IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 (IEG5)

"Meeting the targets for e-government"

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Local Context

'Sophisticated technology and e-government initiatives provide high quality access and speedy response and deliver efficiency savings which are passed onto the customer in the form of improvements.' [1]

The above statement is an extract from the Council's recent Customer Access and Focus Best Value Inspection when the Council was awarded the best possible rating of 3 stars with excellent prospects for improvement. This judgement, which followed a rigorous assessment process, is evidence of the Council's progress since the government first published its white paper "Modernising Government" in the summer of 2000.

Our vision was initially set out in the Council's first Implementing Electronic Government (IEG) Statement in November 2001 and refined in IEG2 in October 2002. Since that time, the Council has embraced its role as Community leader and working with the Local Strategic Partnership has produced a Community Strategy setting out a vision in which Chorley will be recognised as the most sought after place to live and work in the North West, offering excellent quality of life to all its residents and will be at the heart of regional developments whilst retaining its character. The document details priorities and outcomes for the partnership for the period 2005-2035. We recognise the on-going role that eGovernment can play in the delivery of the Partnership's aspirations. Indeed, much of the investment already made in eGovernment is delivering results in areas seen as key to the community. The principles upon which our eGovernment programme is based are consistent with the goals of the Partnership and remain current:-

- building services around citizens' choices (Citizen-focused government)
- making the Council and its services more accessible (Accessible services)
- social inclusion (to achieve cohesion across all members of our society)
- using information better (to ensure accessibility for all citizens and smarter decision making)
- joining up services (to improve the quality of service and our capacity to deliver)
- working in effective partnerships wherever this is beneficial to cost, risk and delivery

Looking back, we have achieved much through our eGovernment Programme. Our achievements to date not only provide immediate benefits but are also the foundations upon which we will deliver further efficiencies and service quality improvements. They include: -

- A 'state of the art' one stop shop for customer service,
- 'Content Plus' Rated Web Site (SOCITM Better Connected 2004)
- On line payments,
- On-line access to Councillor details, the forward plan, committee agenda, reports and minutes
- Re-engineered business processes,
- Partnership working at local, sub-regional, regional and national levels,
- A business case driven approach to change
- 97.95% of all services are available electronically (at the time of submission), with the expectation of 100% by the end of December 2005.
- e-procurement including reverse auctions
- Re-engaged community through new methods of voting at two pilot elections producing the highest turnout in the UK local elections in 2002 (63%)
- Comprehensive 24/7 access to local planning services via our web site
- Efficiencies and service quality improvements through mobile working
- Integration of front and back-office systems
- Shared Services Contact Centre providing a single point of contact for district and county services.

Whilst this illustrates a good deal of technical progress, it is important that the progress is translated into real improvements for our customers. We believe we have achieved real change, a view reinforced by the Audit Commission who felt that the Council '*provides a good range of access channels that fit well with local needs. These include well-developed electronic access and a modern, one-stop shop with excellent facilities. Standards are high and there is a strong customer-focused culture across the Council with staff and councillors clearly committed to continuously improving the experience of service users.*' [1]

The Council will continue to play a full role in sub-regional and regional partnerships such as NWeGG and the Lancashire eGovernment Network, whilst further developing the commercial partnerships that have contributed to our success. The county wide Shared Services Contact Centre Project is a notable partnership where together with Northgate, Lancashire County Council and five other districts, we have implemented a virtual contact centre based on shared infrastructure. We were the first Council to 'go-live' within the Partnership and continue to lead in pilot areas such as integration. The Council chose the partnership approach to ensure the realisation of maximum benefit to customers through joined up working with the County Council

to deliver a single point of contact for both District and County services. It also delivers maximum efficiencies in areas such as shared procurement, extended opening hours and call overflow arrangements. The Audit Commission recognised the lead role the Council has played in eGovernment, not only in terms of this particular project but also in regional terms.

'It is influential in the development of e-government across Lancashire and in the North West region and has a lead role in the delivery of the Lancashire-wide Shared Contact Centre project which aims to deliver wide ranging customer benefits through partnership working.'[1]

The Council's contribution at a national level in the form of advice and operational expertise has been formally recognised by the ESD Toolkit Steering Group.

The Council continues to apply technology to deliver efficiencies and service quality and accessibility improvements. The implementation of eGovernment projects both in the front and back offices have made a significant contribution to efficiencies both realised and projected. Contributing schemes include;

- Democratic Services administration system that allows on-line search and enquiry facilities and applies workflow technology to the creation and publication of Council agendas, reports and minutes.
- A Council wide electronic document management system
- Mobile working facilities for Neighbourhood Wardens and Benefits staff.
- New integrated Financial Management system
- An on-line flexible working hours system
- Home Working

This programme is governed by the Council's Efficiency and Transformation Board, which is chaired by the Group Director with Member representation in the form of the Deputy Leader. The Council has established an Efficiency Officer post to co-ordinate work in this area.

Looking forward, the Council's approved Customer Focussed Access and Service Design Strategy provides the vision for the continued delivery of service quality improvements and increased take-up of eGovernment facilities. It recognises the importance of a greater understanding of customers and their needs, the need to understand and address barriers to take-up and the role of channel migration in improving customer service and delivering efficiencies. The Borough of Chorley faces a number of challenges, e.g. 55% of the working population travels outside the borough to work whilst demographics show an increasingly aging population. Our strategic view of access to, and take-up of, services recognises this and advocates putting the customer and their needs at the heart of the organisation whilst using technology to reduce social exclusion, improve accessibility (especially for hard to reach groups), drive up quality and improve efficiency.

