IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2004 (IEG4)

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

Name of Authority: Carlisle City Council

IEG Contact Name: John Nutley, Head of Customer Services

Email: JohnN@carlisle.gov.uk

Telephone No: 01228817250

Local Context

Carlisle City Council – Local Context

The Council has now developed a full Programme of work across many areas which will e-enable services for the benefit of the citizen. This IEG statement demonstrates, through the self-assessment sections, that the Council is actively implementing e-government solutions in all service areas.

However, the real progress during the year has been in establishing the work of modernising services closer to the centre of Council policy and decision making rather than trying to influence from the periphery. Recognition of the requirement for modernising services is now accepted and included in the Corporate Plan and in the Unit's Business Planning process generally. Also, e-government and ICT planning are now undertaken through a corporate strategic group chaired at the Executive Director level. The work of this group is being linked to other corporate policy areas such as procurement, the Gershon efficiency review and the broader agenda of change management – where it is seen as a key driver.

On the detailed level, the opening of the Councils Customer Contact Centre on the 11th November provides real evidence of step level change in customer service provision. In strategic partnership with Capita, new face to face, telephone and electronic services were initiated. Underpinned by Capita's flagship CRM software, this service is to be developed through the coming year

and will be deployed across all service areas. In order to facilitate the service a traunche of new technology in areas as diverse as voice processing, knowledge management, queue management and mobile working were deployed . However, key to ensuring the success of the project was the business consultancy employed to BPR services and also effect the organisational change that meant the Council underwent real structural change in order to remodel services so they were, and will be, customer facing and linked together. The whole project was accomplished within 10 months and was a flagship project within the Authority. The overall cost to the Council was £1M but it is now accepted that the building blocks have been laid for rolling the service out across all services.

In addition to the above Carlisle City Council have always been active in promoting partnership working as key to "joined up" working. One on the founder Members of the Connected Cumbria Partnership, the Council provides financial support to maintain a full time Programme Office. Details of the partnership work are provided below but one particular project mentioned is worth highlighting. The Cumbrian Information Hub is an Invest to Save project. It is aimed at eliminating the void that is so evident to the citizen in two tier Authorities. It will offer seamless access to services without prior knowledge of who the service provider is. Service requests will be passed between Partners, with full tracking, through what is in effect a new access channel. This particular project will significantly "join up" and enable the Council to provide a fuller service to the citizen and ensure that a higher proportion of customers will be able to be dealt with at the first point of contact.

Connected Cumbria Partnership – Local Context

The Connected Cumbria Partnership (CCP) is one of the longest established sub-regional coalitions for the delivery of service modernisation, and is particularly unique in its inclusive nature - inviting participation from across the public and not-for-profit sectors of the county. At the core of the coalition are the county and district councils who, through subscription, support a permanent eGovernment Unit staffed by the partnership programme manager and assistant. Associate members of the partnership invited to participate in the programme board include the Cumbria Broadband Initiative, the county Fire Service, the Constabulary, Cumbria Tourist Board (CTB), Cumbria Alliance of Local Councils, Alston Cybermoor, as well as the Lake District National Park, National Health and representatives of Voluntary Action Cumbria.

Cumbria presents its own singular challenges in terms of the delivery of services to citizens, workers and visitors, and the partnership's maxim "Reaching Out to the Community; Attacking Exclusion in Cumbria" reflects the desire to confront issues brought about by remoteness, rurality and economic decline.

To this end CCP has conducted extensive synergy and gap analysis exercises, across participating member organisations, in order to determine the areas of work offering the greatest potential for efficiency and effectiveness for joint delivery. These initiatives are intended not only to achieve priority service requirements, BVPI ticks or to address issues highlighted by Gershon, but to better serve the needs of Cambrian's and citizens of the North West more broadly.

In looking beyond the borders of the county, the partnership has sought to work closely with the North West eGovernment Group (NWeGG), with partner representatives contributing to a number of steering groups and boards currently guiding initiatives in the region.

