other functions in the council, such as through the Direct Labour Service. Councils also need to trace the work that results from customer interaction through to resolution to be able to report progress to customers and analyse the organisation's workload. Regarding the later, tracking can be used to generate performance standards.

Customer tracking uses a unique reference to identify the customer, and requires the organisation's flow of work to be visible to the organisation's customer facing staff and management. For instance, a housing benefit application may be managed using a case management system that can report the step in the process the applicant has reached.

Project & Products:**Channel Design (S3.3)**

This document provides a simple design matrix for different access channels in local government. It should be read in conjunction with the SPRINT process design material available at www.sprint.gov.uk.

Change Management Toolkit - Information Ownership (S3.1.2)

A report providing insight into community information ownership, management and distribution in local government.

There is a considerable challenge in Integrating CRM solutions with back office technologies and business processes. The Integration Guide provides a technical overview of the integration challenge with a mix of different technologies and connectivity options.

**[Delivering an Integrated Corporate Solution to Support Cross-department Service delivery to Citizens](#)**

East Riding of Yorkshire Council is using the implementation of its Workflow-EDM solution to support delivery of its Customer Relationship Management Integration Framework and to achieve full electronic service delivery requirements by 2004.



Data Warehousing

Suggested Sponsor:

Head of Information Services

Data warehousing offers councils a means of accessing and leveraging legacy systems, and subsequently analysing operational data. Given the vital role data has in the life of the council and delivery of services, developing the data warehouse and the processes that ensure that it is populated with clean, accurate and up-to-date data is essential.

A data warehouse is a central repository for all or significant parts of the data that a council's various systems collect. Data from various applications and other sources is selectively extracted and organized on the data warehouse database to facilitate access and analysis. Data warehousing emphasizes the capture of data from diverse sources for ready access and analysis.

Most of the National Projects accept the need to extract information from legacy systems using adaptors to make the connection. Given the increasing need to access and share data from legacy systems and the limitations of these systems, it is prudent to generate a common data store for the numerous data sets being extracted from the various legacy systems and reuse these data going forward.

This data store will resemble a data warehouse – but, since its specific configuration may vary somewhat between implementations, and the data itself may be stored across a number of systems, it can be referred to as a 'virtual' data warehouse.

Project & Products:

The FAME National Programme will develop a framework for multi-agency information sharing that will help local authorities improve the provision of more efficient, effective and holistic services. There are also suggestions for integrated information sharing architectures.

This briefing paper has been written to address issues surrounding enterprise application integration (EAI) in local councils. The need for EAI is a common theme emerging from all the National Projects. This includes the implementation of data warehousing.



Middleware & Web Services

Suggested Sponsor:

Head of Information Services.

In the context of the CRM, Workflow and LAWS National Projects, Middleware is the software that links all council systems together in one integrated whole. LGOLnet is a product of the LAWS National Project and is an example of such a system. Middleware should manage the flow of data between all systems. It should support all communications protocols – especially XML – and should enable secure links to external third parties. It should allow timed or batch transfers with legacy systems and should be able to communicate with databases.

Web Services

The Technical Services Catalogue, produced by the e-Government Unit of the Cabinet Office, now sets standards for the implementation of “Web Services”. Despite the name, “Web Services” should not be confused with the concept of getting served by the Web.

“Web Services”, defines a means of drawing on content and functionality from a remote provider, in real time, that can then be incorporated into the services that are delivered to the end user. They can go further, in that the Web Services that are available can be “Discovered” from a central directory and the programmatic interface is entirely self-describing. Typically, a Web Service can either resemble an API that can be called remotely and/or carry an XML payload.

The relevance to e-Government can be described in four themes:

Syndication

Where the services of a single Agency are to be aggregated with that of others and delivered by a third-party. This approach is supported by the introduction of common vocabularies and category lists such as the Local Government Category List. A potential example would be DirectGov.

Rules Engine

Where a number of Agencies are dependant upon the rules set by another agency, and where those rules are complex and likely to change. A Web Services ‘call’ can be embedded into an application to perform calculations and return results into local data.

