

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 MID TERM (IEG4.5)

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

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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 tranche 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 of 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.

Following the floods that devastated Carlisle on the 7th January the Contact Centre in the Civic Centre along with a great deal of Hardware Infrastructure was destroyed. This has delayed our E-government plans to date , as we attempt to re-instate the position as at November 2004. This delay is reflected in the current submission. It is estimated that the re-establishment of the Contact Centre and CRM from which many service modernisation initiatives arise has been set back nearly nine months.

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.

The Connected Cumbria Information Hub was launched on the 29th June 2005.

Section 1 - Priority Outcomes (self-assessment)

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

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Red 01/10/2004	Red 01/10/2004	Amber 11/11/2005	Green 31/03/2006
Comment: 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.	Green 01/03/2005	Green 01/03/2005	Green 01/03/2005	Green 01/03/2005
Comment: This is achieved by deep-linking into Cumbria County Council's web-site from our web-site.				
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
Comment: Cumbria County Council :We have the Capita's EMS online admissions software. We are currently in the planning stages.				
If already 'green' on R1, R2 & G1 above please comment on E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.	Comment:			
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Green 01/05/2005	Green 01/05/2005	Green 01/05/2005	Green 01/05/2005
Comment: Delivered through Connected Cumbria Information Hub ISB4 Project which was launched 29th June 2005.				
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
Comment: Cumbria County Council :Complete (delivered by hosted web mail service). 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
Comment: This initiative is being progressed through rollout of the Council's Content Management System.				
If already 'green' on R3, R4 & G2 above please comment on E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. Otherwise you may leave this row blank.	Comment:			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 01/01/2005	Green 01/01/2005	Green 01/01/2005	Green 01/01/2005
Comment: 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 01/03/2005	Green 01/03/2005	Green 01/03/2005	Green 01/03/2005
Comment: 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 31/12/2005	Green 31/12/2005
Comment: The E-citizen Consultation module of the Capita CRM system is scheduled to be deployed in the first half of 2005. **** Due to the flooding that devastated Carlisle in January this has been delayed.				
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
Comment: Council has the ability to record and webcast events and meetings of significance.				
If already 'green' on R5, R6, G3 & G4 above please comment on E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. Otherwise you may leave this row blank.	Comment:			
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	Amber 01/02/2004	Green 31/12/2005	Green 31/12/2005
Comment: To be introduced as part of the Council's CRM system, utilising Electronic Forms & Workflow. **** Due to the flooding that devastated Carlisle in January this has been delayed.				
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
Comment: Complete				
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment: Intranet usage now live with public access by the end of the year.				
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Amber 10/06/2005	Amber 10/06/2005	Green 15/12/2005	Green 15/12/2005
Comment: 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
Comment: Continuing development of Lalpac Licensing Package and Electronic Forms.				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R7, R8, G5, G6 & G7 above please comment on</p> <p>E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: Targets still to be set</p>			
<p>R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.</p>	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
	<p>Comment: Complete</p>			
<p>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).</p>	Amber 13/12/2004	Amber 13/12/2004	Green 31/12/2005	Green 31/12/2005
	<p>Comment: Primarily to be controlled via the Corporate CRM and linked to back office information systems.</p>			
<p>G9 Regional co-operation on e-procurement between local councils.</p>	Amber 01/03/2005	Amber 01/03/2005	Green 31/12/2005	Green 31/12/2005
	<p>Comment: Corporate procurement group established whose remit covers joint and e-procurement</p>			
<p>If already 'green' on R9, G8 & G9 above please comment on</p> <p>E5 Access to virtual e-procurement 'marketplace';</p>	<p>Comment:</p>			
<p>E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;</p>	<p>Comment:</p>			
<p>E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).</p> <p>Otherwise you may leave these rows blank.</p>	<p>Comment:</p>			
<p>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).</p>	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003
	<p>Comment: complete</p>			
<p>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.</p>	Amber 01/10/2004	Amber 01/10/2004	Green 31/10/2005	Green 31/10/2005
	<p>Comment: Will be available through Public Direct Modules as part of the Council's rollout of CRM in March 2005. **** Due to the flooding that devastated Carlisle in January this has been delayed by at least 6 months.</p>			
<p>G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.</p>	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004
	<p>Comment: Reduced staffing costs.</p>			
<p>G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.</p>	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	<p>Comment: In conjunction with the supplier will be available in April 2005</p>			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
If already 'green' on R10, R11, G10 & G11 above please comment on E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	Comment:			
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment: Not under consideration at the moment.			
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment: 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
	Comment: 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
	Comment: 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
	Comment: 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.			
If already 'green' on R12, R13 & G12 above please comment on E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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
	Comment: 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
	Comment: 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	Amber 13/12/2004	Amber 13/12/2004
	Comment: To be delivered via Electronic forms and linked to the Corporate CRM system. **** Due to the flooding that devastated Carlisle in January this has been delayed.			
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 31/12/2006
	Comment: Cumbria County Council : Project commissioned with Capita. Expected to be complete by 31/12/2005.			
If already 'green' on R14, R15, G13 & G14 above please comment on E12 Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:			
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
	Comment: Delivered through Corporate CRM system and access to legacy systems, with plans for full integration in June 2005. **** Due to the flooding that devastated Carlisle in January this has been delayed.			
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.	Amber 01/06/2005	Amber 01/06/2005	Green 31/12/2005	Green 31/12/2005
	Comment: 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
	Comment: Part of the Home Working initiative detailed in a DWP bid.			
If already 'green' on R16, R17 & G15 above please comment on E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	Comment:			
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. Otherwise you may leave these rows blank.	Comment:			