CCP has become the vehicle through which Cumbrian authorities share best practice and achieve the most notable savings in terms of their ability to negotiate on county wide solutions. Partners have learnt a great deal in terms of realising successful joint initiatives through an iterative approach to cooperative working which has developed a proven method for delivery of business benefits and reduced risk, based on a foundation of inter-organisational trust. A conviction in the practical benefits of partnership working has allowed CCP to ride out a number of issues which, without a history of success, could have threatened its continuance.

A reward for this dedication has been the successful acquisition of funding for a number of initiatives which have now been successfully completed, including the procurement of systems for CMS, workflow and online forms, and the creation of solutions for business development (working with BusinessLink Cumbria) and in support of a National Project Product (Syndication for LGOL-Net, with CTB, funded by NWeGG). Particularly with the latter two projects, CCP has been keen to deliver benefits to others

outside the traditional sector and geographic boundaries of its own core partners and the solutions have been either rights-free or gifted to other appropriate organisations.

The benefit of experience gained through CCP initiatives is feeding in to the major ISB4 funded project for the Cumbria Information Hub, which will now deliver a sub-regional LGOL-Net network for service transaction between the two tiers of government in the county. This project, on target to deliver by May 2005, will not only provide a ground breaking example of sub-regional collaboration toward eGovernment targets, but will also provide the foundation layer for numerous future initiatives, not only sub-regionally but within individual authorities and potentially in the North West region and nationally.

Section 1 - Priority Outcomes (self-assessment)

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

Outcome & Transformation Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Red 01/10/2004	Red 01/10/2004	Amber 11/11/2005	Green 31/03/2006	Cumbria County Council : Currently under Investigation. School places team is currently reviewing the school's admission process.
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Amber 01/06/2004	Green 01/03/2005	Green 01/03/2005	Green 01/03/2005	Cumbria County Council :Online access to information about educational support services is available to all internal staff through the intranet. It is expected that this information will be available to the internet by Spring 2005.
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Red 10/11/2003	Red 10/11/2003	Amber 11/11/2005	Green 31/03/2006	Cumbria County Council :We have the Capita's EMS online admissions software. We are currently in the planning stages.
E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.					
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see **www.laws-project.org.uk**).	Amber 01/11/2004	Amber 01/11/2004	Green 01/05/2005	Green 01/05/2005	To be delivered through Cumbia Information Hub ISB4 Project.
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Amber 01/05/2004	Amber 01/05/2004	Green 15/12/2005	Green 15/12/2005	Cumbria County Council :The youth offending team is currently implementing a secure email to co-ordinate the secure, sending, sharing and access of sensitive information. Over time, it is planned that other partners will be connected to the secure email service.
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Amber 01/11/2004	Amber 01/11/2004	Green 31/12/2005	Green 31/12/2005	This initiative is being progressed through rollout of the Council's Content Management System.
E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.					

R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Amber 01/10/2004	Green 01/01/2005	Green 01/01/2005	Green 01/01/2005	Complete with the implementation of a new system Committee Minutes System - Enline - in December 2004.
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Green 01/06/2003	Green 01/06/2003	Green 01/06/2003	Green 01/06/2003	Basic information about council members is available and more detailed templates are currently being developed.
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Amber 01/02/2004	Amber 01/02/2004	Green 30/06/2005	Green 30/06/2005	The E-citizen Consultation module of the Capita CRM system is scheduled to be deployed in the first half of 2005.
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Green 01/11/2004	Green 01/11/2004	Green 01/11/2004	Green 01/11/2004	Council has the ability to record and webcast events and meetings of significance.
E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.					
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Amber 01/02/2004	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	To be introduced as part of the Council's CRM system, utilising Electronic Forms & Workflow.
R8 Online receipt and processing of planning and building control applications.	Green 01/10/2004	Green 01/10/2004	Green 01/10/2004	Green 01/10/2004	Complete
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber 01/11/2004	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	3 Phases Planned. Internal "power" users live. Intranet usage within 3 months and public access by the end of the year.
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Red 01/11/2004	Red 01/11/2004	Green 15/12/2005	Green 15/12/2005	Cumbria County Council :e-TSN is currently under investigation. We are looking to cleanse our data as our first initial step towards the take up of the e-TSN national project
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Amber 01/10/2004	Amber 01/10/2004	Green 31/12/2005	Green 31/12/2005	Continuing development of Lalpac Licensing Package and Electronic Forms.