Customer Access and Focus Best Value Inspection – Audit Commission August 2005

Section 1 - Priority Outcomes (self-assessment)
Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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.	Amber 01/05/2005	Amber 01/05/2005	Amber 01/05/2005
	Comment: The County Council are building an internal product which fully integrates with the existing computer based admissions administration software (EDIMIS). The product aims to be ready for May 2006 in preparation for readiness for September 2006 Admissions. They will be aiming for the minimum 5% usage of the admissions application system and then set further targets based on achievements and any problems experienced in the first year. We will deep link to such output as the County develop.		
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Amber 31/12/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Such information is currently available on the County Council web site and progress has been made in developing a dedicated web site which will deliver significantly more than the requirements of this priority outcome. As well as seeking to raise the educational attainment of LAC, it will provide information on special activities and specialist advice in a secure area. The secure area will also provide children with a safe area and a means of securely contacting their Social Worker. We will deep link to such output as the County develop.		
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	Green 01/06/2005	Green 01/06/2005	Green 01/06/2005
	Comment: This will be delivered through the County Council contact centre, which went live with telephony in October 2005.		
If already 'green' on R1, R2 & G1 above please comment on **E1** Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.	**Comment:**		
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Green 01/07/2005	Green 01/07/2005	Green 01/07/2005
	Comment: A schema for a joint A-Z of services has been agreed on a County wide basis. We have populated the A-Z from data in our content management system and the ESD toolkit and it is being used in our Contact Centre and the Lancashire Portal.		