Joining Up Internal Architecture

Where an Agency operates enterprise technologies, such as Workflow, Records Management, Middleware, Content Management. This approach avoids embedding API(s) from one component into another. The potential to create Web Services wrappers around proprietary technologies leads to the ‘swapability’ promoted by the e-GIF.

Handshaking with other Agencies

Where an Agency wishes to interact with another Agency (G2G). This may be in terms of

- Creating Workflow Instances
- Making Appointments
- Shared CRM facilities.
- Access to Data

Project & Products:

Integration Management Summary Guide (TIA1.0) – This Guide explains why integration is required within a CRM Programme. and describes what is involved in establishing an integration strategy.

CRM Integration Guide (TIA1.1) - This provides a technical overview of the integration challenge with a mix of different technologies and connectivity options.

Integration Technology Reference Guide (TIA1.3) - provides the detail on 'how' the selective integration technology can be implemented.

used in CRM and legacy systems.

LGOL-Net is a key part of the LAWS LGOL National Project, which seeks to enable all UK local authorities to deploy "transactional websites". LGOL-Net provides the core transaction message processing capability. Within LAWS, the LGOL-Net software may be deployed as stand-alone, integrated to other existing systems solutions or complemented by the optional use of LGOL-Hub for secure email via the UK GSI and a new e-forms transaction engine LGOL-X, which integrates to the APLAWS CMS.

Public License (GPL) free of charge. It provides an advanced message broker with a number of key features to support the specific needs of enabling UK local authorities to provide joined-up services. While it is middleware, it would be wrong to restrict an understanding of the product to this narrow definition, as LGOL-Net also contains a number of features, which would not normally be present in pure middleware.

LGOL-Net provides a set of components to support integration of existing systems within an organisation and systems between multiple organisations. There is also a basic capability to do channel or content repurposing using the LGOL-Net message transformer.



Workflow, Messaging & e-Forms

Suggested Sponsor:

Head of Information Services.

The Enterprise Workflow National Project provides the following definitions of 'workflow':

"Like many concepts, no single definition of workflow can ever truly capture its full meaning. Despite this, it is still useful to come up with at least a working definition.

One definition that might be used is :-

Workflow ... encompasses both a business approach and a range of technologies that enable the transformation and automation of processes through the electronic receipt, processing and management of work based on underlying business rules and data needs

While this refers to the 'business' side of workflow, it is, perhaps, a little too technical.

A second, more business-oriented definition might be :-

Workflow is about getting the right work to the right people at the right time, time after time – and knowing you have done so. Workflow is human-centric. First and foremost, workflow is a human activity that is made by and for those who use it: workflow is something that can easily be handled and understood by human beings.

More practically, workflow can be seen as the combination of tools, systems, business processes and entities that together define the way in which an organization carries out its business. Workflow systems allow workflow processes to be 'written' that take advantage of the integrated nature of these systems, providing for greater automation of both task execution and business 'entity' access (where an entity is an element within a database, an information base, a document or some other business object)."

Whether it is dealing with simple frequently-asked questions or a more complex analysis of business processes, most councils will want to look at workflow issues associated with their service delivery. Of course, the Workflow National Project has a range of tools to assist with this process. Whatever the approach taken, there will need to be some form of system to manage workflow – whether this is integrated with another system (such as document management) or stand-alone.

Project & Products:

[Workflow Process Definition Interface - XML Process Definition Language](#)

The latest document from the Workflow Management Coalition (WfMC) on workflow standards:

The WfMC has identified five functional interfaces to a workflow service as part of its standardization program.

[Workflow from a Business Perspective: Organizational and Management Considerations](#)

This document is concerned with workflow from a business perspective. Starting by considering what workflow is, it moves on to consider workflow from a general business perspective. It next moves on to consider workflow from the organizational perspective, including the operational benefits of deploying workflow. Finally, it moves on to considering workflow from the strategic perspective, looking particularly at how workflow can enable an organization to better meet the disparate needs, wants and aspirations of its stakeholders against the backdrop of an ever more uncertain world, increasingly full of complexity, discontinuity and (sometimes sudden) change.