E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.	Targets still to be set				
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004	Complete
G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Amber 13/12/2004	Amber 13/12/2004	Green 31/12/2005	Green 31/12/2005	Primarily to be controlled via the Corporate CRM and linked to back office information systems.
G9 Regional co-operation on e-procurement between local councils.	Red 01/06/2004	Amber 01/03/2005	Green 31/12/2005	Green 31/12/2005	Corporate procurement group established whose remit covers joint and e-procurement
E5 Access to virtual e-procurement 'marketplace';					
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;					
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).					
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003	complete
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Amber 01/10/2004	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Will be available through Public Direct Modules as part of the Council's rollout of CRM in March 2005
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004	Reduced staffing costs.

G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/04/2004	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	In conjunction with the supplier will be available in April 2005
E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).					
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Not under consideration at the moment.				
E10 Agreed baseline and targets for reductions in unit costs of payment transactions.	Council prize awarded in 2003/04 for the greatest in Direct Debit take-up				
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 10/10/2001	Green 10/10/2001	Green 10/10/2001	Green 10/10/2001	Cumbria County Council:In place and working.
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 01/02/2004	Amber 01/02/2004	Green 31/12/2005	Green 31/12/2005	Limited booking for events already available with plans to produce an electronic form to facilitate booking with contracted out organisations.
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Green 22/11/2004	Green 22/11/2004	Green 22/11/2004	Green 22/11/2004	Cumbria County Council : The County's smart card initiative called nowcard is now in operation as of the 22nd of November 2004. 210,000 NoWcards are in the hands of concessionary fare bus pass holders across the partnership area, of which about 39,000 are in Cumbria. The first live trial started on 22nd November, with council employees, members of the public will form part of the trial.

This is the first trial in the UK (and worldwide) of a transport smartcard which meets the the new international UK - developed ITSO specification. Our trial incorporates, at the start, JCOP 30 cards, with library and leisure access applications on the cards, as well as the transport application within the NowCard partnership.

We expect all the major bus operators in the partnership's area to be progressively kitted out and live before the end of 2005/6. Our back office is being developed, at least in part, and will need to be fully operational (to the ITSO specification) for both identity processing (for card issue) and transaction processing (for financial reimbursement of bus companies) by mid-2006; we hope to do better than this, however, and envisage streams of non-ITSO revenue data being available progressively through 2005. E - government is also being significantly facilitated through IT aspects of the data management and availability for card issue and verification. |

E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings.					
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green 01/08/2004	Green 01/08/2004	Green 01/08/2004	Green 01/08/2004	Cumbria County Council :In place and working since August 2004. The public will be able to inspect local transport timetables via the internet.
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Green 01/09/2003	Green 01/09/2003	Green 01/09/2003	Green 01/09/2003	Cumbria County Council : The County's Research Officer currently manages our online consultation. Consultation for traffic calming schemes can be found on our consultation database.
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Amber 13/12/2004	Amber 13/12/2004	Green 31/12/2005	Green 31/12/2005	To be delivered via Electronic forms and linked to the Corporate CRM system.
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Red 05/07/2004	Red 05/07/2004	Amber 01/12/2005	Green 31/03/2006	Cumbria County Council : Capita's Postbox went live on the 5th of July, 2004. Phase III of this Project will include the GIS Presentation of Information on roadworks on the web.
E12 Agreed baseline and targets for customer satisfaction and efficiency savings.					
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Green 13/12/2004	Green 13/12/2004	Green 13/12/2004	Green 13/12/2004	Delivered through Corporate CRM system and access to legacy systems, with plans for full integration in June 2005.
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Red 01/02/2004	Red 01/02/2004	Green 31/12/2005	Green 31/12/2005	On-line benefits claim form will be available from supplier in Dec 2005
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 20/12/2004	Amber 20/12/2004	Green 31/12/2005	Green 31/12/2005	Part of the Home Working initiative detailed in a DWP bid.