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Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Amber 01/01/2004	Green 31/12/2005	Green 31/12/2005
	Comment: The Council, through the Chorley Community Safety Partnership has supported the development of the Multi-Agency Data Exchange (MADE) gathering information from the Police, Youth Offending Team, probation, education and social services to assist in crime reduction activity and to contribute to crime audits. The MADE system is accessed through a dedicated secure area on the Safer Lancashire web-site, the development of which was supported by the Council in partnership with Lancashire County Council. We look forward to using the products of GovConnect to further enable the secure sending and sharing of information.		
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Green 30/04/2005	Green 30/04/2005	Green 30/04/2005
	Comment: We currently offer this facility to Parish Councils on our web-site. The 'Lancashire Hotspot' - the Lancashire Portal, also allows community groups to create and maintain their own web-sites.		
If already 'green' on R3, R4 & G2 above please comment on **E2** Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. Otherwise you may leave this row blank.	**Comment:**		
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 30/03/2005	Green 30/03/2005	Green 30/03/2005
	Comment: Minutes, reports and agendas are published on-line and the diary of future meetings is updated daily. During the implementation of this system, the opportunity was taken to re-engineer the processes employed to create and publish reports, minutes and agendas to ensure maximum efficiencies and citizen engagement were realised.		
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Green 01/12/2005	Green 01/12/2005	Green 01/12/2005
	Comment: Each Councillor currently has their own web page within the Council's web site identifying their name, ward and contact details, committee membership etc. Councillors can also create and maintain their own web-sites using either the Lancashire Community Portal or our own Democratic Services Administration system.		
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Green 01/04/2003	Green 01/04/2003	Green 01/04/2003
	Comment: The Council offers e-mail alerts through it's web site. E-consultation exercises have been undertaken on topics such as the Council's budget, planning policies, customer focus strategy and young peoples activities.		
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Green 01/07/2003	Green 01/07/2003	Green 01/07/2003
	Comment: The Council already provides a multimedia resource on its local priorities. See http://www.chorley.gov.uk/section.asp?doc=9870. This is supplemented by an interactive local development plan.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
If already 'green' on R5, R6, G3 & G4 above please comment on **E3** Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. Otherwise you may leave this row blank.	**Comment:** The Council has provided channels of e-participation in areas such as leisure services with text alerts and we were a pilot authority in the last e-voting pilots. We will be working towards the identification of baseline performance and targets during 2006 and developing the means by which participation can be tracked and satisfaction monitored. We will be including the question on 'ability to engage with the Council in public consultation in future citizen surveys		
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Green 01/07/2005	Green 01/07/2005	Green 01/07/2005
	Comment: Reports and applications for services can be made via the Council's web-site or by telephone to the Council's Contact Centre. Refuse collection difficulties are detailed on-line and collections routes are detailed on our web-site and we continue to work closely with the County Council to deliver refuse collection routes and other information via the County wide GIS. We are the only District to have supplied datasets for inclusion. We have introduced mobile working for Neighbourhood Wardens and have seen significant improvements in effectiveness and efficiency as a result.		
R8 Online receipt and processing of planning and building control applications.	Green 01/12/2005	Green 01/12/2005	Green 01/12/2005
	Comment: Applications and fees can both be submitted via the Planning Portal. We plan to integrate the Portal and our back-office planning system in January 2006 to deliver further service efficiencies.		
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Green 16/12/2004	Green 16/12/2004	Green 16/12/2004
	Comment: We link to the County Council provided 'Mario' GIS system at http://mario.lancashire.gov.uk The Lancashire Shared Services Contact Centre partnership is contractually commited to provide integration between the CRM and GIS. We are the first District Council in Lancashire to publish tree preservation order and refuse collection round datasets on the County Council GIS and are pursuing the delivery of more information in this way.		
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Amber 01/12/2004	Amber 01/12/2004	Green 31/03/2006
	Comment: Trading Standards is a County Council function. Whilst Trading Standards work closely with colleagues in other parts of the country, including through the use of the Trading Standards Central website, we understand there is much to do to e-enable the sharing of information. It is expected that the Trading Standards Central and Consumer Direct initiatives will assist here, as only national solutions will be able to resolve some of these issues. We will link to such output as the County Council develops and the Shared Services Contact Centre will enalbe the delivery of County Council services such as these through our Contact Centre and One Stop Shop.		
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.	Amber 01/09/2005	Amber 01/09/2005	Green 31/03/2006
	Comment: The implementation of a common application across the Councils licencing functions has delivered true service integration. The system also ensures multi function e.g. Planning and multi-agency e.g. Police involvement in the decision making process.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
If already 'green' on R7, R8, G5, G6 & G7 above please comment on **E4** Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	**Comment:**		
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: The Councils e-procurement system allows paperless ordering, invoicing and payments. The system is also integrated with the Roses Marketplace allowing the Council to take advantage Marketplace efficiencies.		
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).	Amber 31/01/2005	Amber 31/01/2005	Green 31/03/2006
	Comment: The Council recognises the importance of this outcome and the complexities faced in delivering it. We are working within our Contact Centre Partnership to develop the account whilst noting the work done by the Working with Business National Project. We are using the 'toolkit' produced by the project to guide our work and are to initiate a cross-Council Working Group to take the project forward. We believe GovConnect will be a key element of this project and we await the delivery of its products particularly in the area of authentication.		
G9 Regional co-operation on e-procurement between local councils.	Green 01/07/2002	Green 01/07/2002	Green 01/07/2002
	Comment: As an early adopter of e-procurement we are a member of the Regional Centre of Excellence Working Group looking at the development of e-Procurement across the North West. in this area building on our knowledge and experience in the Roses Marketplace and e-auctions which we have successfully piloted with Preston City Council.		
If already 'green' on R9, G8 & G9 above please comment on **E5** Access to virtual e-procurement 'marketplace';	**Comment:** Chorley was one of the founder members of the Roses Marketplace which was established in 9 local authorities and funded by Central Government. The participating Councils worked in partnership with a private company to establish the e-procurement system in each of the Councils during 2003 and this system is now fully integrated with our new Financial system. Chorley was also the lead authority in one of the first joint Council e-auctions carried out in September 2003 as a pilot for the Roses partners. Tenders for common goods or services negotiated in individual Councils or through joint working are now also made available to other partner authorities. Chorley is also a member of the Regional Centre of Excellence Working Group looking at the development of e-Procurement across the North West.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;	**Comment:** As part of the Roses project a forum was held for our key suppliers, the majority of whom are SME's, to explain the Council's vision, goals and objectives on e-procurement. This was well attended and well received and we were able to sign up the 20 companies required under the terms of the project funding to trade electronically with us on the marketplace. We see supplier engagement as a key objective for the Council and have now established a 'Selling to the Council' guide on our website which greatly improves the information readily available to companies wanting to trade with the Council and who they need to contact about specific areas of potential business. Suppliers are also now able to download our tender documentation electronically. We have also jointly commisioned, with two neighbouring Councils, a supplier analysis which will provide more detailed information about the Supplier base and profile across the 3 Councils. The results of this project will help inform how we further develop our supplier relationships and we plan to hold further forums early in 2006 with key suppliers at which our future e-Procurement strategy can be explained.		