[Workflow Toolkit Version 3](#)

The EWNPN Toolkit is available as a series of downloadable Acrobat files or Microsoft Word documents. Soon they will be available as fully-searchable online documents.

[Workflow - From Process Automation to Transformation](#)

Its objective is to establish: "Who is using which workflow technologies to what effect and for what reasons?" and to support the creation of a repository of good practice, drawing on both public sector and private sector experience. It is based on data gathered specifically for the Enterprise Workflow National Project by PA Consulting Group.

[PMF \(or Excelcis\)](#)

PMF (or Excelcis) is a tried and tested strategic planning and performance management solution developed in-house by St. Helens Metropolitan Borough Council. Further information is available from www.workflownpp.org.uk



[Assessing, Implementing and Reviewing - Proof of Product Case Studies](#)

Sedgemoor District Council has provided a Case Study in three parts as their contribution as the 'Proof of Product' work stream for the Enterprise Workflow National Project. The case studies illustrate Sedgemoor's approach and experiences in the Assessment of the opportunities for Workflow and selecting the process to be developed in Implementing and testing the selected workflows and finally Reviewing the benefits realised and lessons learned.



[Workflow in the Management of Anti-Social Behaviour](#)

Working on workflow in the context of Anti-Social Behaviour, Harlow District Council have produced a paper on optimised business processes and a data sharing protocol. The purpose of the Data-Sharing Protocol ("the Protocol") is to provide clear guidance to the participating agencies (the Stipulated Parties under this Protocol) and the Relevant Authorities within the meaning of the Crime and Disorder Act that are involved in delivering the crime and anti-social behaviour strategy, on the gathering, holding and sharing of personal data in compliance with the law, whilst res to privacy and confidentiality.



[Workflow in Social Care](#)

The Workflow in a Social Care document explores the role that Workflow has in modernising, joining up provider services, eliminating duplication and streamlining process in a Social and Health Care context. It describes the underlying imperatives required by policy initiatives such as NHS Care Records Services, Electronic Social Care Record, Electronic Care Programme Approach, Single Assessment Process, Integrated Children's System and Inf



[Using Workflow Technology to Support Service Delivery across Multiple Organisations](#)

Liverpool City Council is using Workflow and EDM technology as part of its total 'business solution' to develop cross-org



[Using Workflow Technology to Deliver Functional Excellence](#)

The Royal Borough of Kensington & Chelsea has created a corporate standard for Workflow implementation and is de



[Delivering an Integrated Corporate Solution to Support Cross-department Service delivery to Citizens](#)

East Riding of Yorkshire Council is using the implementation of its Workflow-EDM solution to support delivery of its Customer Relationship Management Integration Framework and to achieve full electronic service delivery req



[Strategic Planning and Performance Management Framework](#)

The St. Helens project has focussed on the Strategic Planning and Performance Management framework as an example of how an enterprise approach to workflow can deliver fundamental benefits, integrated across the whole org



[Using Workflow to Deliver Innovative Organisational Solutions](#)

Sedgemoor District Council implements enterprise architecture to deliver efficiency gains.



[Organisational Transformation using Workflow Technology](#)

North Wiltshire District Council Explores Organisational Change Using Workflow Technology.

LAWS NP e forms product



Document & Records Management

Suggested Sponsor:

Head of Information Services.

Electronic document management offers the potential for electronic capture, storage and management of literally every document generated or received by a council, including paper, reports, application files, emails, and web content. The technology offers the possibility of a single point of on-line access to all relevant information for whoever needs it, e.g. customer service operatives in contact centres and one-stop shops.

Time spent on locating, copying or faxing physical files is reduced and significant savings are made on paper and filing costs. EDM is about the better management of council information. EDM technologies can be used to improve the way important documents are captured and stored, retrieved, managed and integrated with business processes.

Having documents well ordered in one enterprise repository promotes

- Flexible Working
- Hot Desking
- Working from Home
- Change Management
- Front Office now have access to documents and records and can answer customer queries
- WorkFlow/Process Re-engineering. Documents can now be closely aligned to process.
- Mobile offices and Home Visits.
- Self Service
- Visibility of documents to the public via the Web

Records Management incorporates all of the above, plus

- Evidential Trails of the information that was available to the Council at a point in time upon which it took decisions.
- A systematic approach to Retention and Disposal.
- An underpinning of Freedom of Information procedures.
- A link to the customer interactions that require access to documents by virtue of the mapping from LGSL to LGCS (see <http://www.esd.org.uk/standards>)

Project & Products:

specification and a list of the products that have passed their inspection.