E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.				
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms.				
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 01/09/2003	Green 01/09/2003	Green 01/09/2003	Green 01/09/2003	Cumbria County Council : The Cumbria Social Services website went live in 2002 and was subsequently reviewed and revised in September 2003 and again in September 2004. The website contains comprehensive information about all our services and also describes the support available to different client groups. (See **http://www.cumbria.gov.uk/socialservices/)**

Telephone and personal callers with information requests are handled by our Customer Services teams. All members of these teams have access to the internet and so can access our website. From December 2004, all web pages will also be available via the intranet which is available to all Cumbria Social Services staff.The information will need to cover all care services available from the council and local third parties, and as a minimum should cover the following:

· A list of the services the council provides (both directly & indirectly), plus basic details of what they entail. This should include some of the basic eligibility criteria (eg Age, locality)

The role of Customer Services includes providing information not only about our own services but also those provided by other organisations. Customer Services have access to a computer based Resource Directory database which includes details of over 1600 organisations providing support in Cumbria. The Resource Directory sources the data for a printed 'Directory of Services' which is available in hard copy on request and is also downloadable via the website. The website also includes regularly updated list of services which are also sourced from the Resource Directory. (See **http://www.cumbria.gov.uk/socialservices/information/directory.asp)**

Details of our services on the website include eligibility and charging. |

(See **http://www.cumbria.gov.uk/socialservices/services_adults/default.asp** and **http://www.cumbria.gov.uk/socialservices/services_children/default.asp.**)

· **A** list of other organisations that can provide advice or help regarding commonly requested services that are not part of the council's remit (eg Age Concern, Cruse, Crossroads etc).

Details of such organisations are included in our Resource Directory and also the printed Directory of Services (which can also be downloaded from the website) (see above).

· How people should request services or assessments

The website includes full details of the various ways to apply for an assessment of need. (See **http://www.cumbria.gov.uk/socialservices/services_adults/assess.asp**)

This information is also included in all our printed leaflets. These leaflets are available in hard copy from Customer Services who can also access these via the website and also via the department's electronic library. These leaflets can also be downloaded from the website. (See **http://www.cumbria.gov.uk/socialservices/information/default.asp**)

· **An** explanation of the process of assessment and any timescales the authority works to.
The assessment process, timescales and eligibility are available on the website and also in leaflet form (which can again be downloaded from the website and accessed by our staff through the electronic library). (See **http://www.cumbria.gov.uk/socialservices/services_adults/assess.asp**)

Councils should also bear in mind the cross-cutting requirements for content management. Cumbria County Council implemented the Tridion Content Management System in September 2003. From September

					2003, the Cumbria Social Services website has been maintained by Cumbria Social Services staff using Tridion.
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Amber 04/05/2004	Amber 04/05/2004	Green 31/12/2005	Green 31/12/2005	Cumbria County Council :Social services recently launched the self-referral online request for service. This service enables members of the public and professional from other agencies to apply for s ervices over the internet. The online forms are easy to complete and is available 24 hours a day, 365 days a year. The service is fully compliant with the national assessment frameworks for both children and adults. It makes local access to social services easier for the people of cumbria. Mobile working is currently being piloted within the social services children's service as part of the ICS exemplar project as well as the financial as part of the NOMAD national project.
G16 Systems to support joined-up working on children at risk across multiple agencies.	Green 01/09/2004	Green 01/09/2004	Green 01/09/2004	Green 01/09/2004	Cumbria County Council : Cumbria is piloting ICS exemplar forms as part of the national project.
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber 22/11/2004	Green 30/12/2004	Green 30/12/2004	Green 30/12/2004	Cumbria County Council :Mobile technology is currently being deployed within Social Services as part of the NOMAD National Project. It is expected to deal with 6000 assessment per year.
E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).					
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 01/04/2001	Green 01/04/2001	Green 01/04/2001	Green 01/04/2001	Complete
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber 20/12/2004	Amber 20/12/2004	Green 31/12/2005	Green 31/12/2005	Due for completion in May 05 as part of the DWP project. Members have these facilities already.
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Green 01/02/2001	Green 01/02/2001	Green 01/02/2001	Green 01/02/2001	Complete , with policy being revised as part of the DWP project.
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Green 01/02/2004	Green 01/02/2004	Green 01/02/2004	Green 01/02/2004	All staff have the opportunity to be trained to the relevant NVQ level as part of their personal development training assessment.
E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.					