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	**Comment:** The Council has a published target of £2330 for cross-cutting e-procurement efficiencies for 2004/5. We aim to pay 96% of undisputed invoices within 30 days.		
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green 01/10/2003	Green 01/10/2003	Green 01/10/2003
	Comment: Our e-payments solution has been in place since October 2003 and meets these criteria.		
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Green 01/10/2003	Green 01/10/2003	Green 01/10/2003
	Comment: Our e-payments solution has been in place since October 2003 and meets these criteria.		
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green 01/11/2004	Green 01/11/2004	Green 01/11/2004
	Comment: In relation to this outcome, we demonstrate an efficiency in section 6. As examples, we no longer have cashier counters leading to savings in excess of £20,000 and have introduced 'Payment Cards' producing a transaction saving of over a pound. We have also extended the Direct Debit facility to sundry debtor invoices through the implementation of our new Financials system leading to improved collection rates. We will continue to monitor the work of the epayments national project.		
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/02/2005	Amber 01/02/2005	Green 31/03/2006
	Comment: The cost of linking to a secure online data store integrated to our Revenues and Benefits system had, until recently, proved prohibitive. However, recent discussions with suppliers have indicated that progress may be possible. We will continue to work with suppliers and others to achieve this target as there are significant potential benefits to citizens and to the Council.		
If already 'green' on R10, R11, G10 & G11 above please comment on **E8** Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	**Comment:**		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	**Comment:**		
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	**Comment:**		
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: Our web site deep links to http://lclcat.lancashire.gov.uk:8001/www-bin/www_lclcat This takes you to the County Council's web page from which their catalogue can be searched. Further work is being done to enhance this service.		
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Green 01/12/2005	Green 01/12/2005	Green 01/12/2005
	Comment: We ensured that the recent renegotiation of our Leisure Services contract included the provision of on-line booking services. Contracts have been agreed and it is expected that implementation will begin in the new year.		
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.	Amber 01/12/2005	Amber 01/12/2005	Green 31/03/2006
	Comment: Whilst the Council has an integrated infrastructure across primary delivery channels this does not yet encompass Smartcards for leisure services (although Smartcards are in use for concessionary travel). The Council's leisure services are contracted out. Therefore the exemption in the IDEA Explanatory Notes for Priority Outcomes for contracted out leisure services is noted.		
If already 'green' on R12, R13 & G12 above please comment on **E11** Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	**Comment:**		
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
	Comment: We have achieived this target – http://www.ukbus.co.uk/cgi/lcchome.htm Our local service web site also links to www.thetrainline.com. To improve journey planning we are working in partnership with the County Council to offer integrated travel information from the towns Rail and Bus stations.		
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Green 01/03/2005	Green 01/03/2005	Green 01/03/2005
	Comment: The Council carries out consultation through its web site.		
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Green 01/09/2004	Green 01/09/2004	Green 01/09/2004
	Comment: This target has been achieved by the third party provider of the managed parking service at www.parkwise.co.uk		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 16/12/2004	Green 16/12/2004	Green 16/12/2004
	Comment: We already link to the County Council provided 'Mario' GIS system at http://mario.lancashire.gov.uk which displays all roadworks data for the borough in an easy to find format.		
If already 'green' on R14, R15, G13 & G14 above please comment on **E12** Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	**Comment:** The Council has agreed customer satisfaction targets for our One Stop Shop and is exceeding them. Baseline performance was established by a county wide MORI poll and from that a PSA target established. The Council's efficiency targets are detailed in our Annual Efficiency Statement.		
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.	Green 01/07/2005	Green 01/07/2005	Green 01/07/2005
	Comment: We provide 'one-stop' resolution of Housing and Council Tax Benefit queries in our One-Stop-Shop and via the telephone. The delivery of this service is heavily dependent upon workflow technology. The Contact Centre partnership has secured North West Centre of Excellence funding to develop a business case for the further development of mobile working and CRM integration in the areas of Revenues and Benefits.		
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Green 01/02/2003	Green 01/02/2003	Green 01/02/2003
	Comment: On line facilities are in place on our web site to check eligibility and calculate entitlement for benefits. In addition the claim form is available as a download and we have on line interactive tools to assist claimants and their advocates find their way through the regulations		
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 01/07/2005	Amber 01/07/2005	Green 31/03/2006
	Comment: The Council recognises the efficiencies and service quality improvements that will result from the delivery of this outcome and are committed to realising them. Benefits staff are currently trained to take applications in the home. We are trialling technology that we hope will allow the processing of claims from the citizens home. The Contact Centre partnership has secured North West Centre of Excellence funding to develop a business case for the further development of mobile working and integration in the areas of Revenues and Benefits.		
If already 'green' on R16, R17 & G15 above please comment on **E13** Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	**Comment:** The Council has set a target of 28.5 days for the processing of new claims (performance 26.3 days) from a baseline of 35 days. For Change of circumstances we have set a target of 8.5 days (performance 8.1 days) from a baseline of 9 days turnaround.		
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. Otherwise you may leave these rows blank.	**Comment:**		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 01/11/2005	Green 01/11/2005	Green 01/11/2005
	Comment: The County Council provide comprehensive information on Care Services provided by LCC and other agencies on the Web which is, in turn, available to contact centre and other staff including staff within the Chorley Borough Council Contact Centre. This is continually reviewed, maintained and improved. They are also working on producing a DVD to provide advice on how to access services which will give our Service Users an additional access channel.		
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.	Amber 01/10/2004	Green 31/12/2005	Green 31/12/2005
	Comment: The County Council are currently developing an electronic social care record capable of being shared with health partners and service users. We already have a facility available for Welfare Rights clients: http://www.lancashire.gov.uk/environment/welfarerights/cases.asp Other services, eg Social Services Emergency Duty Team, rely on round the clock availability of information on individual cases, to ensure consistent and responsive service delivery. They have made it possible to access live information from their Social Care software, ISSIS via 3G and take up of this service will be a key objective for 2006. However, this is dependent on 3G coverage across the county. Remote access to ISSIS is also possible through the use of a Service User's phone line and mediated access is available out of hours via the telephone. ISSIS holds all the relevant information on "care packages".		
G16 Systems to support joined-up working on children at risk across multiple agencies.	Amber 01/01/2004	Amber 01/01/2004	Green 31/03/2006
	Comment: This is in hand through the County Councils work on IRT and multi-agency data sharing. They have made some progress with shared access to networks with NHS staff, and recognise the challenges faced here, some of which will require national solutions. ISSIS has been successfully developed into an ICS and data sharing is in place with other council directorates such as Education. New ways of sharing data are constantly under consideration and projects currently in place to share information with other agencies such as Lancashire Police by April 2006.		
