Chorley Council

INFORMATION AND COMMUNICATIONS TECHNOLOGY STRATEGY 2006-2009

November 2006

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1   FOREWORD

Information and communication technology (ICT) is a critical element of modern service delivery. As the expectations of our customers increase, we recognise the key role technology will play in delivering the improvements in service quality and efficiency needed if we are to meet those expectations. Sustainable, high quality services do not simply stem from the visible customer interface or front office technology. They are a product of solid technological foundations and support services, effective, efficient business processes and well trained members of staff committed to excellent customer service. As a Council, we are working to deliver each piece of the customer service jigsaw and this document is an important contribution to that work.

We are rightly proud of the recent Customer Focus and Access Best Value Inspection, which assessed the Council as three stars with excellent prospects for improvement, the highest possible score. In reaching their score, the inspectors recognised that '*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].   We welcome the external endorsement of our approach and the progress we have made but we recognise there is still much to do. This document aims to build upon the excellent foundations we have laid and further improve the service delivered to our customers in terms of quality and efficiency. Importantly, potential efficiencies resulting from the use of technology are not confined to the 'front office'. The Council is challenging business processes in the front office but also in the administrative heart of the organisation. A programme of work, dubbed the 'eWorkforce' programme, systematically reviewed areas of the 'back office' and contributed both significant cashable savings and on-going improvements in support service delivery. This demonstrates our commitment to using ICT as a means to both improve the 'customer experience' and the efficiency of the back-office that supports that 'experience'. This work was recognised in our recent *Use of Resources* audit, when the Audit Commission stated their view that '*the Council is making effective use of IT as a means of managing and improving Value For Money in its internal management processes, back office functions and frontline service delivery*'.[2]

Looking to the future, we note the publication of the Governments 'Transformational Government'[3] strategy paper and are delighted to see that the Council is already actively pursuing the three key transformations it describes;

- **Services….designed around the citizen or business**

- **a shared services culture**

- **professionalism in the planning, delivery, management, skills and governance of IT enabled change**

This document refers to common ground shared with the Governments paper, but equally importantly it demonstrates clear links to our own local corporate objectives and through those, to the objectives of the communities we serve, embodied in the Community Strategy. In it, our citizens and businesses tell us they wish to see ***improved access to public services***. We aim

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[1] Customer Focus and Access Best Value Inspection (Audit Commission, August 2005)

[2] Use of Resources Audit Feedback (Audit Commission, March 2006)

[3] Transformational Government – Enabled by Technology (Cabinet Office, November 2005)

to deliver this through a greater understanding of our customers and their needs. We will both extend channel choice and eliminate the perceived barriers to their use.

Importantly, we have recognised that to deliver real success, we must change the way we think and work. As an organisation we have anticipated the Gershon agenda. We have demonstrated a readiness to challenge the status quo in pursuance of the efficiencies that technology can deliver in the 'back office', whilst also examining the way we deliver services through the 'front office' to ensure we are delivering what is good for the customer rather than what is easy for the Council. Innovation is fundamental to transformation. Our vision is common to that detailed in the Government's Transformational Strategy which states *'..creating and retaining the capacity and capability to innovate and use technology effectively as technology itself develop….is the only way in which public services can keep up with a continually changing globalised society*[2]*'.* This Council will meet the challenge - a governance framework and project management methodology has been established to support effective investment decision making and subsequent implementation support that will maximise the capability and capacity of the organisation to adopt and use technology.

Central government shares our commitment to improving services through the application of technology. We have embraced the drive to enable the electronic delivery of services and met the 100% BVPI 157 target on schedule at the end of December 2005.

The next 3 years are likely to be as challenging as the last as we wrestle with the issues of the take-up of electronic services as well as extending their availability. I am confident we will meet those challenges and deliver the improved efficiency and service quality our customers deserve and we aspire to.

Councillor Alan Cullens

Executive Member for Resources

2   INTRODUCTION

2.1   Background

This document supersedes the ICT strategy approved by the Executive Cabinet in April 2002. It aims to build upon the foundations laid by that document and support the further development of technology into areas that will deliver real benefits to our customers through improved service delivery and a more efficient organisation.

The Council has an enviable track record for the development and application of technology. As an organisation, it has driven through significant change as it strives to improve the quality and accessibility of its services and improve back office efficiency. Examples of the progress made during the last three years are (our progress against targets set in the previous strategy is included as appendix 1);

o   The design and implementation of the One Stop Shop and shared services contact centre

o   Installation of a fibre-optic network connecting the Council's main offices

o   Design and use of a robust project management methodology

o   Implementation of electronic document management and workflow

o   Mobile working technology

ICT has the potential to transform public services, but it must form part of a wider strategy to improve quality and accessibility. This strategy is a 'sister' strategy to the Council's '*Customer Focussed Access and Service Design Strategy'* which develops the themes of channel migration and customer segmentation to maximise take-up of electronic services. The ICT Strategy is our plan to ensure the technology, infrastructure and skills are in place to meet the demands of the next generation of public services and details our objectives in building upon past success to deliver greater future benefits.

2.2   What does the Strategy Cover?

It is recognised in the Council's Human Resources Strategy that people are the organisations most important asset. It must now be recognised that information assets are almost as important. This strategy documents the Councils plans to use, develop, focus and protect the technology and communication resources that underpin the effective use of these assets.

At the highest level, the strategy will document the key contributions that ICT can make in achieving the Council's vision for Chorley *to become one of the most attractive, caring and vibrant places in the North West to live, to work, to invest and to visit. People can expect safe, clean, sustainable neighbourhoods with equal access to first class, co-ordinated public services which meet their diverse needs. They can expect high quality local job and training opportunities, a decent home and to be valued and respected by all. They will be able to have their say and influence local services in their areas and to insist on good value for public money. Our friendly, contemporary market town and village character will be enhanced whilst ensuring Chorley plays a pivotal role in regional economic development.*

Information & Communications Technology Strategy 2006 - 2009

The Strategy plans the development of all ICT services delivered by the Council and defines the strategic contributions and roles of the ICT Services Directorate in the following areas;

o Customer Services –internal to the Council i.e. staff and members and external to the Council, e.g. the public, suppliers, partners.

o Systems Development and Integration – ensuring the systems and standards are in place to enable the joining up of internal and public facing services within the Council and, where appropriate, with our partners or other service providers.

o GIS – the support and development of geographical information systems as a tool for both corporate policy decision support and operational service delivery.

In 2004 the opportunity was taken to recognise the synergies that exist between data and voice communications and responsibility for the management and development of telephony was transferred to the Customer Services Team within the ICT Services Directorate. This strategy will therefore include objectives relating to issues and developments within this area.

2.3   Why do we need a Strategy?

There are overarching reasons for an ICT Strategy;

° To recognise and document the role of ICT in the wider corporate context by formalising the links with strategic plans, objectives and actions.

° To reduce risk

° To ensure proper allocation of resources

° To document decisions about strategic choices and standards

° To provide leadership and a framework for achieving agreed objectives

° To align individual efforts towards achieving overall goals

° To manage change effectively

° To provide direction and focus despite a turbulent external environment

° To explain how to deal with contingencies and discontinuity

° To ensure interoperability within the organisation, with citizens, with suppliers and partners

° To facilitate the re-usability of technology components

° To reduce options and ease decision making

° To ensure skills are developed, maintained and used to the best purpose

° To identify and plan for appropriate ICT enabled responses to issues

To expand upon this in the local context, although the Council has made significant progress during recent years, the requirement for change remains as strong if not stronger. The strategic co-ordination of technological development within the Council is key to the delivery of maximum benefit from investment both in terms of service delivery and value for money.

In particular, the Gershon Review provides the backdrop for considering value for money and efficiency in the public sector and ICT is at the core of most of the workstreams established by Gershon in his efficiency review. Yet there is clearly a need to use ICT differently to the way it has been used in previous projects if we are to generate the significant efficiency savings outlined in the Council's Forward Looking Annual Efficiency Statements. The 'low hanging fruit' may have been taken making innovation vital.

This strategy documents our plans and objectives for supporting the improvements in customer service that are central to the Council's plans. As a support service it is critical that we are, and are seen to be, business and customer focused. In formulating our plans we have met with our internal customers and taken note of their views and recognised their priorities.

We must also recognise the links with other key corporate and departmental strategies particularly:

° The Community Strategy 2005-2025

° The Corporate Plan

° The e-Government Strategy

° Integration Strategy

° GIS Strategy

° The Customer Focussed Access and Service Design Strategy

The Community Plan provides '*a framework by which partner organisations can guide and co-ordinate existing and future activity and actions so they effectively meet community needs and aspirations'.[4]*

It is clear that ICT has a significant role to play in meeting the challenges posed by the strategy. For example;

o as more people live to a greater age the need for……new ways of providing access to services will increase.

o 55% of the working population travel out of the borough for employment.

The work planned to improve the accessibility of services provides an opportunity to meet some of the challenges described. In particular, ICT will play a key role in the delivery of 'Priority 4' in the Community Plan - 'Improving access to and take-up of public services'.

In addition we must also recognise and document our plans to meet significant "one off" service delivery issues such as the Housing Stock Transfer and the Shared Services Contact Centre.

Finally, the document will introduce the 'ICT Service Framework'. This is a series of documents that define policy relating to service, technology standards and security.

2.4   How does it link with the Council's Corporate Objectives?

Overview

The ICT Strategy is one of several inter-related and parent strategies (including the Community Strategy, the eGovernment Strategy, Customer Focussed Access and Service Design Strategy, Procurement Strategy and the Corporate Strategy).

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[4] Chorley Borough's Community Strategy 2005-2025

This strategy will feed the ICT Services Business Plan. It should also inform the business planning of all other Council services and be informed by them. The objectives arising from Business Planning are then assigned to individuals during the Performance Appraisal process and monitored by means of regular progress meetings. This ensures the link between individual objectives and strategic Directorate objectives and hence to the Council's objectives which are derived from Community Strategy.

The Authority is committed, through the Corporate Strategy, to improving its overall performance with a view to being recognised as an "excellent" authority.