R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Amber 01/11/2004	Amber 01/11/2004	Green 31/05/2005	Green 31/05/2005	To be rolled out as part of the Cumbria Information Hub project.
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 01/11/2004	Green 01/11/2004	Green 01/11/2004	Green 01/11/2004	Immediacy Content Management system installed.
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see **www.pro.gov.uk/about/foi/map-local.rtf**).	Amber 01/06/2004	Amber 01/06/2004	Green 01/04/2005	Green 01/04/2005	Scheduled as part of the Freedom of Infomation(FOI) project plan.
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see **www.w3.org/WAI**).	Green 01/08/2004	Green 01/08/2004	Green 01/08/2004	Green 01/08/2004	Already compliant at AA level and working towards AAA.
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see **www.egifcompliance.org** & **www.govtalk.gov.uk**).	Amber 01/04/2002	Amber 01/04/2002	Green 01/04/2005	Green 01/04/2005	Compliant for e-GIF and working towards the e-GMS standard.
E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.					
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Red 01/02/2004	Amber 01/01/2005	Green 31/12/2005	Green 31/12/2005	
R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Green 01/01/2003	Green 01/01/2003	Green 01/01/2003	Green 01/01/2003	Currently using a product called Webtrends to prvide this information.
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 01/02/2004	Green 01/02/2005	Green 01/02/2005	Green 01/02/2005	This will arise out of the performance management element of the Council's CCC project where channel migration is one of the benefits to be realised.

Criterion	Status 1	Status 2	Status 3	Status 4	Comments
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Red 01/02/2004	Amber 01/02/2005	Green 31/12/2005	Green 31/12/2005	Will look to adopt as part of Content Management System rollout.
E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings.	Performance Management targets are being set up within the newly established corporate Customer Services Team. This is a key measure for the team.				
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Green 13/12/2004	Green 13/12/2004	Green 13/12/2004	Green 13/12/2004	CRM has been installed - and is being further developed during the coming year.
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Green 13/12/2004	Green 13/12/2004	Green 13/12/2004	Green 13/12/2004	Standard for all implemented web forms – and future web forms. Will be applied to e-mail access channel as standard in June.
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Amber 01/02/2004	Amber 01/02/2004	Green 01/06/2005	Green 01/06/2005	Part of CRM roll-out scheduled for June 2005
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Amber 01/02/2004	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Capita Direct CRM software and Metastorms e-works are to used for general enquiry's in the short term. By March 2006, this will be replaces by the inherent workflow facilities in Capita Direct CRM
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Red 31/05/2004	Red 31/05/2004	Amber 01/04/2005	Green 01/01/2006	Project to provide such a service centrally from within Customer Services and linked to the back Office through the Councils strategic electronic forms and workflow packages will commence the first quarter of 05
E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology.					