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Green 01/07/2005	Green 01/07/2005	Green 01/07/2005
	Comment: Live access to EDIMIS and ISSIS makes it possible to complete assessments using laptops remotely in the field and there will be a focus on rolling out these technologies during 2006. Information can be shared electronically with Education, and electronic SAP pilots are in place to share information with PCT's. However the majority of Lancashire's 8 PCT's are still making paper based assessments. The complex structure of Lancashire's PCT's and their low level of ICT means there are significant barriers to enabling electronic data sharing. Multi agency co-located teams have been established to address some of these issues and it is planned Lancashire's 8 PCT's will merge into one which will significantly reduce barriers as standard systems are implemented across the County.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
If already 'green' on R18, R19, G16 & G17 above please comment on **E15** Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57). Otherwise you may leave this row blank.	**Comment:**		
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002
	Comment: This target has been achieved. All members have internet access, council e-mail accounts, laptops and printers provided. We have implemented broadband access for members and are in the process of rolling this out to all members. All staff have access to the internet and e-mail subject to their agreement to the Council's Internet and e-mail Usage Policy.		
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber 01/04/2005	Green 31/12/2005	Green 31/12/2005
	Comment: Council Members are provided with laptops and support to allow them to work from their homes. The Council has a home working working policy for staff and expects to trial home-working in the 2006.		
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Amber 01/10/2002	Green 31/12/2005	Green 31/12/2005
	Comment: All members are currently provided with full home working facilities. Members and staff can currently access the Council's intranet from home and we are about to pilot the provision of secure remote access to e-mail and network storage for staff		
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Green 01/12/2002	Green 01/12/2002	Green 01/12/2002
	Comment: This target has already been achieved. We continue to be commited to the support of staff in achieving ECDL certification. All staff are in line for ECDL training - we aim to maintain a level of 50% of staff trained to this standard. We also offer a programme of training for members.		
If already 'green' on R20, R21, R22 & G18 above please comment on **E16** Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working. Otherwise you may leave this row blank.	**Comment:** The Council has established an Efficiency and Transformation Board to oversee the delivery of the targets set in our Annual Efficiency Statement. The Board is chaired by the Group Director and has high level Member involvement in the form of the Deputy Leader and Executive Member for Customers, Policy and Performance. The work of the Board includes an extensive programme of internal efficiency projects such as self service expense claims, on-line flexi system and the redesign of the Council's intranet. The Council has committed to efficiency targets in our Annual Efficiency Statement.		
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Amber 01/02/2002	Green 31/12/2005	Green 31/12/2005
	Comment: All services will be available through our web site and our call centre will provide extended hours of operation. The Contact Centre Partnership is to explore a partnership approach to the delivery of extended opening hours.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 01/02/2003	Green 01/02/2003	Green 01/02/2003
	Comment: We have already achieved this target through the implementation of our Abacus WebStructure CMS		
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Amber 01/10/2004	Amber 01/10/2004	Green 31/03/2006
	Comment: The Council has formally adopted ISO 15489. We are currently piloting an Electronic Document and records management system that complies with the standard with a view to implementing it across the organisation. The business case clearly demonstrates the efficiencies that can result from achieving this outcome.		
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Green 01/05/2003	Green 01/05/2003	Green 01/05/2003
	Comment: Our web site meets Level AA. We are continuously working together with our CMS supplier to enforce achievement to this level consistently. The Council relies on standards such as Bobby and the RNIB for quality assurance in this important area.		
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Amber 01/09/2002	Amber 01/09/2002	Green 31/03/2006
	Comment: The Council ensures that all ICT procurement is e-GIF compliant. Our web site already complies with the eGMS. We are also working to ensure that all electronic information and records are meta tagged to eGMS standards whether public facing or not as a part of our on-going Information Management Project. Following consultation with NCC, we are considering accreditation.		
If already 'green' on R23, R24, G19, G20 & G21 above please comment on **E17** Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. Otherwise you may leave this row blank.	**Comment:**		
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Green 20/12/2004	Green 20/12/2004	Green 20/12/2004
	Comment: Our internet service standards, including past performance are published on our web site.		
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.	Green 01/08/2003	Green 01/08/2003	Green 01/08/2003
	Comment: We achieve this target through a web analytics service from 'e-visit analyst'.		
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: We have set local targets for improvements in customer services standards, take up and widening the choice of access channels for more services. Our Customer Foccussed Access and Service Design Strategy will develop an action plan to deliver our targets.		
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 01/03/2005	Green 01/03/2005	Green 01/03/2005
	Comment: We are seeking to implement the RNIB 'See It Right' Guidelines alongside the usability guidelines developed by LAWS		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
If already 'green' on R25, R26, G22 & G23 above please comment on **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. Otherwise you may leave this row blank.	**Comment:** Although the Council has yet to fix firm targets for this, we recognise the importance of migration to the delivery of efficient and high quality services. The Council has an approved Customer Focused Access and Service Design Strategy which develops this theme and an action plan to develop and deliver targets will be developed in early 2006. The Council has established the new post of Customer Access Officer to lead on this work.		
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
	Comment: The Council is a partner in a County wide Contact Centre. We have implemented CRM and automated call distribution and are delivering Environmental Services through the centre. A twelve month implementation plan is in place to deliver a CRM driven solution across all channels and all services.		
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber 01/09/2004	Amber 01/09/2004	Green 31/03/2006
	Comment: We are working with our partners in the Lancashire Shared Services Contact Centre to achieve this. This outcome is a contractual commitment.		
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Amber 01/09/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Our Customer Promise has been amended to reflect this target. We already have published corporate performance targets for acknowledgements and replies.		
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Amber 01/10/2004	Amber 01/10/2004	Green 31/03/2006
	Comment: The Council recognises the critical nature of integration to both high quality customer services and delivering efficiencies. We are currently working with our CRM providers and back-office systems suppliers to deliver integration through LGOLnet where possible. We are also actively pursuing the integration of back-office systems to our LLPG with a goal of delivering a single property database across the Council.		
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Amber 01/12/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Following extensive internal consultation, facilities to support the Single notification of change of address have been developed and are in testing. Implementation is expected by the target date.		
If already 'green' on R27, R28, R29, G24 & G25 above please comment on **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. Otherwise you may leave this row blank.	**Comment:** The Council has an approved Customer Focused Access and Service Design Strategy which stresses the importance of first point of contact resolution. The Council has set targets of 99% face to face first point of contact resolution and are piloting a target of 92% in our Contact Centre. Partnership targets are set in a PSA.		