Section 2 - Change Management (self-assessment)

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

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> 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
	Comment: 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
	Comment: 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
	Comment: 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.			
<ul style="list-style-type: none"> 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 	Amber 01/06/2004	Amber 01/06/2004	Green 31/12/2005	Green 31/12/2005
	Comment: The staff involved in the key functions detailed above all regularly attend the appropriate regional events organised by those organisations and suppliers involved developing and disseminating the Governments e-government programme.			
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004
	Comment: The 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			
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme 	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005
	Comment: 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			






Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> 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
	Comment: 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.			
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 01/06/2005	Green 01/06/2005	Green 01/06/2005	Green 01/06/2005
	Comment: The requirements of the e-government strategy have been largely driven by central government to date. Citizen consultation have started to be more focused in this area. The development of the Council's Customer Contact Centre should start to provide a better picture of how & why the customer contacts us.			
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Amber 01/06/2004	Amber 01/06/2004	Green 31/12/2005	Green 31/12/2005
	Comment: 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.			
<ul style="list-style-type: none"> 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
	Comment: A new post of Information Officer has been specifically created to deal with exactly these issues.			
<ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer 	Amber 01/03/2004	Amber 01/03/2004	Green 31/12/2005	Green 31/12/2005
	Comment: The Council has not considered this yet.			
<ul style="list-style-type: none"> 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
	Comment: Carlisle is the Cumbrian District Council Board representative on the Cumbrian ICT Broadband Initiative which is implementing Project Access. Project Access is a £20M NWDA project aimed at providing broadband to 95% of Cumbrians			
<ul style="list-style-type: none"> Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal) 	Amber 01/12/2004	Amber 01/12/2004	Amber 01/12/2004	Green 31/03/2006
	Comment: 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.			
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Red 01/01/2009	Red 01/01/2009	Red 01/01/2009	Red 01/01/2009
	Comment: It is not currently part the Council's IT Strategy to implement BS 7799			
<ul style="list-style-type: none"> 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
	Comment: As part of the implementation of CRM, the Council has created a formal Benefits Realisation Strategy.			

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgs.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Amber 01/06/2005	Green 31/08/2005	Green 31/08/2005	Green 31/08/2005
Comment: The Council has signed up to an expression of interest for Government Connect, and is taking parting a pilot through the ESD Toolkit.				
<ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Amber 01/06/2005	Amber 01/06/2005	Amber 01/06/2005	Green 31/03/2006
Comment: As Above				
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Red 01/06/2005	Red 01/06/2005	Red 01/06/2005	Red 01/06/2005
Comment: The Council has not yet decided if this is a route it wants to go down				
<ul style="list-style-type: none"> Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp) iv) citizen & business authentication for services for services categorised at security levels 0-3 v) registration & authentication of employees for internal and cross-agency services vi) corporate approach to collection of e-payments vii) cross agency secure transactions (Government to Government) viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place) 				
i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account	Red 01/06/2005	Red 01/06/2005	Red 01/06/2005	Red 01/06/2005
Comment: Awaiting developments in Government Connect				
ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect	Amber 01/11/2004	Amber 01/11/2004	Green 31/12/2005	Green 31/12/2005
Comment: Proposed to be delivered through our CCC project.				
iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp)	Amber 01/04/2005	Amber 01/04/2005	Green 31/12/2005	Green 31/12/2005
Comment: This is to be delivered as part of Connected Cumbria Information Hub				
iv) citizen & business authentication for services for services categorised at security levels 0-3	Red 01/01/2005	Amber 31/08/2005	Amber 31/08/2005	Green 31/03/2006
Comment: Awaiting developments in Government Connect				
v) registration & authentication of employees for internal and cross-agency services	Red 01/01/2005	Amber 31/08/2005	Amber 31/08/2005	Green 31/03/2006
Comment: Awaiting developments in Government Connect				
vi) corporate approach to collection of e-payments	Green 01/04/2003	Green 01/04/2003	Green 01/04/2003	Green 01/04/2003
Comment: New Income management system installed in 2003.				
vii) cross agency secure transactions (Government to Government)	Red 01/08/2005	Red 01/08/2005	Red 01/08/2005	Red 01/08/2005
Comment: Awaiting developments in Government Connect				
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Red 01/08/2005	Red 01/08/2005	Red 01/08/2005	Red 01/08/2005
Comment: Awaiting developments in Government Connect				
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/08/2005	Red 01/08/2005	Red 01/08/2005	Red 01/08/2005
Comment:				