The building blocks of performance management

It is essential that the performance management system has clear links to the organisation's goals and objectives and individuals clearly understand their contribution to achieving these goals. The process creates a culture of ongoing performance management and rather than objectives being reviewed on an annual basis that the opportunity is taken to meet regularly and discuss targets, provide leadership, direction and support. The Councils approach is illustrated diagrammatically on the next page.
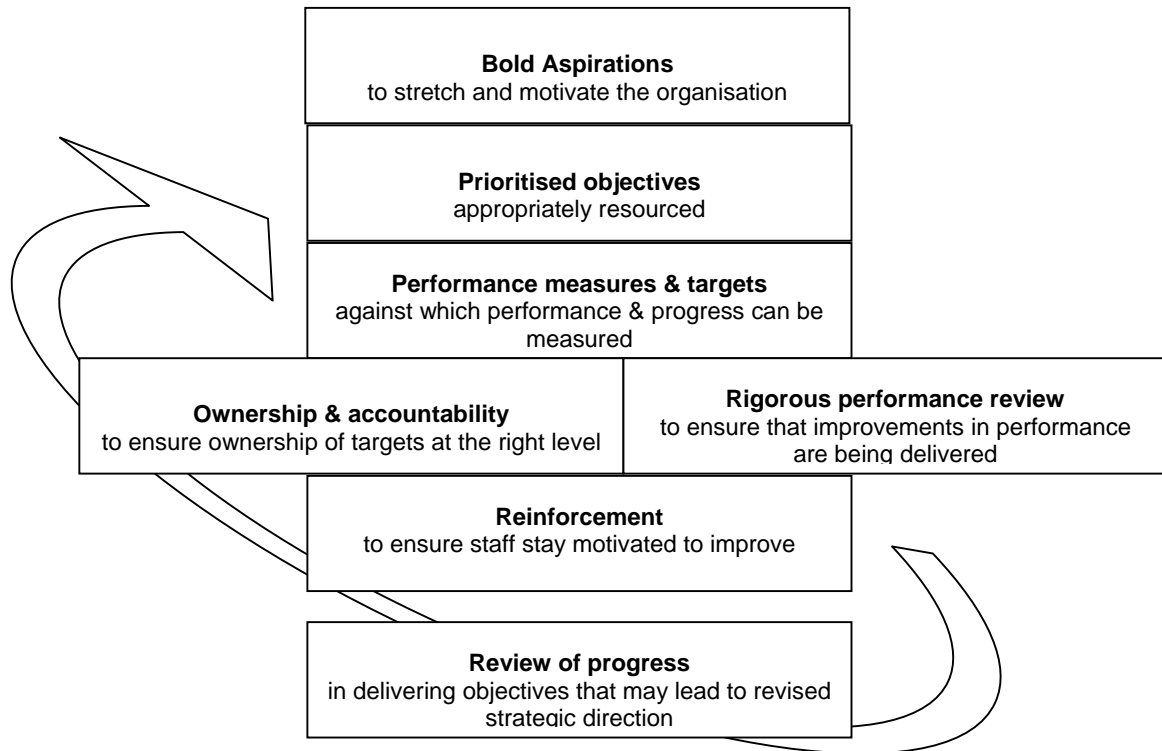
The Golden Thread

A 'golden thread' runs through the Authority from the Borough-wide Community Plan through to service delivery. Individuals understand how they fit into the bigger picture and in what context the actions they take impact on high level vision, objectives and priorities.

The Community Strategy

The Corporate Strategy

Directorate Business Plans

Individual Action Plans/Appraisals

The Council's Vision

Chorley Borough Council's overall statement of purpose is for:-

Chorley to become one of the most attractive, caring and vibrant places in the North West to live, to work, to invest and to visit. People can expect safe, clean, sustainable neighbourhoods with equal access to first class, co-ordinated public services which meet their diverse needs. They can expect high quality local job and training opportunities, a decent home and to be valued and respected by all. They will be able to have their say and influence local services in their areas and to insist on good value for public money. Our friendly, contemporary market town and village character will be enhanced whilst ensuring Chorley plays a pivotal role in regional economic development.

In support of this vision, for 2006/7 - 2008/9, six strategic objectives were introduced:-

o   Put Chorley at the heart of regional economic development in the Central Lancashire sub-region

o   Reduce pockets of inequality

o   Get people involved in their communities

o   Improved access to public services

o   Develop the character and feel of Chorley as a good place to live

o   Ensure Chorley Borough Council is a performing organisation

Information & Communications Technology Strategy 2006 - 2009

The delivery of this strategy will contribute to the Councils objectives as shown below.

Corporate Priorities	ICT Strategy Contribution
Improved Access to Public Services	To ensure that technology is effectively applied to improve the quality and accessibility of services to citizens in ways which ° The customer will want to use ° Recognise the diversity that exists in both our citizens and our workforce Ensuring that everyone can fully participate in the social, cultural, political and economic life of Chorley. Continually improve the support services provided to colleagues and Members and, through them, to citizens and business customers. Work with Members to deliver technologies and services that assist in the delivery of their duties. Work with other organisations to deliver 'joined up' services where the provider is immaterial to those requesting the service Use technology to understand the customer better and to proactively shape services around their needs
Ensure Chorley is a performing organisation	Work with colleagues to identify and deliver efficiencies through the application of technology. The ICT Strategy will support the delivery of greater capacity by:- ° Supporting the application of technologies to improve the effectiveness and efficiency of Council services ° Defining the clear objectives of using ICT ° The use of mobile and home working for officers and the effective integration of front and back-office applications will contribute to efficient service delivery thereby enhancing capacity ° Providing management and leadership for the effective use of ICT ° Enabling good staff engagement ° Delivering better ICT procurement and e-procurement opportunities ° Supporting better internal and external communications ° Ensure maximum benefit is gained from the use of Geographical Information Systems
Develop the character and feel of Chorley as a good place to live	The use of mobile working for officers in the field and the effective integration of back-office and front office applications will contribute to the delivery of this priority. Enabling multi agency working through joining up public services such as the police, fire and social services with crime prevention offices and environmental enforcement offices with the objectives of:- ° Reducing disorder, nuisance and anti social behaviour and ° Improving the citizens perceptions of these problems

Business Plans

The purpose of the ICT Business Plan is to translate the strategic objectives contained within this document into actions and individual objectives. It details the purpose of the service and contains related budgetary and human resource information. There will also be an impact on business planning for all other services in regard to their use and potential use of ICT.

Our current ICT Business Plan confirms the key objectives as;

o   To develop and maintain an information technology environment that enables the fulfillment of the Council's strategic and operational aspirations.

o   To provide advice and support to enable excellent customer service.

o   To ensure the effective use of GIS technology by promoting its advantages and supporting its adoption and use.

o   To meet the Councils' statutory responsibility for the naming of streets and numbering of properties within the Borough.

2.5   ICT Framework

ICT impacts upon the delivery of every Council service. It has the potential to improve existing delivery mechanisms and develop new and more efficient ways of working across the organisation. In essence, the ICT service is an enabler of excellent service and although direct contact with the citizen is limited, the facilities we provide are fundamental to the services they receive. The very nature of this increasing corporate reliance dictates that threats to the effective delivery of the service are managed and minimised. To assist in achieving this, the Council will adopt an ICT Framework of policies aimed to provide a cohesive, corporate approach to ICT whilst allowing flexibility, where possible, to achieve operational and strategic aspirations. The framework will cover subjects such as;

o   Procurement

o   Security

o   Networking

o   Technology support

o   Service standards

The documents will form a clear reference for all interested parties on the policies in force across the Authority. They will provide guidance on matters such as:-

o   Standards

o   Data storage

o   Processes

o   Resources

3   WHERE ARE WE NOW AND WHERE DO WE WANT TO BE?

3.1   Where have we come from?

The Council has come a long way since the government first published its white paper "Modernising Government" in the summer of 2000. At that point in time the Authority did not have:

o   An IT infrastructure that could cope with the modernisation agenda

o   A web site of any description

o   E-mail or internet access for staff and members

o   Sufficient staff with the necessary skills to manage and implement the desired change

o   An understanding of the processes used by the business to deliver services or to administer the organisation internally

o   Any method of receiving payments other than by cash or cheque (other than direct debit for Council Tax)

o   A recognised way of commissioning, planning and implementing projects

Above all, the Council did not have a vision for the future, had no concept of the benefits of maximising the use of technology to deliver better services and did not put the customer at the heart of the organisation. Everything the Council did was driven by internal service based agendas. This message was re-enforced when the Council was one of only six authorities in the North West to fail to reach the required standards with its first Implementing Electronic Government (IEG) Statement in the summer of 2001.

3.2   Where we are now?

In common with many organisations, the profile of ICT within the Council has increased in recent years. The emergence of the eGovernment agenda caused the Council to reappraise the contribution expected from the Directorate. The visions set out in the ICT Strategy 2002-2005 and the e-Government Strategy, backed by senior management and Member commitment, brought a new focus. By committing significant resources the Council made a statement of their belief in the role technology could play in delivering service improvement and efficiencies. Major investment decisions were made resulting in:-

o   A new, owned fibre optic network installed to connect the Councils town centre buildings providing the capacity required to deliver both immediate and planned service developments.

o   A Directorate restructure with an emphasis placed on web technologies, integration and eGovernment.

o   Recognition that the increased use of ICT would increase the support burden and resources being made available to ensure that this did not prejudice the continued drive to improve services through the use of technology.

o   Equipment lease refresh reduced to 3 years from 4-5 years.

o   Telephone network delivered over the Category 5e network to increase flexibility and reduce cost of ownership.

o The introduction of Communications Rooms in each main building to improve performance and increase resilience.

The planning and implementation of the eGovernment programme, together with the associated capacity, security and integration issues, places considerable pressure on the Directorate whilst day-to-day operational support requirements remain.

In infrastructure terms, the Council is well placed to deliver its objectives. The network is relatively new as are the majority of our servers. Our critical servers are standardised on an industry-leading supplier and configured to: -

o Achieve maximum availability

o Improve resilience

In addition they are the subjects of a commercial disaster recovery contract.

Recent eGovernment funding has allowed targeted investment in infrastructure and software. Our web site is maintained through a content management system ensuring the task of updating content can be devolved to a departmental level within known constraints.

Considerable progress has been made on many fronts during the last 3 years. The Directorate played a role in the implementation of major new channels by which customers can access council services including: -

o The One Stop Shop - which opened to great acclaim in 2003 and is still the subject of positive comments from customers and other Councils.

o The web site – Our web-site offers extensive transactional facilities with on-line access to Committee agendas, minutes and reports, the on-line submission of planning applications and the ability to make payments.

o Mobile technologies – Neighbourhood Wardens and Housing Benefits staff are now equipped with handheld devices that enable them to spend more time in the field or in customers homes

o The eGovernment programme met the BVPI157 target of 100% e-enabling of services by 31st December 2005 and the majority of achievable ODPM's Priority Outcomes[5] are complete. Work continues on the remainder.

o The implementation of the Shared Services Contact Centre is well underway and a plan established for the migration of services into the centre have been developed and approved.. This project is being delivered as a partnership comprising Lancashire County Council and the Districts of Burnley, Hyndburn, Pendle, Ribble Valley and Rossendale and is expected to deliver increasing real benefits to our customers in coming years.