Section 2 - Change Management (self-assessment)

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

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
● Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757):			
i) Member & officer e-champions	Green 01/07/2001	Green 01/07/2001	Green 01/07/2001
	Comment: The Council has had an e-Government Champion at both officer and member level since 2001. The Member e-Champion is Councillor J Wilson who is also the Leader of the Council. The Officer e-Champion is Paul Morris, Group Director. In addition the Deputy Leader has portfolio responsibility for eGovernment.		
ii) e-government programme manager	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
	Comment: Our e-Government and Programme Manager was appointed in 2001 and we have recently redesignated the post 'Efficiency Officer' to recognise the increasing synergy of the efficiency and eGovernment programmes		
iii) customer services management	Green 01/01/2003	Green 01/01/2003	Green 01/01/2003
	Comment: The Council has established a role of Customer Services Manager within a new unit of Customer, Democratic and Office Support Services. We are considering plans to establish Customer Services as a separate service unit.		
● Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1)	Green 30/11/2004	Green 30/11/2004	Green 30/11/2004
	Comment: The Council has developed a competency based performance management framework which addresses key areas of competency including those required for the succesful delivery of e-government eg managing projects/programmes, managing change, customer focus, performance focus and risk management.		
● Establishment of an e-delivery programme board	Green 01/01/2002	Green 01/01/2002	Green 01/01/2002
	Comment: The Council established an e-Government Group in 2001. Recent governance developments within the Council resulted in it merging with two other efficiency/technology based programme boards to form the 'Efficiency and Transformation Board'.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
● Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme	Green 01/03/2003	Green 01/03/2003	Green 01/03/2003
	Comment: The Council has produced its own PRINCE2 based methodology and templates ideally suited to shire districts. It has been adopted by the North West e-Government Group, Lancashire e-Government Group and Connected Cumbria as the defacto standard for each of these partnerships own projects as well as several other local authorities across the region. Additionally we are now establishing Project Management across the Council and have set up a corporate projects office and introduced a new post of Project Support Officer to support project managers. This is underpinned by a significant training programme.		
● Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures	Green 01/04/2003	Green 01/04/2003	Green 01/04/2003
	Comment: The Council has developed a corporate approach to risk management building on best practice by ALARM, SOLACE and CIPFA. This is tied into a strong corporate governance culture. The Council has a Risk Management Group and all services maintain a Risk Register. Risk to the e-government programme is reviewed regularly by the Efficiency and Transformation Board and each project considers and manages project related risk.		
● Use of customer consultation/research to inform development of corporate e-government strategy	Green 31/12/2001	Green 31/12/2001	Green 31/12/2001
	Comment: The Council is committed to continuous improvement built on consultation with its customers. We have a citizens panel which has been consulted specifically on e-Government alongside research undertaken by MORI on behalf of the Lancashire Public Service Agreement in relation to the stretch e-Government target. Additionally, all visitors to our one stop shop are requested to complete a customer satisfaction survey. The Council has recently consulted widely on a draft Customer Focussed Access and Service Design Strategy. This document advocates customer engagement and consultation to gain the increased customer intelligence required to allow effective segmentation and drive forward our channel migration plans. To resource this key area the Council has established the new posts of Customer Access Officer and Equality and Diversity Officer. The Councils recent Customer Focus Best Value Inspection recognised the work done in this area and awarded the Council a three star rating with excellent prospects for improvement, the best rating possible.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
● Establishment of policy for addressing social inclusion within corporate e-government strategy	Amber 01/06/2001	Green 31/12/2005	Green 31/12/2005
	Comment: The Council's very first IEG Statement gave a commitment to avoidance of the digital divide. That commitment was re-stated in the Council's Social Inclusion Action Plan in 2003. The roll out of the Peoples Network through the County Council's network of libraries has resulted in the current position whereby 96% of all citizens are within 2 miles of a free internet access point. Additionally the Council offers free internet access within our one stop shop. We have also worked with the local community to help develop community based technology projects such as that at the Tatton Community Centre. Improved access to, and take up of, public services is a target in the Community Strategy which is then translated into actions within the Councils Corporate Strategy. A key vehicle for the delivery of this strategic objective is the recently approved Customer Focussed Access and Service Design Strategy which reinforces the Councils commitment to social inclusion as it seeks to identify and remove barriers to the take up of services. The Council has also established the posts of Customer Access Officer and Equality and Diversity Officer to drive this work forward.		
● Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialexclusion.gov.uk/page.asp?id=583)	Red 01/12/2005	Amber 31/12/2005	Amber 31/12/2005
	Comment: The recently approved Customer Focussed Access and Service Design Strategy clearly reinforces the Council's commitment to social inclusion as it seeks to identify and remove barriers to the take up of services. The Council has also established the posts of Customer Access Officer and Equality and Diversity Officer to drive this work forward. We have noted the work of the ODPMs Social Exclusion Unit and will be assessing the actions detailed in their plan of action.		
● Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: As part of its FOI implementation project the Council created a secondment opportunity to lead on Information Management as an interim measure. The Director of Legal Services has taken a strategic lead. The remit is much larger than just FOI and will look at all aspects of information management best practice recognising the importance of information as a corporate asset.		
● Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
	Comment: This will be addressed in partnership with other public service organisations. Sub-regionally, we have been working on protocols with Lancashire's Health, Fire and Police authorities, and with the two Unitary authorities. We are also involved in the NWEGG work on data sharing.		
● Establishment of partnerships for the joint (aggregated) procurement of broadband services	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: Prior to its recently announced closure contact had been made with the Regional Aggregation Board and options explored. In was agreed that given the Council's minimal broadband requirements that there are no opportunities for joint working at the moment. The joint procurement of broadband services was achieved as part of the Shared Services Contact Centre project.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
● Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal)	Amber 01/10/2005	Amber 01/10/2005	Green 31/03/2006
Comment: We aim to take account of the CAB's requirements published in 2003 in their own e-Government Strategy alongside the suggested framework from the e-Government Unit. Any such arrangemnts will address areas of efficiency and take-up of e-services.			
● Compliance with BS 7799 on information security management	Amber 01/11/2004	Green 31/12/2005	Green 31/12/2005
Comment: The Council is committed to compliance with this standard. We engaged CLAS accredited consultants to carry out a gap analysis, produce an action plan to achieve compliance and develop an Information Security Policy. This work is complete and the results are awaiting approval following a consultation process.			
● Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment: Part of the Council's review of progress against its IEG1 Vision Statement included an assessment of the benefits realised to date from all areas of the e-Programme. Benefits Realisation is a systematic element of the Council's Project Management Methodology and is assessed on an on-going basis by the Efficiency and Transformation Board.			
● Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgsl/lgsl.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc)	Amber 01/01/2005	Green 31/12/2005	Green 31/12/2005
Comment: The Council has fulfilled its commitments in this area.			
● Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal)	Amber 01/06/2005	Green 31/12/2005	Green 31/12/2005
Comment: The Council has registered interest in GovConnect and intend to adopt its products			
● Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/)	Amber 01/07/2003	Amber 01/07/2003	Amber 01/07/2003
Comment: We have already agreed 'trusted' status for some service partners, and will extend this approach. The traffic light is kept at 'Amber' to reflect the complexities as well as the number of organisations we work with.			
● Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support:			
i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.			
ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.			

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp)	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		
iv) citizen & business authentication for services for services categorised at security levels 0-3	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		
v) registration & authentication of employees for internal and cross-agency services	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		
vi) corporate approach to collection of e-payments	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		
vii) cross agency secure transactions (Government to Government)	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		
● Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		

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Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
● Enable Directgov (see www.direct.gov.uk) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see http://www.localegov.gov.uk/localdirectgov/ieg5)	Green 09/12/2005	Green 09/12/2005	Green 09/12/2005
	Comment: We have submitted all of the requested URL's to Local Direct Gov. We expect to make the remaining service URL's available before 17 March deadline.		
● Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green 01/05/2004	Green 01/05/2004	Green 01/05/2004
	Comment: The Council's web site links directly to DirectGov. We will be keen to explore syndication of content when DirectGov is ready to expand its services to include local e-services.		
● Introduction of Digital Interactive TV services (see http://www.digitv.org.uk)	Red 01/01/2005	Red 01/01/2005	Red 01/01/2005
	Comment: The Council do not see this delivery channel as a priority at the current time. However, our Customer Focussed Access and Service Design Strategy advocates the review of access channels in light of customer consultation and therefore DiTV will remain under review. We will continue to monitor the National DigiTV Project.		
● Establishment of dedicated telephone contact centre(s) services	Green 30/06/2005	Green 30/06/2005	Green 30/06/2005
	Comment: The Council have implemented a Contact Centre as part of a County wide partnership. This provides our citizens with a single point of contact for service delivered in a two tier environment. The partnership also provides opportunities for shared working to deliver extended working hours and overflow arrangements.		
● Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm)	Green 31/12/2004	Green 31/12/2004	Green 31/12/2004
	Comment: Our Information Management Project began in the autumn of 2004. Specialist consultancy was taken to identify issues and raise staff and Member awareness of the effects and implications of the Act. Formal processes have been established to receive and track FOI requests to a successful conclusion and responsibilities allocated.		
● Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	Comment: The Council has now completed its Gazetteer creation phase and until recently was regularly updating information with the NLPG hub. Staffing issues resulted in a reduction in the frequency of updates in recent months but we have agreed an improvement schedule with the I&DeA to deliver an agreed updating schedule for the LLPG/NLPG and to use the LLPG as the corporate address database.		
● Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems	Green 18/08/2005	Green 18/08/2005	Green 18/08/2005
	Comment: The Shared Services Contact Centre CRM is integrated with the Councils LLPG		
● Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk)	Green 30/11/2001	Green 30/11/2001	Green 30/11/2001
	Comment: The Council was one of the first in the UK to be connected to the NLIS hub at level 3		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
● Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa)	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: The County Council are addressing this through the extension of the local Family Information Network Directory. We will link to this when available.		