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/04/2005	Amber 01/08/2005	Amber 01/08/2005	Green 31/03/2006
Comment: Awaiting developments in Government Connect				
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/04/2005	Amber 01/08/2005	Amber 01/08/2005	Green 31/03/2006
Comment: Expressed Interest and awaiting developments.				
• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Red 01/04/2005	Amber 01/08/2005	Amber 01/08/2005	Green 31/03/2006
Comment: Still determining 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)	Green 01/01/2005	Green 01/01/2005	Green 01/01/2005	Green 01/01/2005
Comment: 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
Comment: 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
Comment: 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
Comment: 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 01/06/2005	Red 01/06/2005	Red 01/06/2005	Red 01/06/2005
Comment: Although not a District Council function, work on the Cumbria Information Hub will enable 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 of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	Actual				Forecast
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: • Total types of interaction e-enabled • % e-enabled	94 %	• 0 • 0.00 %	• 0 • 0.00 %	• 195 • 71.43 %	• 273 • 100.00 %	• 273 • 100.00 %
Collecting revenue: • Total types of interaction e-enabled • % e-enabled	87 %	• 0 • 0.00 %	• 0 • 0.00 %	• 12 • 70.59 %	• 13 • 76.47 %	• 17 • 100.00 %
Providing benefits & grants: • Total types of interaction e-enabled • % e-enabled	78 %	• 0 • 0.00 %	• 0 • 0.00 %	• 12 • 31.58 %	• 20 • 52.63 %	• 38 • 100.00 %
Consultation: • Total types of interaction e-enabled • % e-enabled	86 %	• 0 • 0.00 %	• 0 • 0.00 %	• 78 • 55.32 %	• 110 • 78.01 %	• 141 • 100.00 %
Regulation (such as issuing licenses): • Total types of interaction e-enabled • % e-enabled	76 %	• 0 • 0.00 %	• 0 • 0.00 %	• 54 • 88.52 %	• 54 • 88.52 %	• 61 • 100.00 %
Applications for services: • Total types of interaction e-enabled • % e-enabled	83 %	• 0 • 0.00 %	• 0 • 0.00 %	• 135 • 74.18 %	• 140 • 76.92 %	• 182 • 100.00 %
Booking venues, resources & courses: • Total types of interaction e-enabled • % e-enabled	78 %	• 0 • 0.00 %	• 0 • 0.00 %	• 65 • 85.53 %	• 65 • 85.53 %	• 76 • 100.00 %
Paying for goods & services: • Total types of interaction e-enabled • % e-enabled	80 %	• 0 • 0.00 %	• 0 • 0.00 %	• 42 • 56.76 %	• 50 • 67.57 %	• 74 • 100.00 %
Providing access to community, professional or business networks: • Total types of interaction e-enabled • % e-enabled	82 %	• 0 • 0.00 %	• 0 • 0.00 %	• 46 • 46.94 %	• 46 • 46.94 %	• 98 • 100.00 %
Procurement: • Total types of interaction e-enabled • % e-enabled	73 %	• 0 • 0.00 %	• 0 • 0.00 %	• 1 • 50.00 %	• 1 • 50.00 %	• 2 • 100.00 %
Total: • Total types of interaction e-enabled • % e-enabled	86 %	• 0 • 0.00 %	• 0 • 0.00 %	• 640 • 66.53 %	• 772 • 80.25 %	• 962 • 100.00 %