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[5] "Defining eGovernment outcomes for 2005 to support the delivery of priority services & National Strategy transformation agenda for local authorities in England – Version 1"

New facilities must be supported and the increased reliance upon technology within the Council places additional strain upon the support service and resolution timescales are ever more challenging. A key support development occurred in 2004 when, in recognition of the synergy that exists between telephony and data networking, ICT Services assumed corporate responsibility for telephony (except mobiles). This offered significant opportunities given the expiry of our existing telephony contract in March 2007. However, the lack of telephony skills within the Directorate is a weakness that must be addressed.

Recent surveys show the ICT Customer Services Team to be delivering a service that is well received by our internal customers. In 2005/06 customer satisfaction was rated at 92%. This was particularly welcome given the extensive schedule of accommodation changes during the year making it difficult for the Directorate to maintain usual levels of service.

The recent corporate restructure saw the Business Support Team and Project Support Office leave the Directorate and responsibility for geographic information systems (GIS) and local land and property gazetteer (LLPG) added to the Directorates portfolio of services.

The Council has provided ICT facilities and services to members to assist them in performing their duties as elected representatives. Members are provided with laptop computers, printers and a broadband connection or, if they prefer, the option to use their own equipment.

A major challenge continues to be the demand for services and support exceeding the resources available but funding has allowed a 'mixed economy approach' to reduce the impact of the problem. However, the Council must recognise that the inequality of demand and resource will continue to be an issue, increasing the importance of effective project planning and prioritisation.

The team is one that is well used to change. In fact, the main barrier to further achievement is capacity and efforts are being made to automate processes wherever possible to release support resources. Team members are committed, knowledgeable in their field and keen to deliver their objectives.

The challenges of the Gershon agenda has once again placed ICT centre stage as a key enabler of the process transformation required to deliver our targets. The Council is committed to meeting (and, where possible, exceeding) central government efficiency targets.

3.3   Where do we want to be?

ICT is already central to the delivery of existing services. More importantly, as we seek to develop more accessible and customer focused service offerings, it will be pivotal to achieving the required step change. The Mobile Data Association forecast that 36.5 billion SMS messages will be sent throughout the UK during 2006, with an average of 100 million messages being sent per day[6]. Combine this with increasing access to the Internet (see below) and it is not surprising that ICT is seen as a key tool with which to build better access to public services.

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[6] Mobile Data Association June 2006

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63% of adults access the Internet
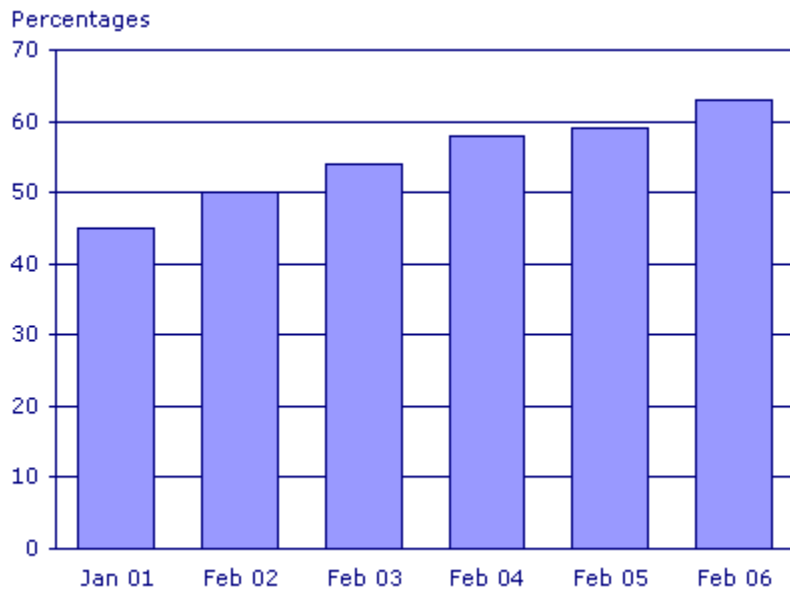
National Statistics 2006 (www.statistics.gov.uk)

ICT is vital to our ability to offer choice of service delivery channel – face to face, phone or online. This choice can both improve the customer experience and deliver efficiencies if we can manage the migration of customers to less expensive channels. The benefits do not end there however. The effective use of technology is seen as a fundamental enabler of the Council's efficiency programme allowing the transformation of long established working practices, the elimination of bureaucracy and the improvements that are derived from improved access to information and good information management.

Central Government targets, in the form of Priority Outcomes, detail aspirations that mostly mirror our own. Our vision for ICT is clear. To deliver excellent customer service and efficient front and back office processes, we must put in place modern, effective and sustainable ICT infrastructure supported by effective support systems and services.

In terms of the service we provide to our customers, we sought their views. A workshop identified a number of developments that would provide common benefits across the customer base. We have listened to those views and section 3 of this document details objectives and targets set to ensure we deliver a service that meets the requirements of those who use it.

In general terms, we aspire to deliver: -

An infrastructure that is…		
o Modern with sufficient capacity	o Scaleable
o Resilient to failure	o Cost effective
o Secure	o Performant
o Sustainable	o Flexible
o Underpinned by effective management processes and procedures	o

A support service that is…		
o Customer focused	o Effective and efficient
o Innovative	o Value for money
o Responsive	o Skilled and knowledgeable
o Motivated	o Designed around the customer

3.4 Barriers to Improvement

There are clear barriers to improvement that must be overcome if the Council is to realise the full potential of ICT and eGovernment.

Value for money/Business Case

A National Audit Office assessment of IT-enabled projects in 2004 found a tendency to ignore the 'business case', moving directly into a detailed specification of what technology was required, without clarity about objectives or success criteria. The Council has addressed this through the use of an defined project management methodology. This requires the identification of benefits and costs through the creation of a business case. An approved business case is a pre-requisite of funding approval. Approved projects are then formally managed under the Councils project management methodology with progress and performance against budget and timescales regularly reported to the Efficiency and Capital Board. Key performance indicators have been established to ensure the success of projects, in terms of critical success factors, can be reported.

Identity Management

One of the remaining barriers to delivering effective eGovernment services is that of identity management. The completion of sensitive transactions on-line, without having to submit proof of identity in person or by post, will deliver the real benefits eGovernment has always promised. The 'GovernmentConnect' project promises to deliver the means by which local authorities can be sure of online identities thereby enabling personalised services, a 'citizen account' and the development of cost effective eGovernment delivery channels. The Council has indicated its interest in the project and will continue to monitor progress closely with a view to beginning implementation of the products in 2007.

User Skills

The Council must continue to invest in maintaining sufficient skills in new technologies to support electronic service delivery and to keep abreast of the latest technology developments.

There is a broad base of ICT skills across the Council, and most major systems now have their own service based systems administrator. The Council has made great strides in investing in the European Computer Driving Licence (ECDL) programme for all staff. The Human Resources Strategy rightly asserts that Chorley is a place where everybody matters and everyone can have access to learning to develop his or her skills and knowledge. Whilst ICT Services provide central services in certain technical areas, such as network and hardware support and key system administration, the Council must continue to invest in maintaining sufficient in-house skills in supporting dramatically different methods of electronic service delivery.

Some services are unable to achieve sufficient skills coverage in particular applications because of lack of resources. The loss of key staff is an increasing risk. Each service should ensure that it makes the best use of expert users to support key systems to share/grow knowledge and as a consequence, mitigate the risks of losing experienced staff.

eGovernment

The Government's modernisation agenda and, the eGovernment initiative specifically, will continue to have a significant impact upon the work of the Directorate. The increased use of technology to deliver services at a time and place convenient to the customer will result in a greater reliance upon technology and place more demands upon all aspects of the service.

Technology

New technologies will shape the future of Council service delivery. The support of these technologies and indeed, the places from where they can be used e.g. mobile and home working, will be future considerations.

Security

As we strive to provide improved service accessibility, we remain responsible for the confidentiality, integrity and availability of information in our possession. Balancing these conflicting demands will be a key challenge going forward.

Freedom of Information Act

Freedom of information legislation will place increased demands upon the organisation to manage its information. An increasing volume is held electronically and therefore the information management issues surrounding the storage and retrieval of information will be a key concern.

Shared Services Contact Centre

As a project encompassing advanced technology, structural change, and partnership working, the Shared Services Contact Centre project will continue to impact significantly on each of the Directorates teams.

Customer Expectations

The combination of escalating customer expectation and the increasing complexity of the technology environment in which they work will greatly influence the services we provide and how they are provided.

Technical Skills

The range of skills required to develop, implement and support the systems and architectures needed to meet the Councils service delivery demands will remain a serious challenge. We will continue the use of partnerships to augment the skills of the Directorate, together with appropriate staff training and development.

Corporate efficiencies

The 2003 budget announced a review of '*new ways of providing departments, their agencies and other parts of the public sector with incentives to exploit opportunities for efficiency savings, and so release resources for front line service delivery*'. Although the review itself (Gershon Review) offers wide-ranging recommendations, the role of ICT in the delivery of the efficiencies required to release resource is clearly recognised. Our plans to deliver the efficiencies are in place and they confirm the central role of technology in achieving our goals. It is likely that the pace of change required will challenge the resources available within the Council and significantly affect workloads throughout the duration of this strategy.

Take-up

Our e-government success will be measured not by the provision of service but by take-up. We will target both the promotion of new service channels and the measurement of our success in terms of take-up. Recent government funded research, produced for the e-Citizen National Project on Take-Up and Marketing, suggests that 46 per cent of adults in England (17.5 million) are willing to use online public services but at present only 15% are doing so. This is a clear illustration of the greater challenge facing eGovernment - improving take-up of the services offered via new channels. The partner document to this strategy – *The Customer Focussed Access and Service Design Strategy* – sets out detailed strategic plans in this area. The key message being that simply making services available through new channels does not necessarily mean that customers will use them and that the potential to derive greater customer 'intelligence', with the implementation of systems such as the CRM, will allow the more effective targeting of resources to meet their needs whilst also improving customer service quality and efficiency.

Financial/Contractual/Partnerships

The resource constraints within which the Council, and in turn the Directorate, must operate will offer challenges and considerably influence the technologies we adopt. We have contractual influences in terms of important medium term support contracts and software licenses. The imminent Procurement Strategy and an internal review of purchasing arrangements will influence our purchasing methodology during the period of the plan.