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Section 3 - BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01 of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG4.5 % e-enabled position at 31 December 2005	Actual 01/02	Actual 02/03	Actual 03/04	Actual 04/05	Forecast 05/06
Providing information: ● Total types of interaction e-enabled ● % e-enabled	99 %	● 80 ● 22.10 %	● 180 ● 49.72 %	● 325 ● 89.78 %	● 358 ● 98.90 %	● 362 ● 100.00 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 1 ● 14.29 %	● 6 ● 85.71 %	● 7 ● 100.00 %	● 7 ● 100.00 %	● 7 ● 100.00 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 6 ● 100.00 %	● 6 ● 100.00 %	● 6 ● 100.00 %	● 6 ● 100.00 %	● 6 ● 100.00 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 0 ● 0.00 %	● 14 ● 53.85 %	● 23 ● 88.46 %	● 26 ● 100.00 %	● 26 ● 100.00 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	94 %	● 2 ● 7.41 %	● 2 ● 7.41 %	● 3 ● 11.11 %	● 8 ● 29.63 %	● 27 ● 100.00 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 15 ● 9.62 %	● 43 ● 27.56 %	● 133 ● 85.26 %	● 152 ● 97.44 %	● 156 ● 100.00 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	93 %	● 2 ● 40.00 %	● 2 ● 40.00 %	● 2 ● 40.00 %	● 2 ● 40.00 %	● 5 ● 100.00 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	95 %	● 41 ● 80.39 %	● 45 ● 88.24 %	● 51 ● 100.00 %	● 51 ● 100.00 %	● 51 ● 100.00 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 6 ● 6.67 %	● 16 ● 17.78 %	● 72 ● 80.00 %	● 79 ● 87.78 %	● 90 ● 100.00 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	95 %	● 0 ● 0.00 %	● 2 ● 66.67 %	● 3 ● 100.00 %	● 3 ● 100.00 %	● 3 ● 100.00 %
Total: ● **Total types of interaction e-enabled** ● **% e-enabled**	98 %	● **153** ● **20.87 %**	● **316** ● **43.11 %**	● **625** ● **85.27 %**	● **692** ● **94.41 %**	● **733** ● **100.00 %**

Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. Planning authorities should also complete the Local Service Website line for planning applications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Click on the light bulb icons for industry definitions of page impressions and unique users.

E-enablement & Main E-Access Channel Take-Up	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
● Page impressions (annual)	578,000	853,000	891,000	935,000	986,000
● Unique users, i.e. separate individuals visiting website (annual)	49,000	231,000	237,000	243,000	250,000
● Number of e-enabled payment transactions accepted via website	123	2,136	3,937	4,500	5,000
● Number of change of address notifications accepted via website	0	0	200	400	500
● Number of planning applications accepted via website (including through the Planning Portal)	0	0	10	60	180
	Comment: 2004 saw a phenomenal increase in the number of visitors to our site and this trend continues. Much of this can be attributed to the additional e-services now available such as the ability to pay on line as well as access to Council agendas, minutes and reports, planning applications and planning history along with housing repairs and benefits assessment tools and online forms.				
Telephone *(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)*					
● Number of e-enabled payment transactions accepted by telephone	5,012	9,589	11,972	13,780	15,280
● Number of change of address notifications accepted via telephone	2,440	3,000	3,100	3,200	3,300
	Comment:				
Face To Face *(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)*					
● Number of e-enabled payment transactions accepted via personal contact	85,000	68,611	10,091	7,800	7,000
● Number of change of address notifications accepted via personal contact	702	680	500	350	200
	Comment:				

	Actual		Forecast		
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
Other Electronic Media *(e.g. BACS, text messaging)*					
● Number of e-enabled payment transactions accepted via BACS	35,506	44,000	41,876	42,000	44,000
● Number of e-enabled payment transactions accepted via text message or other electronic form	66,494	82,401	124,037	130,000	125,000
● Number of change of address notifications accepted via other electronic media	468	550	660	900	1,000
	Comment:				
Non Electronic *(e.g. cash office, post)*					
● Number of payments accepted by cheque or other non-electronic form	165,000	159,190	158,762	145,614	137,465
● Number of change of address notifications accepted via non-electronic form	2,100	2,000	1,500	1,000	750
	Comment:				