Section 2 - Change Management (self-assessment)

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

Change Management Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757):					
i) Member & officer e-champions	Green 01/06/2003	Green 01/06/2003	Green 01/06/2003	Green 01/06/2003	The importance of the e-champion was recognised by assigning these roles at an appropriate level within the Council . The Member e-champion is at Portfolio level and Officer e-champion is at Executive Director level.
ii) e-government programme manager	Green 01/05/2001	Green 01/05/2001	Green 01/05/2001	Green 01/05/2001	Reflecting the technical nature of the e-government programme the programme manager is the Head of ICT
iii) customer services management	Green 01/11/2002	Green 01/11/2002	Green 01/11/2002	Green 01/11/2002	The Council recognised the importance of Customer Services during a reorganisation in November 2002 by creating a new Customer Service Unit and a creating the new post of Customer Services Manager.
Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning.	Red	Red	Red	Red	The staff involved in the key functions detailed above all regulalry attend the appropriate regional events organised by those organisations and suppliers involved developing and dissemenating the Governments e-government programme.
Establishment of an e-delivery programme board	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004	Thc Council has created an Information Strategy Group which bring together both Information and ICT Management at a Corporate level. The group is led at the Executive Director and controls all aspects of ICT and e-government development
Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme.	Amber 01/06/2004	Amber 01/06/2004	Green 01/04/2005	Green 01/04/2005	Has been recognised within the Authority. A core group have attained Prince 2 practitioner qualifications with members of the Corporate Management Team attaining Foundation Level. This is the first step of a planned program to embed Prince 2 in the culture of the organisation
Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures.	Green 01/06/2003	Green 01/06/2003	Green 01/06/2003	Green 01/06/2003	Risk Management methodology has been adopted across all areas of the Council work and now forms part of the culture of the organisation - not just in the area of e-government.
Use of customer consultation/research to inform development of corporate e-government strategy.	Amber 01/06/2004	Amber 01/06/2004	Green 01/06/2005	Green 01/06/2005	The requirements of the e-government startegy have been largely driven by central government to date. Citizen consultation have started to be more focused in this area. The development of the Counci's Customer

					Contact Centre should start to provide a better picture of how & why the customer contacts us.
Establishment of policy for addressing social inclusion within corporate e-government strategy.	Red	Red	Red	Red	Carlisle achieved a "Good" rating during the recent Audit Commission inspection on Customer Access. This is an indicator that social inclusion is inherent in its' e-government programme though this needs to be formalised.
Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004	A new post of Information Officer has been specifically created to deal with exactly these issues.
Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see **http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf** & **http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf**).	Red	Red	Red	Red	The Council has not considered this yet.
Establishment of partnerships for the joint (aggregated) procurement of broadband services.	Amber 01/06/2004	Amber 01/06/2004	Green 01/10/2005	Green 01/10/2005	Carlisle is the Cumbrian District Council Board representative on the Cumbrian ICT Broadband Initiative which is implementing Project Acess. Project Access is a £20M NWDA project aimed at providing broadband to 95% of Cumbrians
Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) (see **http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf**).	Red	Red	Red	Red	The Council view is that it's needs to establish it's e-government programme before engaging with intermediaries. However, through its links with the Cumbria Information Hub, potential partners will find it comparatively easy link to Council services in the future.
Compliance with BS 7799 on information security management.	Red	Red	Red	Red	It is not currently part the Council's IT Strategy to implement BS 7799
Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives.	Green 01/10/2004	Green 01/10/2004	Green 01/10/2004	Green 01/10/2004	As part of the implementation of CRM, the Council has created a formal Benefits Realisation Strategy.
Completion of mapping of BVPI 157 services against approved security levels (0-3) (see **http://www.authentication.org.uk/levels.asp** & **http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc**).	Red	Red	Red	Red	The Council has not started work on this yet