4   THE COUNCIL'S ICT STRATEGY

4.1   Introduction

KEY MESSAGE:

° **The Council must continue to recognise and reinforce the correlation between good ICT services and the delivery of efficient, effective services to our customers**

This strategy underpins the Councils plans to deliver accessible, customer-focused services to its customers. The significant progress made during the preceding years have provided sound foundations on which to build new, efficient service delivery mechanisms whilst extending the use of technology in the back-office to improve organisational efficiency. This strategy defines the Councils approach to consolidating existing service improvements whilst driving forward with further efficiencies and service accessibility enhancements in line with the Customer Focussed Access and Service Design Strategy. It recognises the key role of ICT support services in underpinning excellent customer service and defines plans for improvements in this area. The key principles set out in the ICT Strategy 2002-2005 are still valid and are updated below: -

Basic Principles:

➢ **Providing technology and support services that support the Community Strategy and developing mechanisms for the redesign of services in line with the Customer Focussed Access and Service Design Strategy.**

➢ **Providing information that is tailored to the recipient's needs and that is available, up-to-date, secure and comprehensive.**

➢ **Enabling easy information flow between different systems and services to meet the needs of the recipients of Council services.**

➢ **Maintaining and developing an integrated infrastructure that enables growth, as well as ensuring secure, resilient and responsive access to the full range of services.**

➢ **Reducing the cost of ICT by driving down the total cost of ownership of ICT systems and developing effective service and infrastructure investment strategies that reduce overall costs.**

➢ **Improving the quality of ICT service provision across the organisation.**

➢ **Ensuring all areas of activity across the Council have access to ICT that meets their service delivery needs.**

➢ **Increasing access to training and improving the ability to use ICT.**

➢ **Using ICT to enable better decision making and improved performance management.**

The core purpose of this strategy is to assist in the delivery of our corporate objectives through supporting the business plans of the Councils Service Directorates. It also operates as a corporate overview of how technology can assist in delivering those objectives. To this end a facilitated workshop with Service representatives was held to identify issues where ICT could provide assistance. Many of the objectives detailed later are products of that session. The aspirations of the Local Strategic Partnership set out in the new Community Strategy informed and influenced our strategic objectives.

Information & Communications Technology Strategy 2006 - 2009

Discussions with our customers revealed a number of key aspirations that ICT can assist with.

o   Making the Council and its services more accessible

o   The transformation of business processes to deliver benefits to customers and staff

o   The engagement of the citizen in the design and delivery of our services

o   Make more efficient and effective use of information

o   Pro-active service delivery

o   Support the implementation of the Councils other strategies

o   eGovernment targets e.g Priority Outcomes

o   Improved telephony services

o   FAST[7] accreditation

Analysis of these aspirations highlighted issues and barriers that must be addressed in order that they can be met. The table below summarises them and indicates the paragraph(s) within the strategy dealing with delivery.

Requirement	Paragraph(s)
Clarity of service level procedures and commitments	4.3, 4.5, 4.8
Remote access to systems for: - o Home workers o Mobile workers o Partner organisations	4.4, 4.10, 4.12
Inefficient use of existing resources e.g. email	4.2, 4.4, 4.9, 4.12, 4,13, 4.14, 4.15
ICT aspects of the Housing Transfer	4.9
Improve access to services	4.2, 4.4, 4.6, 4.9
Improve take-up of eGovernment services	4.2, 4.6, 4.7, 4.9
Perceived usability issues with the web-site and intranet	4.7
Greater engagement with the citizen	4.2, 4.9
Systems integration	4.7
Effective use of information/Information Management	4.11, 4.12, 4.14

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[7] Federation Against Software Theft – www.fast.org.uk

The following paragraphs detail key objectives and targets set to monitor progress towards their achievement.

4.2 Successful eServices

> **KEY GOAL**
>
> **To maximise customer 'take-up' of eGovernment services through the provision of attractive, easy to use, reliable, secure infrastructure and systems.**

In common with most councils, Chorley Borough Council has invested significantly in the infrastructure and systems that will underpin the effective electronic service delivery. It is clear however, that this investment will only produce value if the services offered as a result, are recognised by our customers as an improvement on how they previously did business with us. Only then will they take up the new methods of accessing services or 'access channels', and only then will the Council be in a position to achieve the improved efficiency, reduced costs and greater customer satisfaction promised by eGovernment. The task of migrating customers from existing high unit cost transactions to lower cost channels is a key objective of the Customer Focused Access and Service Design Strategy which advocates greater engagement with customers to understand their preferences and the perceived barriers to the use of more efficient access channels such as web-site self service.

> **Targets**
>
> 1.   Implement remaining Priority Outcomes by September 2007.
>
> 2.   Develop the use of SMS based services by August 2007.

4.3 Service Levels

> **KEY GOAL**
>
> **To maintain and improve ICT service quality through a continual process of agreeing, monitoring and reporting upon ICT Service performance and the instigation of actions to eradicate poor service.**

Although there is a general understanding of the services delivered by the ICT Services Directorate, the lack of complete clarity can lead to customer relationship issues when assumptions are made regarding the availability of a service or the level to which it will be delivered. Formal service level management will deliver many benefits;

o   Customer requirements are understood

o   ICT services are designed to meet those requirements

o   Improved relationships with customers

o   Clearer, documented roles and responsibilities of customers and ICT Services

o   Specific targets are defined

o   ICT effort is focused on the areas considered important by the 'business'

o   Clear and consistent expectations

o   Service monitoring allows weak areas to be identified and addressed

o   Service level management establishes regular lines of communication between the Directorate and our customers

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Targets

1.   Implement Service Level Statement for the Directorates by May 2007.

2.   Establish quarterly Service Level Meetings with each Directorate by July 2007.

3.   On-line service level reporting via the Intranet by August 2007.

4.   Annual customer satisfaction surveys undertaken by June 2007

4.4   Infrastructure

KEY GOALS

1.   **To implement and maintain an infrastructure that enhances the delivery of the Councils strategic and operational objectives.**

2.   **The exploitation of new technologies to ensure the Council continues to benefit from equipment and services that deliver optimum performance and value for money.**

3.   **An infrastructure that allows the sharing of information with our partners.**

4.   **A fully featured, value for money telephony system that enhances customer service and enables efficiencies.**

5.   **A fully costed replacement programme for the Councils hardware population ensuring service availability standards are maintained.**

6.   **A secure infrastructure that enables the delivery of the Councils eGovernment programme and ensures the customer confidence necessary for success.**

7.   **A flexible working environment.**

The Councils infrastructure provides a firm foundation on which to move forward. The period covered by this strategy does, however, include several significant milestones that have the potential to further improve the technology base from which we work;

o   Our existing telephony services contract with Telewest ends in March 2007. It is opportune to once again weigh the benefits of outsourcing this service against those that are possible through in-house delivery.

o Our entire PC and printer population is to be replaced during financial year 2006/7. This will allow the Council to once again explore the benefits of thin client[8] technology.

o As the cost of storage has reduced significantly in recent years the Councils network storage arrangements should be reviewed to ensure they continue to represent value for money.

These milestone events, although significant, must be taken in the context of a continually developing business environment that dictates the continual review of much of our infrastructure. It is recognised that the delivery of services is becoming more dependent upon large, complex transactional systems and the infrastructure that facilitate their use – to the extent that ' *most public services would simply not function at all without their reliable operation*[9]. This clearly illustrates the importance of reliable, resilient systems.

A significant national development has coincided with the development of this strategy and promises to address the key challenges involved in joining up agencies to deliver better and more effective services. The 'Government Connect' project delivers three main products;

GC Register	A toolkit and common technology to enable local authorities to authenticate the people and organisations with whom they communicate
GC Exchange	Providing an affordable, stable platform to link back-office systems
GC Email	Enabling secure email between local authorities and others.

The Council is committed to the use of the 'GovConnect' product set and has registered an interest in the project. We are keen to engage with the programme as soon as practicable and see the products as a means of removing significant barriers to the take-up of electronic service delivery. *LGOLnet* (Local Government On-line), a key element of *GCExchange* has already been implemented within the Council.

The Council recognises the various benefits that can be delivered through mobile and home working. The service quality improvements and efficiencies that mobile working can deliver are significant. In addition, home-working can contribute to the Council achieving financial savings through the consolidation of accommodation. We aim to deliver a portfolio of access methods that will further improve the flexibility of the Councils access arrangements.

The Council recently implemented a remote access solution that provides the foundations for remote access and home-working and provides a more controlled and secure means of access for partners and suppliers.

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[8] A network device that has the ability to process information independently but relies on servers for applications, data storage, and administration. (Microsoft Technet)

[9] Transformational Government – Enabled by Technology (Cabinet Office, November 2005)

Targets

1.   System availability of 98.9% rising to 99.7% by 2007/8

2.   Review network storage requirements in the light of the information management Policy and the Corporate File Plan once it has been determined.

3.   Implement the recommendations of review in (2) by June 2007.

4.   Develop an email management policy by June 2007.

5.   Using GovConnect products in conjunction with regional partners by December 2007.

6.   Review telephony arrangements by November 2006.

7.   Implement identified actions from telephony review and replace (if required) existing telephony services contract by March 2007.

4.5   Governance

KEY GOALS

1.   **An effective governance structure that ensures corporate thinking and control is applied to the development and adoption of information and communication technologies.**

2.   **Clear mechanisms by which users of technology can influence what is delivered and how.**

'*Effective governance for ICT ensures common understanding between the ICT function and the rest of the local authority as to respective roles and responsibilities. It sets out lines of reporting. It links ICT investment directly to advancing the objectives of the local authority and to enabling service delivery. It ensures regular review of the ICT strategy as requirements change*'[10]

As the Council continues upon a programme of unprecedented change it is clear that the effective governance of the programme overall, and the technology element in particular, is a critical success factor. In a rapidly changing organisation the risk of fragmentation in terms of technology adoption and support is significant. For the Council to succeed with its challenging plans to improve services through the use of technology, it must ensure a corporate vision is adopted and driven through. In adopting our existing governance structure (shown below), the Council has signalled the intent that this will be the case.

Recognition also exists that the governance structure must reflect the developing nature of Council services, ICT and critically, customer expectations. The arrangements remain under continual review to ensure this. Having said that, a number of key statements remain;

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[10] Planning for ICT: the service framework published by SOCITM Insight June 2004

Chorley
Council

o A Chief Officer should have overall responsibility for the Government's modernising agenda, the e-agenda and the management of the associated ICT change. Logically this individual should also champion ICT at Strategy Group.

o The developing e-agenda has been mirrored within the Council with the e-Government Group merging with the eWorkforce Board and Capital Programme Boards to produce the Capital and Efficiency Board. This will allow the efficient management of projects without the overlap difficulties the previous structure encountered. The group will continue to be charged with monitoring the delivery of the ICT strategy.

o The role of the 'corporate client' function (i.e. IT Services) is defined as providing strategic support for the Officer e-Champion and maintaining agreed/adopted standards through consultation with an ICT user group. The corporate client function should also continue to co-ordinate the commissioning of ICT services identified as corporate costs, on behalf of services.

To date, the Council has not implemented a previously stated strategic objective of establishing an ICT User Group. The ICT Service Directorate has however, developed clear relationships with departmental system administrators. The value of a user group is recognised and it is felt that it would be of value to formalise the existing relationships where they exist and establish them where they do not. The objective of establishing an ICT User Group is therefore carried forward for implementation.