Section 4 - Access Channel Take-Up

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

	Actual		Forecast		
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	400,000	650,000	800,000	900,000	900,000
• Unique users, i.e. separate individuals visiting website (annual)	30,000	40,000	60,000	70,000	80,000
• Number of e-enabled payment transactions accepted via website	1,400	2,700	5,000	7,000	7,000
• Number of change of address notifications accepted via website	0	100	1,200	1,700	1,700
	Comment: The ability to notify of address change will become available on the web site during the first quarter of the coming year. **** Due to the flooding that devastated Carlisle in January this has been delayed.				
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	4,000	7,500	10,000	11,000	12,000
• Number of change of address notifications accepted via telephone	4,000	4,700	4,700	4,700	4,700
	Comment:				
Face To Face (i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)					
• Number of e-enabled payment transactions accepted via personal contact	1,000	1,000	1,000	1,000	1,000
• Number of change of address notifications accepted via personal contact	2,500	2,100	2,000	2,000	2,000
	Comment:				
Other Electronic Media (e.g. BACS, text messaging)					
• Number of e-enabled payment transactions accepted via BACS	200,000	240,000	252,000	260,000	260,000

	Actual		Forecast		
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
• Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	100	100	200
• Number of change of address notifications accepted via other electronic media	100	100	100	200	200
	Comment:				
Non Electronic (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	183,000	145,000	135,000	125,000	115,000
• Number of change of address notifications accepted via non-electronic form	5,500	5,200	4,000	3,500	3,500
	Comment:				

Section 5 - Local e-Government Implementation Expenditure

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

	Backward Look (£)		Forward Look (£)		
Programme Resource	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment:				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	Comment: The Support & Capacity Programme grants were not accessed				
• 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
	Comment: This funding is administered through NWeGG				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment: No public private partnerships currently exist.				
• resources being applied from internal revenue and capital budgets to implement e-government	260,000	922,000	505,000	211,000	120,000
	Comment: These figures are determined from the Council's capital programme				
• other resources (e.g. training) (please specify)	30,000	30,000	30,000	30,000	30,000
	Comment: 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
	Comment: 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	73,000	79,000	0	0	0
	Comment: £79k represents one eighth partnership share of the £1.3M ISB4 Connected Cumbria Hub project.				
TOTAL	763,000	1,381,000	685,000	241,000	150,000

Section 6 - Local e-Government Programme Efficiency Gains

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

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	0	0	0	0	5,000	5,000	5,000	5,000
	Comment: It is intended to introduce web based recruitment with the implementation of the new payroll/personnel system							
• e-payments	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
	Comment: Realised as a move from reducing face to face payments to payment methods by other means							
• corporate services efficiencies not covered above	0	0	12,500	12,500	12,500	12,500	12,500	12,500
	Comment: Rationalisation of IT server & computer printing as a move towards paperless office etc.							
e-Procurement, of which:								
• Service specific	0	0	0	0	0	0	0	0
	Comment: No specific savings on a service basis identified. Procurement savings are chiefly coordinated at the corporate level							
• Cross-cutting e-procurement efficiencies not covered above	50,000	50,000	70,000	70,000	70,000	70,000	70,000	70,000
	Comment: Largely achieved as a result of the implementation of electronic ordering system (Orbit) to monitor and control purchases to ensure accordance with the Council's procurement strategies							
Productive time, of which:								
• Service specific	0	0	7,000	7,000	14,000	14,000	21,000	21,000
	Comment: Pilot of homeworking in Revenues and Benefits this year will be rolled out through the rest of the Authority in coming years							

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
<ul style="list-style-type: none"> • Cross-cutting productive time efficiencies not covered above 	33,000	33,000	52,000	19,000	71,000	19,000	90,000	19,000
	Comment: Chiefly arising from the transfer of resources into the customer service frontline operation and the overall saving of one post. It is anticipated further transfers will take place in the coming years as more services are relocated across in subsequent phases of the customer contact centre project							
Transactions	15,000	15,000	20,000	15,000	40,000	20,000	60,000	25,000
	Comment: Upon completion of the flood delayed customer contact centre it is the intention to use the Capita CRM's built-in functions to promote the e-citizen channels to realise these savings. We've estimated that £20k of transactions could be transferred to the web site each year with a cash saving conversion of 25%. Additionally the Cumbria Information Hub will field County wide and other agency transactions.							
Miscellaneous efficiencies not covered above	0	0	10,000	5,000	20,000	15,000	30,000	15,000
	Comment: The deployment of mobile computing will ensure more effective working by staff in the future. Additionally, the introduction of new VOIP telephone systems also trigger savings.							
TOTAL EFFICIENCY GAINS - GROSS	152,000	152,000	225,500	182,500	286,500	209,500	342,500	221,500
LESS e-government implementation expenditure	1,381,000		685,000		241,000		150,000	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	-1,229,000		-,459,500		45,500		192,500	