Planned compliance to HMG Security and authentication frameworks (see **http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc** & **http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc** & **http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc** & **http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc** & **http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc**).	Red	Red	Red	Red	The Council has not yet adopted a position on this yet.
Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see **www.tscheme.org**).	Red	Red	Red	Red	The Council has not yet decided if this is a route it wants to go down
Use of Government Gateway (see **http://www.gateway.gov.uk**) to support:					
i) personalisation & registration for services categorised at security level 0	Red	Red	Red	Red	Awaiting ODPM information concerning a Government Connect Prospectus
ii) citizen & business authentication for services for services categorised at security levels 1-3	Red	Red	Red	Red	Awaiting ODPM information concerning a Government Connect Prospectus
iii) authentication of employees for cross-agency services	Red	Red	Red	Red	Awaiting ODPM information concerning a Government Connect Prospectus
iv) corporate approach to collection of e-payments	Red	Red	Red	Red	Awaiting ODPM information concerning a Government Connect Prospectus
v) cross agency secure transactions (Government to Government)	Red	Red	Red	Red	Awaiting ODPM information concerning a Government Connect Prospectus
Government Gateway (see **http://www.gateway.gov.uk**) back office connection in place (Department Interface Server).	Red	Red	Red	Red	Still determing those transactions which would require connection to the Government Gateway. The Cumbria Information Hub project may identify, and effect, transactions of this type.
Connection to Directgov (see **http://www.direct.gov.uk**) from corporate website and partnership portal(s)	Red	Red	Red	Red	Complete

Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm)	Green 01/10/2004	Green 01/10/2004	Green 01/10/2004	Green 01/10/2004	Complete
Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)	Green 01/12/2004	Green 01/12/2004	Green 01/12/2004	Green 01/12/2004	Complete
Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk)	Amber 01/04/2004	Amber 01/04/2004	Green 01/12/2005	Green 01/12/2005	Connected at Level 1 and looking to move to Level 3 after essential infrastructure improvements
Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa)	Red	Red	Red	Red	Although not a District Council function, work on the Cumbria Information Hub will enabale this sector to connect to such a service when made available by the County Council

Section 3 - BVPI 157

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

BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	Actual			Forecast	
		2001/2	2002/3	2003/4	2004/5	2005/6
		🔑	🔑	🔑	🔑	🔑
Providing information: **Total types of interaction e-enabled** **e-enabled**	94%	0 0	0 0	195 71.43	273 100.00	273 100.00
Collecting revenue: **Total types of interaction e-enabled** **e-enabled**	87%	0 0	0 0	15 39.47	30 78.95	38 100.00
Providing benefits & grants: **Total types of interaction e-enabled** **e-enabled**	78%	0 0	0 0	12 30.77	20 51.28	39 100.00
Consultation: **Total types of interaction e-enabled** **e-enabled**	86%	0 0	0 0	78 54.17	110 76.39	144 100.00
Regulation (such as issuing licenses): **Total types of interaction e-enabled** **e-enabled**	76%	0 0	0 0	67 72.04	85 91.40	93 100.00
Applications for services: **Total types of interaction e-enabled** **e-enabled**	83%	0 0	0 0	189 78.75	210 87.50	240 100.00
Booking venues, resources & courses: **Total types of interaction e-enabled** **e-enabled**	78%	0 0	0 0	74 86.05	80 93.02	86 100.00

Paying for goods & services: **Total types of interaction e-enabled** **e-enabled**	**80%**	**0** **0**	**0** **0**	**42** **48.84**	**67** **77.91**	**86** **100.00**
Providing access to community, professional or business networks: **Total types of interaction e-enabled** **e-enabled**	**82%**	**0** **0**	**0** **0**	**46** **46.94**	**82** **83.67**	**98** **100.00**
Procurement: **Total types of interaction e-enabled** **e-enabled**	**73%**	**0** **0**	**0** **0**	**1** **50.00**	**1** **50.00**	**2** **100.00**
TOTAL **Total types of interaction e-enabled** **% e-enabled**	**86%**	**0** **0 %**	**0** **0 %**	**719** **65.42 %**	**958** **87.17 %**	**1099** **100.00 %**

Section 4 - Access Channel Take-Up

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

	Actual ('000s)	Forecast ('000s)				Comment
E-enablement + Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08	
Local Service Websites						
● Page impressions (annual)	400	650	800	900	900	The ability to notify of address change will become available on the web site during the first quarter of the coming year.
● Unique users, i.e. separate individuals visiting website (annual)	30	40	60	70	80	
● Number of e-enabled payment transactions accepted via website	1.4	2.7	5	7	7	
● Number of change of address notifications accepted via website	0	0.1	1.2	1.7	1.7	
Telephone *(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)*						
● Number of e-enabled payment transactions accepted by telephone	4	7.5	9	10	12	
● Number of change of address notifications accepted via telephone	4	4.7	4.7	4.7	4.7	
Face To Face *(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)*						
● Number of e-enabled payment transactions accepted via personal contact	1	1	1	1	1	
● Number of change of address notifications accepted via personal contact	2.5	2.1	2	2	2	
Other Electronic Media *(e.g. BACS, text messaging)*						