Target

1.   Establish an ICT User Group by April 2007.

4.6   Business Transformation & Efficiency

KEY GOAL

Exploit the power of information and communications technology to help transform the accessibility, quality and cost-effectiveness of Council services.

'*Publications from central government, devolved administrations and all national and regional local government agencies make it clear that efficiency gains will be delivered by reaping the benefits of ICT in transforming public services)[11]*'

The Council is well advanced with its eGovernment programme – the 100% BVPI target was achieved by the target date and work continues on a small number of 'Priority Outcome' targets. Although this in itself is a success, the purpose of eGovernment is not to implement technology but to begin and sustain continuous improvement through effective business transformation with technology as the catalyst. It is recognition of this that provides the potential for even greater rewards as the term eGovernment becomes synonymous with **e**fficient, **e**ffective and **e**ngaging government.   The Community and Corporate Strategies recognise this and it is further embedded in the new Customer Focused Access and Service Design Strategy.

This progression to the next stage of eGovernment will require the application of standard methodologies and the availability of the necessary support to ensure their effective use. The

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[11] E is for efficiency – Reaping the benefits of technology (SOCITM 2005)

Council has adopted the Business Process Transformation methodology developed by the East Lancashire eGovernment Partnership. The methodology has been used to radically reform processes associated with the Councils Financial systems resulting in significant efficiencies.

For some time, the Council has used a formal project management methodology, based on PRINCE2, to manage projects. The methodology now has a proven track record following its successful use on projects such as the eVoting election pilot, the One Stop Shop and the Committee Administration system. The Directorate will use the methodology to manage internal projects.

4.7   Web Development & Integration

> **KEY GOALS**
>
> 1.   **An Integration Strategy in place**
>
> 2.   **Integrated systems delivering improved front and key back office efficiency**
>
> 3.   **An intranet that is seen as a key information resource by its users**
>
> 4.   **A transactional web-site that continues to meet all appropriate accessibility standards**
>
> 5.   **A web site that recognises the diversity of our customers and meets their needs**
>
> 6.   **Information stored once and used many**

The integration of front and back offices systems is key to the delivery of two key overarching targets;

o   Better and more efficient customer service

o   The realisation of the Councils efficiency targets

The Council has taken independent advice when developing its Integration Strategy. The Enterprise Application Integration (EAI) vision is based upon harnessing the functionality of the existing applications in use, whilst creating an operational environment that is *'designed for change'*. The result will be a comprehensive enterprise strategy that supports the Councils community goals for quick response to customer or legislative demand, a nimble business organisation and business focused on process not applications. The following diagram illustrates the 'middleware' approach to integration.
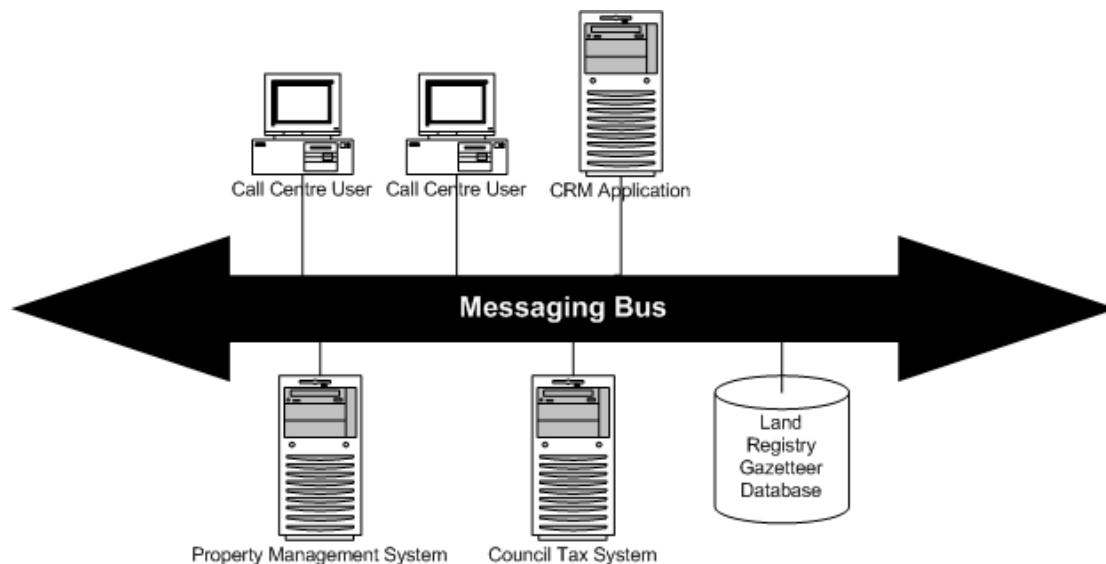
The strategy has yet to be finalised but it advocates LGOLnet[12] as the messaging bus or layer. This confirms and reinforces the Councils commitment to the National Projects and the Government Connect programme, which can use LGOLnet to achieve inter-agency messaging. Concerns remain around the sustainability of the product and a final review of the Integration Strategy before approval will confirm the future of LGOLnet at the Council although its adoption by Government Connect does provide some confidence in its future support and development.

The Councils web site has developed successfully, providing increasing levels of transactional capability. As the Council's 'self service' channel, the web-site represents a major efficiency opportunity if service customers can be persuaded to adopt it as their preferred means of doing business with the Council. To ensure that the design and usability of the site is effective in attracting and retaining visitors, it is considered timely that the 'look and feel' of the site is reviewed. It is appropriate that the underlying content management system is reviewed at the same time. As key corporate communication tools, responsibility for the design and content of the Intranet and web-site lies with the Communications Officer and the review will be managed by the Communications Officer. We will, however, have a significant involvement in terms of technical advice and compliance with standards. The Council will strive to continually improve both the quality and facilities offered by the corporate web site. The SOCITM 'Better Connected' web-site survey will form the baseline for an initial quality assessment and a subsequent improvement plan.

The redevelopment of the Councils intranet has been an outstanding success in terms of both the final product and the staff engagement element of the project. The design was the result of extensive staff consultation and, importantly, was accepted unchanged by senior management. Although the new design has been implemented, work will continue to ensure the site remains 'fresh' and attractive to staff and delivers greater efficiencies. The strategic development of the intranet contributes to a number of objectives such as achieving efficiency targets, improving information management and more effective use of both human resources and technologies such as email.

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[12] LGOLnet is an open source form of middleware and is a product of the LAWS national project.

The Directorate has worked with Parish Councils to establish a presence on the Councils web site for those expressing an interest. It is expected that this facility will be extended to other groups during the course of 2007.

Targets

1. Integration Strategy agreed by January 2007

2. Front to key back office integration in place by November 2007

3. Continuous improvement of web-site facilities and design measured against SOCITM quality measures

4. LLPG integration to Environmental Services, Revenues, Electoral Registration and Land Charges by March 2007

5. Review existing content management system by December 2006

4.8   Internal Support Service

KEY GOAL

A flexible support service that meets or exceeds customer expectations

As the Council moves forward with the modernisation agenda - Gershon efficiencies, process transformation, adding customer contact channels etc., its reliance upon ICT grows as a consequence. The internal support service must develop and evolve with its customer base and make use of technology to improve the accessibility and efficiency of the service.

Communication is key to our success. The Directorate does not currently publish a service level statement therefore our customers are not formally made aware of the standards to which service will be delivered. A service level statement is essential in establishing and communicating not only service levels, but the responsibilities of both customer and service provider.

A more periodic means of communication will be provided in the form of the ICT User Group referred to earlier in this document. This will be a forum at which the performance of the Directorate can be debated and improvements defined and agreed.

In an area where demand for resources often outstrips supply, it is important that we maximise efficiency by utilising the available technology. Remote fault fixing has recently been added to the support tools available and the Directorate is now able to report upon network and server availability. The success of the Intranet has defined it as a key corporate communication tool and we will develop our use of it to reduce the support burden through the use of self-service problem reporting and frequently asked questions (FAQ's).

Targets

1.   Report against the Directorate's agreed key performance indicators as required by the Councils performance management arrangements.

2.   Establish a presence on the Intranet to assist users in self-service fault fixing and placing support calls by April 2007.

3.   Meet or exceed the defined Key Performance Indicators

4.9   Major Corporate Projects

KEY GOAL

To provide the necessary support to key corporate projects to enable their successful delivery

The Council is in a period of considerable change with projects that will fundamentally transform the way in which services are delivered planned during the strategy period.

o   Tenants recently voted for Council Housing Stock to be transferred to a new housing association by March 2007. For this to happen, it will be necessary to disengage the Housing Service from the Council, without interrupting or reducing the quality of services enjoyed by tenants.

o   The opening of the Shared Services Contact Centre in June 2005 was the culmination of a project that began, in partnership with 5 other District Councils and Lancashire County Council, in November 2001. The scale and scope of the partnership make it unique and a noteworthy achievement. The Council recognises however, that this is the beginning of a process that will see the transformation of service delivery within the Council – a 'single tier' approach to service delivery, real partnership development and, for the first time, the creation of an holistic view of the customer. Although the project is a fully managed service there is considerable input from the ICT Services Directorate, to support the desktop equipment used and to ensure effective integration with the Council's facilities.

o   Although the Council has already been successful in achieving significant support service efficiencies, the efficiency agenda stemming from the Gershon report[13] reinforces the Councils view that the drive must continue but with the added focus of central government targets. Gershon recognises this, stating ' *Local government has a key role to play in this ambitious agenda, and many local authorities are already securing efficiencies through investment in technology and rationalisation of back office and procurement functions.'* Achieving efficiencies in back-office processes almost invariably involves the use of technology. The Council, with independent advice, defined the areas in which it felt technological resource could be effectively targeted to deliver efficiencies. The 'eWorkforce' programme was the result of that work. It became clear, however that there was a growing synergy between the work of the eGovernment Group and eWorkforce groups and that it would be appropriate to combine them into the Efficiency and Transformation Board (later

[13] Releasing Resources to the Front Line – Sir Peter Gerson CBE, July 2004

combined with the Capital Programme Board to form the Capital and Efficiency Board). The eWorkforce programme delivered a number of significant projects that have enabled the Council to further improve efficiency and improve service accessibility and quality;

o   Improving access to information by redesigning the Intranet

o   Implementing a 'self service' flexi-time system

o   'Accessing Democracy' – a project to streamline and improve the process by which agendas, reports and minutes are created, managed and published.

o   The programme has a defined forward workplan with phase 2 and 3 projects awaiting consideration.

Targets

1.   Support the delivery of the Councils objectives in terms of the Housing Options Appraisal process within the defined timescales.

2.   Support the continued delivery of the Shared Services Contact Centre in line with objectives defined by the Council.