LAWS National Project: [link](#)



Content Management

Suggested Sponsor:

Head of Web Services.

In this context, content management has a slightly wider brief than usual. Rather than simply managing the website, in an integrated environment the content management system has to manage the publishing of all content, whether static or transactional, on all access channels. This would include the publishing of electronic forms and the re-purposing of content for non web-based interfaces such as SMS text messaging, digital television and other mobile devices.

Project & Products:

The Local Authority Websites (LAWs) National Project website aims to provide you with the information you need to find the LAWs outputs and use them effectively. It also links key products to the Priority Service Outcomes they support.

As one of the deliverables of the Starter Kit workstream a series of template webpages have been produced to pre-populate the APLAWS+ Content Management System.

webpage contains standard service descriptions that users can extend to include local information.

The Content Management strand has produced a number of products, mostly related to standards for local authority website content publication and / or the APLAWS+ content management system.

Delivering joined up services online requires software to capture data, move data and integrate it into applications. This is particularly needed in order to help authorities move from 'Information Giving' to 'Transactional' and 'Integrated' websites. LGOL-X is a technical programmer's tool to allow IT teams to create transactional forms based processes without purchasing expensive proprietary tools. It comes complete with a graphical design interface - X-Builder.

DigiTV is the National Project looking into digital interactive television (DiTV) on behalf of Local Authorities. The project is sponsored by the ODPM and is run by Local Authorities who have undertaken DiTV projects, for Local Authorities considering DiTV services.



Security, Authentication & Smartcards

Suggested Sponsor:

Head of Information Services.

As system integration develops, authentication and security become key issues. Notwithstanding organisational development and movement towards BS7799 security standards accreditation, integrated architectures rapidly flag the need for the authentication of both council officers and members of the public. The National Smartcard Project is mapping the security levels required in this context, and the Government Gateway offers one option for the authentication mechanism needed.

Project & Products:

The National Smart Card Authentication Project is a sub-project within the National Smart Card Project. The main objectives of the project are to: define the standardised policies and regulations for registration and authentication of Smart Cards across the country to allow inter-regional compatibility.
Setting the processes by which citizens will receive their cards and prescribing the corresponding back-office procedures that should be carried out for each level of authentication.
Integrating the project into the current ESD "tool-kit" approach, adding a "smart card" layer.
The production of Business Process Maps for each authentication level and type of card transaction.

The National Smart Card Project involved English local authorities, including Pathfinder authorities, central government departments, and private sector organisations with experience and expertise in the delivery of smart card programmes and solutions. Connections with smart card activity in Scotland, Wales and Europe were made to ensure best practice and knowledge transfer takes place

The SmartCard Networking Forum is a group of public sector representatives currently from 264 organisations, and rapidly increasing, throughout the UK who are involved in using, planning to use or simply interested in exploring the use of smart cards to provide improved services to their customers.

LASSeO proposes that nationwide initiatives to establish standards are to be encouraged, because to have real value, standards must be universal.

Standard for information security.



e-Payments

Suggested Sponsor:

Head of Finance.

The national strategy for local e-government has six themes including the 10 types of interaction with citizens. Six of these types of interactions include payments to local authorities. Making Payments is one of the 31 high volume transactional services identified as part of the SR2002 priorities for electronic services and the Government expects these services to be given particular attention over and above the target to have all services available electronically. Enabling e-payments will generate financial benefit from improved customer service and a reduction in back office administration.

Complementary to the desire to provide services electronically is the clear public appetite for such services, particularly electronic payments. We know from experience and consultation directly with our citizens that being able to make payments any way they choose at a time convenient to them is high on the public agenda.