Section 5 - Local e-Government Implementation Expenditure

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

	Backward Look (£)		Forward Look (£)		
Programme Resource	01/02 to 03/04	04/05	05/06	06/07	07/08
● IEG capital grant	400,000	350,000	150,000		
	Comment: The Council continues to commit IEG funding to integration projects that will deliver long term efficiency and service quality benefits such as CRM to back office and back office to LLPG. We have developed a mobile working pilot that is capable of roll-out across other departments within the Council and are to commit resources to significant advances in Revenues and Benefits service delivery through self service and mobile working. We have implemented robust on-line payment systems and continue to roll out a corporate implementation of electronic document management. We also recognise the importance of effective information management and will be implementing an electronic document and records management system in 2006. We have invested in LGOLnet as our middleware product.				
● ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	Comment:				
● your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	123,000	7,000	0	0	0
	Comment:IEG funds are currently being spent on projects centred around our integration requirements. We have also invested heavily in our e-planning services and piloting areas of mobile working with our neighbourhood wardens.				
● financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
● resources being applied from internal revenue and capital budgets to implement e-government	1,046,000	575,440	278,840	178,640	30,000
	Comment: The Council continues to commit resources to integration projects which enable more efficient, high quality services to customers of 'Contact Chorley' which includes a telephone contact centre and a One Stop Shop. Integration projects are also enabling the delivery of a mobile, on-line Neighbourhood Warden service. We are also investing in the delivery of self-service facilities particularly in the area of Revenues and Benefits and are to extend mobile working facilities within the Council. We recognise the importance of effective information management and security and will ensure appropriate investment in these areas. We expect future investment decisions to include the redesign and relaunch of the				

	Backward Look (£)		Forward Look (£)		
Programme Resource	01/02 to 03/04	04/05	05/06	06/07	07/08
	Councils web-site and extending the use of electronic document management across the Council. We will also be investing resources in the transformation of business processes to deliver our efficiency targets. We are undertaking a wide range of internally facing eGovernment projects that will deliver significant efficiencies to the Council. Examples are the e-enabling of training services, self-service expense claims and the e-enabling of the Committee administration process which, as well as delivering significant customer benefits also results in notable internal efficiencies.				
● other resources (e.g. training) (please specify)	35,000	30,000	30,000	30,000	30,000
	Comment: Training includes our corporate programmes for ECDL for all staff, project management training and Business Process Transformation training. We also consider that management training provides the skills required to deliver a successful e-government programme.				
● ODPM e-Innovations Fund capital grant	0	0	0	0	0
	Comment:				
● financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	901,000	903,880	1,031,880	0	0
	Comment: Expenditure in 2004/05 and 2005/06 includes £904k per annum in respect of e-voting work on behalf of the ODPM, and use of the capital element of Planning Delivery grant for system inprovements.				
TOTAL	**2,505,000**	**1,866,320**	**1,490,720**	**208,640**	**60,000**

Section 6 - Local e-Government Programme Efficiency Gains

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
● e-recruitment	3,300	0	15,000	10,000	25,000	20,000	20,000	20,000
	Comment: In line with the Council's Human Resources Strategy technology is being used to generate ongoing efficiencies in its recruitment practices and processes. Included in this statement are savings resulting from increased advertising of posts on the internet and further take up of electronic on-line job applications.							
● e-payments	1,840	0	32,000	27,000	10,000	0	10,000	0
	Comment: Chorley Council now offers a full range of payment channels to its customers. Payment by electronic means is becoming increasingly popular and because of this in 2005/06 the Council took a decision to close its cash office releasing £27,000 of cashable savings. These resources were redirected into other high priority service areas. The ongoing migration of customers between channels will be managed through the implementation of the Customer Focused Access and Service Design Strategy currently out for consultation. Other efficiency savings in this area result from the progressive introduction of Payment up Front for Council Services, rather than after service delivery which had been the custom and practice.							
● corporate services efficiencies not covered above	36,750	20,000	10,000	5,000	30,000	5,000	30,000	5,000
	Comment: Other corporate efficiencies are being delivered through the introduction of modern electronic systems to replace manual and inefficient processes. For example, the modern.gov committee administration system will lead to savings in processing time, storage requirements, and the number of printed committee papers. Similarly, developments with the Human Resources Management Information System, training administration, and eLearning will offer further opportunities to improve efficiency and redirect resources towards Council priorities. The developments under this heading come under the Council's eWorkforce Programme.							
e-Procurement, of which:								
● Service specific	0	0	0	0	0	0	0	0
	Comment:							

Efficiency Gains	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
● Cross-cutting e-procurement efficiencies not covered above	2,330	0	20,000	20,000	60,000	60,000	10,000	10,000
	Comment: Significant savings are being made in the Procure to Pay process through the use of electronic systems and payment methods. In addition Chorley continues to benefit from being a member of the Roses Marketplace and plans to build upon its past success with eAuctions. All of these developments are linked to the Council's Procurement Strategy which supports the National Procurement Strategy.							
Productive time, of which:								
● Service specific	0	0	0	0	0	0	0	0
	Comment:							
● Cross-cutting productive time efficiencies not covered above	50,000	0	20,000	0	30,000	10,000	45,000	10,000
	Comment: The Council is already using Knowledge Management tools and mobile working to improve services and internal working methods. During 2006/07 it is anticipated that Home Working will start to generate efficiency savings that may increase in future years. Split site accommodation is a key issue for the Council and the controlled use of home working may help to release buildings for sale.							
Transactions	290,690	213,170	240,000	200,000	100,000	30,000	90,000	30,000
	Comment: This is a key area for the Council and it is expected that significant cashable and non-cashable savings will continue to be made here. These including the following: (a) Contact Chorley - The flagship virtual Contact Centre development being delivered in Partnership with 6 other Lancashire authorities, including the County Council. (b) Business Process Transformation (BPT) - Linked to the Contact Chorley development is a planned programme of BPT work designed to ensure maximisation of the efficiency gains from this and the associated use of technology for integration of services and information management (including Document Image Processing - DIP). (c) The Website - Channel Migration - The website remains at the core of the Council's eGovernment plans and further savings are anticipated from both transitional and information uses. This migration from other more costly and less efficient channels will be implemented under the Council's Customer Focused Access and Service Design Strategy. (d) eWorkforce Programme - As this programme continues further efficiencies are expected from projects such as the improved Intranet (named 'theloop' by staff), desk top flexitime management and on-line travel and subsistence claim forms.							
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
TOTAL EFFICIENCY GAINS - GROSS	**384,910**	**233,170**	**337,000**	**262,000**	**255,000**	**125,000**	**205,000**	**75,000**

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
LESS e-government implementation expenditure	1,866,320		1,490,720		208,640		60,000	
Comment:								
TOTAL EFFICIENCY GAINS - NET	**-1,481,410**		**-1,153,720**		**46,360**		**145,000**	