● Number of e-enabled payment transactions accepted via BACS or other electronic form	240	252	252	252	252
● Number of change of address notifications accepted via other electronic media	0	0	0	0	0
Non Electronic (e.g cash office, post)					
● Number of payments accepted by cheque or other non-electronic form	183	145	135	125	115
● Number of change of address notifications accepted via non-electronic form	5.5	5.2	4	3.5	3.5

Section 5 - Local e-Government Implementation Expenditure

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

	Actual (£'000s)	Forecast (£'000s)				Comment
Programme Resources	01/02 to 03/04	04/05	05/06	06/07	07/08	
• IEG capital grant	400	350	150			
• **your council's nominal pro rata share of** ODPM Local e-Government Partnership Programme capital grant allocated in your area	0	0	0	0	0	This funding is administered through NWeGG
• financial contribution from public-private partnerships	0	0	0	0	0	No public private partnerships currently exist.
• resources being applied from internal revenue and capital budgets to implement e-government	260	922	505	211	120	These figures are determined from the Council's capital programme
• other resources (e.g. training) (please specify)	30	30	30	30	30	We estimate that approximately one years officer time is spent every year over and above normal duties in implementing the Council's e-government programme.
• ODPM e-Innovations Fund capital grant	0	0	0	0	0	Partnership bids to the e-Innovations fund have been unsuccessful.
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	73	79	0	0	0	£79k represents one eighth partnership share of the £1.3M ISB4 Connected Cumbria Hub project.
TOTAL	**763**	**1381**	**685**	**241**	**150**	

Section 6 - Local e-Government Programme Efficiency Gains

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

Efficiency Gains	Actual	Forecast (£'000s)				Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
a) Cash Releasing Efficiency Gains						
e-Procurement, of which:						
● achieved through reductions in prices		20	20	20	20	An immediate saving for cenrtalised procurement of IT as a result of the corporate ICT group being set up (See change management). However forcast to be higher arising from the work of the e-procurement/change management work commencing in Jan 05.
● other gains from e-procurement		0	0	0	0	The effective collection rate has risen (i.e. cash is collected quicker) as a result of introducing e-procurement though this has to be quantified
Corporate support (back office), of which:						
● e-recruitment		0	5	5	5	Consideration is being given to set up an on-line recruitment web site during the coming year.
● e-payments		54	54	54	54	Mainly arising from the reduction of cashiers (3 posts) as a result of moving to noncash payments
● Other corporate support gains		0	0	0	0	
Transactional services		18	18	18	18	Due to the consolidation of customer service operations as a result setting up Carlisle's Customer Contact Centre
Productive time		0	0	0	0	As a result of back office professionals not having to deal directly with th public as often since the creation of the Customer Contact Centre there will have been productivty gains - though these have still to be quantified.
Sub total (a) cash releasing efficiency gains)	**0**	**92**	**97**	**97**	**97**	
b) Non Cash Releasing Efficiency Gains						

non-cash benefits (1) please specify		0	0	0	0	Centralisation customer information and performance management will have resulted in savings in compiling these figures as well as improving their accuracy - but again these have still to be quantified
non-cash benefits (2) please specify		0	0	0	0	
Sub total (b) non cash releasing efficiency gains)	**0**	**0**	**0**	**0**	**0**	
TOTAL EFFICIENCY GAINS - GROSS	**0**	**92**	**97**	**97**	**97**	
LESS e-government implementation expenditure	**763**	**1381**	**685**	**241**	**150**	
TOTAL EFFICIENCY GAINS - NET	**-763**	**-1289**	**-588**	**-144**	**-53**	