3.   Support the delivery of the efficiency targets defined in the Councils Annual Efficiency Statements.

4.   Support the successful delivery of the Efficiency and Transformation programme to the timescales defined in the relevant project documentation.

4.10 Elected Members

KEY GOAL

Elected Members have access to, and are supported by, technology that enhances the service they provide to citizens whilst easing the burden of increasing demands on their time.

The Council is committed to extending the services offered to its elected Members. The recent implementation of broadband services has provided the network infrastructure over which effective access to Council services can be established. As with our other customers, it is important that consultation with Members drives these developments. The recently formed eGovernment & Access Consultation Group will be the forum at which this can be discussed.

Topics for discussion could be;

o   The 'paperless' Council Chamber with electronic access to agendas and reports

o   Additional training requirements

o   Use of mobile technology to provide mobile access to email

Targets

1.	Establish the areas of interest to Members by July 2007 and subsequently develop the themes

2.	Carry out a full satisfaction survey for all Members by July 2007

4.11 Security

KEY GOALS

1.	**A secure network that has successfully balanced security with operational effectiveness**

2.	**Infrastructure that our customers can trust**

3.	**A BS7799 compliant Security Policy**

4.	**Implementation of the recommendations of the BS7799 Gap Analysis**

5.	**An effective Business Continuity plan that is regularly reviewed and updated**

A secure operating environment is fundamental to the discharge of the Council duties and responsibilities. In discharging those responsibilities in new, more efficient ways, the Council is heavily dependent upon the trust of customers - trust that would be adversely affected by security breaches. The Council will continue to take the infrastructure security very seriously. The recent project to develop a BS7799 compliant Security Policy demonstrates the Councils commitment. The preparatory work was carried out by a CLAS[14] accredited consultant and included extensive interviews with interested parties such as Human Resources, Legal and Audit. In addition to the policy itself, a key output from the project was a BS7799 gap analysis from which a Security Improvement Plan was developed. The implementation of the Security Improvement Plan is a key strategic target.

The Councils Business Continuity Plan was seen as a strength during the recent security work. It is essential that the plan is kept current and efforts continue to be made to improve the Councils ability to recover in the event of a serious interruption to service.

The Council must ensure that ICT facilities are not abused and that access to resources such as the Internet, do not compromise infrastructure security. To this end arrangements to monitor and report upon internet usage will be explored in 2006.

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[14] CLAS is the CESG Listed Adviser Scheme - a pool of high quality consultants approved by CESG (the Information Assurance (IA) arm of GCHQ) to provide Information Assurance advice to government departments and other organisations that provide vital services for the United Kingdom

Targets

1.   Issue the new Information Security Policy by March 2007.

2.   Implement the Security Improvement Plan by the agreed dates

3.   Review the arrangements for the monitoring of web usage by employees by May 2007

4.12 ICT Framework

KEY GOAL

Define the policies and standards necessary to ensure the effective management of the Councils systems and infrastructure

The complexity of the Councils information and communications infrastructure mean it is essential that policies are put in place to effectively manage the various elements. To this end, the following policies will be developed and a timetable established for their review.

o   Infrastructure

o   LAN (local area network) environment

o   E-mail communications

o   Internet provider

o   Remote access

o   PC security

o   Virus protection

o   Disaster recovery

o   Acquisition of equipment

o   Acquisition of software

o   Disposal of equipment

o   Refresh cycle (how quickly PCs are replaced)

Targets

1.   Document the required standards and policies by August 2007

4.13 Procurement

KEY GOAL

Ensure ICT procurement adheres to corporate procurement policy

Two significant procurement opportunities arise during the period of this strategy. The lease contracts for desktop equipment have been coordinated to ensure all equipment will be refreshed within the financial year 2006/7. Although this can be seen as a significant support issue, it also provides the opportunity to establish a standard desktop across the authority. The scale of the procurement also offers the opportunity to re-examine the case for thin client technology.

The second key procurement will be the replacement of the existing Telewest telephony contract. Again, this is a significant opportunity to test the market and establish if a case exists to bring the service in-house or the benefits of outsourcing are still compelling.

Targets

1.   Establish the viability of thin client architecture

2.   Procure the necessary hardware within timescales that allow the efficient replacement of the current equipment

3.   Review telephony arrangements by September 2006

4.   Implement the Telephony Strategy in line with defined timescales by March 2007

4.14 Information Management

KEY GOALS

1.   **Integrated systems that promote data being held only once**

2.   **Electronic information stored cost effectively in accordance with the Corporate File Plan**

3.   **Effective management of information through the employee life-cycle**

4.   **Procedures in place that facilitate compliance with the Information Management Policy.**

Freedom of Information legislation has focused the corporate mind on the storage and disposal of information. Issues highlighted during recent work to establish areas of weakness in terms of information management included;

o   The lack of procedures in relation to staff leaving the organisation did not offer certainty as to the management of information following their departure. Procedures must be established to ensure the responsibility for information remains clear throughout and following the leaving process.

The Council's current storage system promotes a 'silo' approach to information management with each service Directorate storing information as they see fit. The Information Management Policy requires this to be reviewed, introducing the concept of functional rather than personal storage. This will ensure both a corporate approach to storage and easier management.

o   Management of emails is an issue that must be addressed during the period of the strategy. An effective archiving solution is required to ensure the increasing volume does not create operational data management issues or diminish the value of email.

Some provisions within the ICT Security Policy also relate to information management. Following its approval, a copy of the policy documents can be found on the Intranet.

Targets

1.   Liaise with Human Resources to implement procedures to ensure the effective management of information through the employee starting and leaving processes by March 2007.

2.   Review the network storage devices by December 2006 to ensure they remain value for money

3.   Implement the new corporate file plan as defined in the Information Management Strategy

4.   Recommend solution for email archiving by July 2007

4.15 Geographic Information Systems (GIS) & Local Land and Property Gazetteer (LLPG)

KEY GOALS

1.   **Business improvements through the effective use of GIS & LLPG**

2.   **Maintain status 1 for National Land and Property Gazetteer updates**

3.   **Improve access to GIS data both within the Council and for our customers**

4.   **Ensure Positional Accuracy issues are effectively addressed**

5.   **Ensure the statutory responsibilities for Street Naming and Numbering are met.**

The Council has yet to realise the full potential of GIS. Although it is in use in some Directorates, it is almost universal in it's application with most Directorates owning information that would benefit from spatial representation. Having identified and mapped this information, it would then be available for combination and analysis allowing;

Better informed Policy and Service Delivery: As a decision support tool to be used both in the formulation of strategy and the operational management of services.

Improved Customer Responsiveness: As technology has increased the accessibility of information, expectations have risen. The Council must respond and GIS, combined with the Internet, provides an improved means for delivering information and services to customers in a format that is easy to understand.

Improved Efficiency and Coordination: GIS offers opportunities to improve co-ordination of services and to ensure resources are applied where they will have most impact. The council is already working with the County Council to make available information that could reduce waste and inefficiency.

Advancing Access to Technology by Citizens in the State: GIS can be used to communicate ideas and messages to customers, whether as a method for presenting planning alternatives, or as a means of highlighting information to customers on the Council's web-site.

In 2005, the Council retained external expertise in the form of Salford GIS to develop a GIS Strategy. We are now delivering that strategy and a number of the targets detailed here are common to both documents.

There is an obvious benefit to customers if countywide information is available in one place. The Council are committed to this and will continue to work with the County Council to extend the number of datasets published on MARIO (Lancashire County Council's Public GIS system http://mario.lancashire.gov.uk/).

The Council will also continue to work closely with the County Council to ensure we gain maximum benefit from Mapzone (the internal version of MARIO). This collaboration may offer efficiencies and a feasibility study carried out by Salford GIS offers a picture of general interest in developing a collaborative GIS across the County, although some districts have indicated they would not wish to pursue the option.

As well as developing the datasets in use within GIS we must also ensure it is properly supported. We are in the process of implementing Mastermap to replace Landline prior to it becoming unsupported and we will assess our options in terms of the Positional Accuracy Improvement (PAI) programme. This is a programme of work undertaken by Ordnance Survey (OS) to improve the accuracy of its detailed map base by going through a process of re-surveying the 1:2500 scale mapped areas of the UK, resulting in map features 'moving' so that they are more accurate in relation to the National Grid. The improved accuracy of the OS mapping may mean that business data will no longer be aligned with the new maps. Items plotted against them, such as buildings and parcels of land may move several metres in relative positioning, rendering applications useless unless data is repositioned.

The Council recently re-attained status 1 in relation to the updating of the national address hub (NLPG). We are one of less than 70 authorities providing daily updates to the NLPG. Our investment in the LLPG has clear objectives – a single address database for the Council. We have already developed integrations to our Environmental Services and Licensing systems and are presently working towards integrating a further 3 applications.

The recent service restructure also resulted in the ICT Directorate assuming responsibility for the Statutory requirement for Street Naming and Numbering within the Council.

Targets

1. Maintain status 1 for updating the NLPG.

2. Develop the datasets available on the corporate GIS.

3. Provide access to GIS through theloop by July 2007.

4. Develop a plan to address PAI.

5. Continue to develop LLPG integrations as defined in the Integration Strategy.

5   ICT STRATEGY IMPLEMENTATION PLAN

The ICT Strategy Implementation Plan establishes, at a high level, the activities necessary to deliver the strategic objectives over a 3-year period. The pace of development within the information and communications technology sector mean our plans must be fluid and flexible allowing the Council to react to opportunities as they arise. As a result, the work plan will be reviewed on an annual basis to ensure it continues to reflect the needs of the organisation as it moves through a period of un-precedented change in ICT terms.

The actions will be incorporated into a series of annual work plans, which will form part of the ICT Services Business Plan.

The delivery of the Strategy will be dependent on -

o   Corporate ownership by Management Team

o   The capacity and skill of the staff within the ICT Directorate to deliver the strategy within current resource constraints

o   Effective prioritisation of projects recognising the importance of 'structural' work i.e. work that is essential to maintain and improve the underpinning infrastructure that are the foundations on which we will build improved services.