Project & Products:

e-Pay National Project: [link](#)

e-Pay is developing guidance and tools for local authorities to help them provide facilities for the citizen to make payments electronically, whether for council tax, rent and fines, municipal theatre tickets or leisure facilities.

Government Gateway: [link](#)

Amongst others, the government gateway offers an e payments service.

Smart Card National Project [link](#)

The National Smart Card Project involved English local authorities, including Pathfinder authorities, central government departments, and private sector organisations with experience and expertise in the delivery of smart card programmes and solutions. Connections with smart card activity in Scotland, Wales and Europe were made to ensure best practice and knowledge transfer takes place

Smart Card Networking forum [link](#)

The SmartCard Networking Forum is a group of public sector representatives currently from 264 organisations, and rapidly increasing, throughout the UK who are involved in using, planning to use or simply interested in exploring the use of smart cards to provide improved services to their customers.



e-Procurement

Suggested Sponsor:

Head of Finance.

Collectively the local authorities of England and Wales spend approximately £25 billion per annum on bought-in goods and services. £2.5 billion is spent on purchasing itself. Improving service and reducing cost will bring direct benefits to the citizen. e-Procurement automates the internal and external processes associated with buying.

The IDeA has estimated that savings from e-Procurement in both cost and time could, for many authorities, be very significant:

Reductions in the price of goods and services could be as much as 8%

Officers' time and transaction costs could be cut by up to 70%

Combined savings, in some cases, could result in a reduction as large as 15%.

Earlier adopters in both the private and public sector are realising real benefits from e-Procurement. The early hype is being replaced by the measurement of real benefits based on valid metrics. Value for money savings on £25 billion can clearly be enormous!

Project & Products:

The aims of the Project are to enable authorities to take full advantage of e-Procurement by the target date of 2005 and to raise the profile of procurement in all authorities in line with the most recent Local Government White Paper and the Byatt Review.

The project will deliver a structured programme of real practical support, guidance and actions to include an e-Procurement road map to help plan the stages of implementation and select the relevant elements of e-Procurement, a programme of local authority experience sharing - including interaction with other public and private sector early adopters and standards, and products meeting those standards tailored to local authority requirements.



Geographic Information System

Suggested Sponsor:

Head of Information Services.

Geographical information systems offer essential spatial analysis tools as well as the ability to deal with graphical information – such as plans and maps. GIS can also be invaluable in maintaining difficult data sets – such as the local land and property gazetteer.

When combined with a corporate land, street and property database, GIS can enhance intelligence led decision-making within councils by giving officers and members networked access to the same data, maps, aerial photography and graphical overlays.

GIS can make service access easier to access and use for customers, and can support better policy making by councillors.

Project & Products:

GIS systems on IDEa Knowledge [link](#)

exchange between Local Authorities and the Valuation Office Agency using the National Land and Property Gazetteer. The benefits include increased collection of Council Tax and Non-Domestic Rates, faster and more efficient property valuations, and improved quality of authority-held property information. It will also provide benefits to all aspects of Local Authorities' customer-facing work for which accurate property information is crucial.

This is an index of World-Wide Web (WWW) servers which are likely to be of interest to the GIS community. It is maintained by Bruce M. Gittings and Anup Pradhan at the Department of Geography in the University of Edinburgh, in collaboration with the Association for Geographic Information.

Information House Mapping Service Level Agreement: [link](#)

Information House is responsible for coordinating and facilitating the Service Level Agreement that entitles all local authorities to use digital mapping from Ordnance Survey (Britain's national mapping agency).

This website has been built by Crime and Disorder Reduction Partnerships across Sussex. CADDIE can help see what is happening in the local area and how the community can work to reduce crime, tackle the fear of crime and promote quality of life issues.



Local Land & Property Gazetteer

Suggested Sponsor:

Head of Information Services.

To cross-reference the information in the various legacy systems, a master address table is required. As all address information must adhere to BS 7666, and must also be uploaded to the NLPG on a regular basis, it makes sense to use one master index for both jobs. In most cases this will be the Local Land and Property Gazetteer – an approach clearly advocated by the Valuebill National Project.

Project & Products:

contributed to the development of new services such as 'MyProperty', an online facility that provides valuable, property-linked information for the council's customers.