ICT STRATEGY - IMPLEMENTATION PLAN

Strategy Ref No.	Target	Actions Planned	When	Who	Resource Implications
ICTAP1	Implement remaining Priority Outcomes	Unique numbering of email contacts	Oct 2006		
		Develop Single Business Account	Sept 2007		
		Implement eBilling module of Academy Revenues and Benefits application	Jan 2007		
ICTAP2	Develop the use of SMS based services	Establish potential users/benefits	Mar 2007		
		Trial technology	Aug 2007		
ICTAP3	Implement Service Level Statement for all Service Directorates	Initial meeting with lead department	May 2007	CSM	
		Agree lead department SLS	Jul 2007	CSM	
		Implement for all departments	Dec 2007	CSM	
ICTAP4	Establish quarterly Service Level Meetings with each Directorate	Diary meetings	Jul 2007	CSM/SWIM	
ICTAP5	Annual customer satisfaction surveys undertaken	Develop survey	Apr 2007	D of ICT	
		Carry out survey	Jun 2007	CSM	
ICTAP6	On-line service level reporting via the Intranet	Develop on-line reporting of agreed KPI's	Aug 2007	CSM/SWIM	
ICTAP7	System availability of 98.9% rising to 99.7%	Monitor availability and report availability	On-going from Mar 2006	CSM	
ICTAP8	Develop an email management policy	Develop policy	Mar 2007	ITSO	
		Implement policy	Jun 2007	ITSO	
ICTAP9	Using GovConnect products; GC Register GC Exchange GC Email in conjunction with regional partners	Actions and timescales to be developed as information becomes available from GovConnect Team.	Dec 2007	D of ICT/SWIM	

Information & Communications Technology Strategy 2006 - 2009

Strategy Ref No.	Target	Actions Planned	When	Who	Resource Implications
ICTAP10	Review telephony arrangements	Explore collaboration with other Authorities	Jun 2005	D of ICT	
		Review arrangements	Nov 2006	D of ICT	£8K
ICTAP11	Implement identified actions from telephony review in line with defined timescales	Actions dependent upon strategic direction	Mar 2007	D of ICT	£150K
ICTAP12	Provide remote access to email and network storage with a view to widening access to include software applications	Identify preferred product	Sep 2005	D of ICT/CSM	
		Procure	Dec 2005	CSM	£40K LGOL
		Implement	June 2006	CSM	
		Extend as home working pilot	Aug 2006	CSM	
ICTAP13	Provide remote access facilities for support service suppliers by April 2006	Trial with chosen supplier	Dec 2005	CSM	
		Roll out to remaining suppliers	Oct 2006	CSM	
ICTAP14	Establish an ICT User Group		Apr 2007	CSM	
ICTAP15	Achieve the Council's stated BVPI157 target of 100% by December 2005		Dec 2005	D of ICT	
ICTAP16	Integration Strategy developed		Jan 2007	SWIM	
ICTAP17	Front to key back office integration in place by April 2007	Definition of integration timetable	Jan 2007	SWIM	Likely to be in excess of £100K
		Implement plan.	Nov 2007	SWIM	
ICTAP18	Achieve continuous improvement of web-site using SOCITM quality targets.	Review 'Better Connected' Report	Annually from Feb 2007	SWIM	
		Review Content Management System	Dec 2006	SWIM	
ICTAP19	LLPG integration to Environmental Services, Licensing, Revenues, Electoral Registration and Land Charges	LLPG → Environmental Services	Mar 2007	SWIM/LLPG Co-ordinator	
		LLPG → Revenues and Benefits			
		LLPG → Licensing			
		LLPG → Electoral Registration			
		LLPG → Land Charges			

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Strategy Ref No.	Target	Actions Planned	When	Who	Resource Implications
ICTAP20	Review content management system and assist in the redesign of the Council's web-site	Identify options, contractual obligations and potential suppliers	Dec 2006	SWIM	£35K (CMS only)
ICTAP21	Establish a presence on the Intranet to assist users in self-service fault fixing and placing support calls	Implement web-based fault reporting

Implement FAQ's on intranet | Apr 2007

Jun 2007 | CSM

CSM | |
| ICTAP22 | Meet or exceed the defined Key Performance Indicators | | On-going | D of ICT | |
| ICTAP23 | Support the delivery of the Councils objectives in terms of the Housing Options Appraisal process within the defined timescales. | | As defined by corporate schedule | D of ICT and others as required | |
| ICTAP24 | Support the continued delivery of the Shared Services Contact Centre in line with objectives defined by the Council. | Represent the Council at Partnership Board meetings

Provide technical support during implementation and development | As agreed by partnership

2004-2011 | D of ICT and others as required | |
| ICTAP25 | Support the delivery of the efficiency targets defined in the Councils Annual Efficiency Statements. | Attend the Capital & Efficiency Board

Assist in the reporting of efficiencies | As required | D of ICT | |
| ICTAP26 | Support the successful delivery of the Efficiency and Transformation programme to the timescales defined in the relevant project documentation. | Assist in the delivery of efficiency targets | On-going | All Team | |
| ICTAP27 | Establish the areas of interest to Members and subsequently develop the themes | Engage with Members through appropriate means e.g. workshops, questionnaires

Establish priorities and agree timescales

Implement pilots

Full implementation | Jul 2007

TBC

TBC

TBC | D of ICT

TBC

TBC

TBC | To be determined |
| ICTAP28 | Carry out a full satisfaction survey for all Members | Draft questionnaire | Jun 2007 | D of ICT | |

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Strategy Ref No.	Target	Actions Planned	When	Who	Resource Implications
		Circulate	Jul 2007	D of ICT	
		Analyse and report results	Aug 2007	D of ICT	
ICTAP29	Consult upon and issue the new Information Security Policy	Issue policy	Mar 2007	D of ICT	
				D of ICT	
ICTAP30	Implement the Security Improvement Plan by the agreed dates	Implement Security Policy to plan	Feb 2008	ICTSO	To be determined
ICTAP31	Review the arrangements for monitoring web browsing by employees	Review available products	Mar 2007	ICTSO	To be determined
		Make recommendations	May 2007	ICTSO	
ICTAP32	Document the required standards and policies		Aug 2007	D of ICT	
ICTAP33	Determine desktop hardware requirements in preparation for the 2006/7 procurement	Explore potential of thin client	Jan 2007	D of ICT/CSM	£20K for pilot
		Change control procedures in place	Jan 2007	CSM	
ICTAP34	Procure the necessary hardware within timescales that allow the efficient replacement of current equipment	Develop specification of requirements	Feb 2007	D of ICT/CSM	
		Procure necessary equipment & services	Mar 2007	D of ICT/CSM	Est. £350K
ICTAP35	Liaise with Human Resources to implement procedures to ensure the effective management of information through the employee starting and leaving processes	Document Starter and Leaver process	Dec 2006	ITSO	
		Develop on-line forms to assist the process	Mar 2007	ITSO	
ICTAP36	Review the network storage devices to ensure they remain value for money	Establish if business case exists	Sept 2006	D of ICT	
		Determine potential solutions	Dec 2006	CSM	
		Gain approval to buy	Dec 2006	D of ICT	
		Procure and implement	Apr 2007	D of ICT/CSM	Est. £70K
ICTAP37	Implement the new corporate file plan as defined in the Information Management Strategy				

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Strategy Ref No.	Target	Actions Planned	When	Who	Resource Implications
ICTAP38	Recommend solution for email archiving	Establish potential solutions	Jun 2007	CSM	To be determined.
		Gain approval to buy	Jul 2007	D of ICT	
		Procure and implement	Oct 2007	D of ICT/CSM	
ICTAP39	Maintain status 1 for updating the NLPG.		On-going	GIS Officer	
ICTAP40	Develop the datasets available on the corporate GIS.	Liaise with Directorates to identify datasets	Mar 2007 and periodically		
		Import datasets	Jun 2007 and periodically		
ICTAP41	Provide access to GIS through theloop.	Liaise with LCC	Nov 2006		£7.5K p.a.
		Submit business case for funding	Feb 2007		
		Work with LCC to implement	Jul 2007		
ICTAP42	Develop a plan to address PAI.	Identify scale of problem	Jun 2007	GIS Officer	£50K
		Identify funding	Aug 2007		
		Implement changes	Mar 2008		
ICTAP43	Continue to develop LLPG integrations as defined in the Integration Strategy.	As defined in the Integration Strategy		LLPG Custodian	

6   APPENDIX 1 – KEY MILESTONES AND SUCCESSES

Key Milestones and Successes	Achieved	Benefits
Public Consultation on the e-programme	✔	To ensure that we understood what the customer wanted from service delivery
IEG 1 Statement	✔	Set out the Council's vision of the future and provided the blue print. Secured £200,000 of capital grant.
Appoint e-Government Manager	✔	Centralised and dedicated resource to plan, implement and champion the e-Government Agenda
Establish e-Government Group	✔	Corporate overview of policy and progress towards the 2005 targets
e-Government Strategy	✔	A locally developed and locally owned plan for local e-Government building on the IEG Statement
ICT Strategy	✔	Provides a blue print for the technical infrastructure and support required to deliver the new generation of e-services and knowledge economy.
One Stop Shop – Accessible Services Strategy	✔	Provides the vision and blueprint for the future citizen centric delivery of services to the public through a One Stop Shop and Call Centre
National Land and Property Gazetteer Strategy	✔	Provides the roadmap to deliver a Local Land and Property Gazetteer which will "glue together" all the Council's property related data
Web Site Phase 1 – information provision	✔	Provided momentum as the Council's first visible step into the world of e-services. Proved that local ownership of content is critical to buy in.
IT Infrastructure in place	✔	Provided the foundations for all that follows. A fast, resilient, state of the art network scaleable to cope with the demands of the information age economy and citizen expectations around service delivery
Desk Top internet and email	✔	Vital communications tools on every employee and member desktop
IEG 2 Statement	✔	A chance to take stock and update the strategy in the light of the "localegov" consultation document from ODPM. Focussed on delivery of the vision set out in IEG1 and aligned strategy with the Community Plan priorities. Secured additional £200,000 of capital grant.
Project Management	✔	Project Management methodology (PRINCE2) adopted for all e-Government Projects. Provide structured approach to managing projects and ensures alignment with business objectives

Web Site Phase 2
 	
   -     All paper forms available on web site
 	
   -     electronic forms for key services
	✓	Improved opportunity for self-service by citizens. Developed key e-services for use in the One Stop Shop.

Prioritise services for electronic delivery	✓	Benchmarked and prioritised using volumetrics of footfall and phone calls. Gives a solid route map of work required. Adoption of ESD Toolkit assisted in this exercise.
Develop and launch Council intranet and extranet - improved content management system - first corporate application of meta data	✓	Intranet provided first Council wide repository for information and knowledge. Extranet provided foundations for home/out of office working

Members On Line
 	
   -     skills audit, training
 	
   -     provision of web access/email
	✓	All members provided with Internet and e-mail access making them more accessible and giving members access to the knowledge base of the web and intranet. One-on-one training enables members to make the most of these facilities and broadband is now rolled out to enhance the services.

Successful e-Voting Pilot	✓	The Council has successfully run two e-voting/counting pilots and has shown that new channels of voting can consistently improve democratic engagement of citizens with turnouts of 63%, 50% and 51% at the last three local elections – consistently higher than the national average.
Revised ICT Services unit structure to provide for new development and business support skills	✓	The ICT unit has been radically restructured to better enable the delivery of the programme and modernisation of the Council generally.
Training and Development - skills audit	✓	The Council has adopted the European Computer Driving Licence as its core standard for IT Training for all staff so that maximum use of the new systems and technologies can be achieved for the benefit of citizens and increased efficiencies. 25% of staff are trained to this level following the carrying out of a skills audit in 2002.