Information to customers. The service uses the council's LLPG as its key data-linking mechanism and search channel.

[Stoke-on-Trent City Council: improving decision making authority-wide](#): In-house programming and a rigorous process requiring LLPG usage mean that all end-user systems in the council now employ the gazetteer's address and unique referencing.

modernised through the 'Hull Connect' call centre, made possible largely thanks to Hull's ready adoption of the LLPG which provides a standardised address framework to join up government. As a result, the council's datasets can be linked together into a CRM tool enabling this one-stop-shop service approach

[South Gloucestershire Council: high quality addressing means high quality CRM](#): the Gazetteer underpins the CRM application used throughout the council's one-stop shops and customer contact centres.

[Durham City Council: opening the door to improved customer service](#): 'DurhamCityInfo' is a walk-in advice centre that allows Durham City Council's customers to resolve many council enquiries on the spot. Any unresolved queries are referred back to the appropriate council officer using the LLPG to link the query to the relevant information.

Peak Borough Council's customer service call centre.

[Oldham: land and property gazetteer](#)

[Newcastle: ENVIROcall](#)

[Valuebill](#), one of the National Projects funded by ODPM, is developing and enabling an electronic information exchange between Local Authorities and the Valuation Office Agency using the National Land and Property Gazetteer. The benefits include increased collection of Council Tax and Non-Domestic Rates, faster and more efficient property valuations, and improved quality of authority-held property information. It will also provide benefits to all aspects of Local Authorities' customer-facing work for which accurate property information is crucial.



Access Channels

Suggested Sponsor:

Head of Customer Services.

E-government techniques can deliver efficiency savings and higher quality services, but these improvements are worthless unless the public and staff can access them in ways that are readily available, convenient and easy to use.

Most councils have access strategies that list the ways in which council services will be delivered in future, and this will include websites, call centres and mediated access as well as others such as digital television and kiosks.

Whatever the local details, access is an essential element for any e government strategy and the following information should be of help in this context.

Projects & Products:

This project covers all aspects of the use of websites by local authorities.

This project provides an end-to-end solution for any council considering delivering its services over digital television including cable and satellite.

This briefing paper has been produced to stimulate discussion about the role of access strategies in developing local authority approaches to service delivery and e-government.

A new Channels Framework for delivering government services in the new economy has been published. The framework promotes a co-ordinated channel strategy across the public sector, and provides a decision-making tool kit for those involved in formulating such a strategy.

The Employers' Organisation and the IDeA with the Local Authority Call Centre Benchmark Group carried out research on HR practices in contact centres in March and April 2004

IDeA Knowledge – Access Channels: [link](#)

Project Nomad - the National Project dedicated to mobile computing in local authorities.

Appendix

Delivering your e-government programme

The design of an e-government programme for your authority is beyond the scope of this document. However, this document should support that work in the following ways:

- The service improvement perspective is the route into assessing the business case for service improvement, as it helps to identify how delivering the Priority Outcomes will deliver improvements to services that citizens will value.
- The cross-cutting technology component perspective is the route into planning the development of a coordinated technical architecture for your organisation, with its attendant long-term reductions in development and maintenance cost.
- If your e-government programme plan is structured so that each project must deliver service improvements in its own right, then opportunities for utilising cross-cutting pieces of technology could be missed, making later integration difficult. Conversely if the programme is structured around projects that initially deliver technology components that do not in themselves deliver service improvement in the short term, then sponsors will become impatient to see return on the technology investments they have made. So any e-government programme must strike a pragmatic balance between the service-improvement led and the technology-led approach.

A note on the Local e-Government Standards Body

The Local Government e-Standards Body is developing a repository of standards that apply across many areas of the Priority Outcomes. The reader is encouraged to consult their website: <http://www.localgov-standards.gov.uk/> when considering any of the Priority Outcomes where standards are likely to apply.

Acknowledgments

The Strategic Support Unit of the IdeA is the chief author this document, with support from Peter Blair in the ODPM's Local e-Government Team. This document also incorporates the work of many local government officers for which we would like to extend our thanks. These include:

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Apologies to anyone we have left out!