- ECDL roll out		
Runshaw College Partnership	✓	The Council has a strategic partnership with the local college for the delivery of training including ECDL.
Local Authority Secure Electoral Register on line (LASER)	Abandoned by central government	Whilst this has been abandoned we are now being consulted on the successor project – Central Online Register of Electors(CORE)
eProcurement implementation	✓	Chorley has successfully pioneered e-procurement and shown financial savings that can be made from e-auctions, procurement rationalisation and regional collaboration. Our Procurement Strategy builds on these foundations.
One Stop Shop development	✓	Our flagship One Stop Shop for Customer Services opened in May 2003 with benefits, local taxation and housing services being provided. This has now been expanded to include Environmental, Licensing, Electoral Registration and Planning front line services. Figures show that over 85% of our customers dealt with in the One Stop Shop have their enquiry dealt with at the first point of contact.
Introduction of Smart Cards for concessionary travel	✓	
Electronic Opinion Polling	✓	"Election" of Cultural Envoy for Chorley in December 2002 carried out by Opinion poll on the web site
Public consultation	✓	Regular feedback on issues such as the budget, housing stock options, the housing grants service and others ensure that we are allowing citizens their say and listening to their views.
IEG 3 Statement	✓	Fundamental review of progress to date. Secured additional capital grant of £200,000
Review and Update ICT Strategy	✓	General review of the ICT Strategy leading to a better understanding of the requirements of the business. Inclusion of telecoms adds to effectiveness of strategy
Web Site Phase 3 o Electronic service requests for key services o Web Management Strategy in place o Accessible to WAI Level AA	✓	On line forms available for licensing and job application forms. Also on line payments and balance enquiries. The Web Management Strategy gives clear direction and structure to the development of the Council's web site in accordance with local priorities and national standards ensuring the web site is accessible to all users.

Training and Development - Project Management roll out	✓	Project Management is now considered to be a core competency in the sector. Chorley is well positioned to provide training and support to staff that require it. A Project Support Officer is now in post to primarily to support the delivery of the Capital programme.
Electronic payments for all services - Telephone - Face to Face - On Line	✓	Transaction costs reduced from £1.20 per transaction to less than 25p whilst opening up 200 more venues across the borough plus internet and telephone payments to give more choice to citizens in making payments at times and places to suit them. Access to the payments software is also available in the back-office via a browser. Customers can also make use of a 'basket ' facility similar to that seen in commercial web sites.
Shared Services Contact Centre Partnership	✓	Formal partnership with the County Council and the East Lancashire district councils designed to achieve a multi-agency integrated contact centre and CRM system across the partnership. Significant procurement benefits realised.
Contact Centre	✓	Physically built in 2003. The Telephone Contact Centre went 'live', on schedule, in June 2005
Document Image Processing and workflow in Benefits	✓	Vast reduction in storage space required accompanied by increased and easier access to documents leading to improved turnaround times in processing claims.
Develop GIS Strategy	✓	Strategy approved to Cabinet summer 2005. GIS Manager and LLPG Custodian in place.
Develop System Integration Strategy	✓	A technical strategy developed in ICT Services. Integration is the key to joining up services and improving access to information both for staff and the public whilst also producing efficiencies through the principle of "enter once, update many". Significant funding approved for integration work.
Develop Corporate Information Management Policy	✓	A consistent approach to records and information management will enable information to be located more easily. Such an approach will also bring about benefits in terms of collaborative working and version control. It is also a pre-requisite for compliance with the Data Protection and Freedom of Information Act requirements.
Public consultation	✓	Regular surveys of customers take place in the One Stop Shop.
Target eService Capability = 100% by 31/12/05	✓	Achieved the Government target.
IEG4, 4.5, 5 and 6	✓	Report against indicators around a number of key issues relating to the 2005 electronic service delivery (esd) targets: • Best Value Performance Indicator 157 (BVPI 157) • Priority Service Outcomes • Channel Take-up • Change Management • Efficiency Gains

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Customer Focus Best Value Inspection	✓	Achieved 3* service with 'Excellent' prospects for improvement.
New Intranet 'TheLoop' launched	✓	Councils new Intranet launched following extensive staff consultation.
Network extended	✓	The final branch of the wide area network was implemented in October 2005 providing additional resilience. This followed the implementation of 3 new communications rooms.
Mobile Working	✓	Mobile working has been introduced to the Environmental Services Unit producing significant benefits. Work remains to be done to integrate the solution to the back-office application to achieve maximum efficiencies
Content Management Upgrade	✓	Enabled XHTML compliant web site and additional web-site functionality.
On-line Democratic Information	✓	Committee agendas, reports and minutes are available to the public via the Councils web site. The software also provides substantial back-office efficiencies by e-enabling agenda creation, report submission and publication processes.
Planning Services	✓	Planning applications are accessible via the web site. XXXXPlanning Portal.
Cyber Café opens	✓	The Council opened a cyber-café for manual workers to access the Councils Intranet and the Internet. This furthers the Councils objective of providing access for all employees and developing a workforce comfortable with new technology.
LLPG Integration	✓	
NLPG Status 1 achieved	✓	
GIS datasets available on MARIO	✓	Refuse collection rounds and Tree Preservation Orders available on the County's Internet based mapping system. Chorley the first Council to add datasets.

7   APPENDIX 2 – GLOSSARY

Back Office	Any office which does not have public access – the place where the processes and information are managed and maintained and casework is carried out
BPR	Business Process Re-engineering refers to the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed
Broadband	A super fast fibre optic network capable of transmitting large amounts of data very quickly, typically 10 times as fast as a dial up modem. A broadband connection is usually permanently connected to the internet and does not require the user to "dial up " to connect to the web.
Browser	A software programme which allows the user to "browse" or view the world wide web such as Internet Explorer or Netscape Navigator
Business Analysis	In this context, the examination and analysis of business processes – how services are delivered to the public
Call Centre	A set of management approaches and technologies that are aimed at handling telephone calls in a structured and consistent manner that meets customers' expectations.
CESG	**C**ommunications-**E**lectronics **S**ecurity **G**roup. Advises on security issues for the UK Government. The body is the Information Assurance arm of GCHQ (Government Communications Headquarters - the primary foreign intelligence gathering body in the UK). www.cesg.gov.uk/ www.gchq.gov.uk
Contact Centre	The terms "contact centre" and "customer services centre" are used to underline the breadth of citizen contact that these operations are increasingly handling. A contact centre could, for instance, deal with both telephone and internet enquiries to the authority, as well as personal visitors, effectively combining a One Stop Shop with a Call Centre
CRM	Citizen or Customer Relationship Management (CRM) refers to the methods, technology and strategies adopted by an organisation to enable it to effectively and efficiently administer its interactions with customers
ECDL	The European Computer Driving Licence – a Europe wide recognised standard of IT Skills accreditation with various stages to suit users at all levels
eGiF	The Electronic Government Interoperability Format – a set of software standards that are being adopted nationally to ensure that all government and public sector systems can effectively communicate with each other without the need for expensive interface development work
Extranet	A private computer network that sits on the world wide web allowing access from anywhere in the world subject to user access rights as distinct from a web site which is open to all
FAQ's	Frequently Asked Questions – the questions most commonly asked about a given subject
Front Office	That part of the organisation which deals directly with customers either by phone or face to face
GIS	Geographical Information Systems – normally used to describe computer facilities, which are used to handle data referenced spatially, with the capability to inter-relate datasets, to assist in their analysis and the presentation of results
ICT	Information and Communication Technologies
IEG	Implementing Electronic Government – an annual report by the Council to the Office of the Deputy Prime Minister
Internet	A world wide network comprising millions of computers the most common components of which are the world wide web and e-mail
Intranet	A private network of information that is internal to the organisation and which utilises browser technologies
ISB	Invest to Save – a funding bid process promulgated by the Cabinet Office and the Treasury aimed at innovative partnerships across the public sector, now in Round 4
LASER	The Local Authority Secure Electoral Register – a national project aimed at making the electoral register a nation wide database maintained locally by electoral registration

	offices
LEN	Lancashire eGovernment Network – a partnership of all Lancashire local authorities aimed at delivering eGovernment across Lancashire, in particular a Shared Contact Centre and a Portal
LGOL	Local Government On Line – the ODPM eGovernment Programme
MARIO	**M**aps **A**nd **R**elated **I**nformation **O**n-line – Lancashire County Councils internet based GIS system.
Middleware	Middleware is the enabling technology of Enterprise application integration. It describes a piece of software that allows two or more software applications to connect together so that they can exchange data.
NLPG	The National Land and Property Gazetteer – a national project aimed at creating a nation wide database of property and addressing data which will be created and managed by local authorities – the ultimate address reference
NWeGG	The North West eGovernment Group – a forum comprised of all North West Local Authorities and other public sector bodies aimed at promoting eGovernment best practice
One Stop Shop (OSS)	One-Stop Shops provide the public with 'a single face of government', i.e. one single point at which the public can be brought into the process of dealing with their local Council and usually, other agents of government.
Pathfinder	A national scheme of accredited local authorities who, by virtue of their Beacon Council status, are acknowledged experts in the management of change and are pioneering electronic service delivery methods. There are 25 Pathfinder projects covering many areas of electronic service delivery. Pathfinders have a duty to disseminate their best practice and experiences to other authorities. To date Chorley is being mentored by two Pathfinder Authorities – Brent LBC and Knowsley MBC. We are also learning from other Pathfinders on a more informal basis.
Portal	A special type of web page(s) with links to and information about areas of specific interest to the user, frequently customisable to the users preferences
SSCC Partnership	A partnership of Lancashire authorities that have implemented a virtual contact centre solution with contact centres at each authority using the same CRM system and connected by a shared network. The authorities taking part are Chorley, Hyndburn, Burnley, Pendle, Ribble Valley, Rossendale and Lancashire County Council.
UK On Line	The UK Government's citizen gateway to services provided by the Government and other public sector bodies electronically – www.ukonline.gov.uk

8 DOCUMENT INFORMATION AND META DATA

8.1 Document Location

This document is only valid on the day it was printed.

8.2 Revision History

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Date of Next revision: Following annual review in November 2007

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8.3 Approvals

This document requires the following approvals.

Name	Signature	Title	Date of Issue	Version
Paul Morris		Deputy Chief Executive		Final Draft
Cllr. G. Morgan		Executive Member (Customers)		Final
Strategy Group		Per Chief Executive		Final
Executive Cabinet				Final

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