



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 (IEG5)

"Meeting the targets for e-government"

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Local Context

Allerdale Borough Council recognises the importance of the eGovernment agenda in:

- Improving the quality of, access to, and efficiency of our services
- Providing value for money

A key element of our eGovernment programme has been the development of a new Customer Service Strategy linked to our vision 'Allerdale - a great place to live, work and visit'.

Some key elements of the Customer Services Strategy include:

- Placing the customer at the heart of everything the Council does.
- Providing a choice of access channels that conveniently suit the customer's needs.
- Taking ownership of all requests for service and issues.
- Getting things right first time.
- Delivering continuity and consistency of service.
- Adequately trained and supported staff that are empowered to take control.
- Taking customer consultation seriously, and feeding the results back into the service improvement process
- Being honest and open.

Following the appointment of a strategic manager with responsibility for customer service the organisational structure is moving towards a 'customer-centric' front office approach to delivering services. We aim to resolve at least 75% of transactions at the initial point of contact, and will ensure that issues passed to back office teams are fully managed and owned.

ABC recognises the important role that the eGovernment agenda and programme will play in helping us achieve efficiency savings in line with the Gershon report. We have completed a process mapping project across the organisation and have embarked on a redesign project, to reengineer and in some cases eliminate current working practices, and to support our Customer Service Centre project.

ABC is committed to improve the accessibility of services to all our customers through a range of channels, predominantly Internet, telephone, and face to face through our customer service centres.

On-line access to services has a key role to play, not just by delivering direct to customers via the Internet, but in providing our staff with the information tools they require to assist the public via more traditional channels. Our website provides customers with access to a full

range of services, and in conjunction with our intranet provides our staff with an invaluable information resource.

It is worthy of note that the last SOCITM 'Better Connected' report noted Allerdale's website as nearly achieving the transactional status at that time. We are confident that we have now achieved transactional status.

Significant progress has been made throughout the IEG programme towards providing the infrastructure necessary to enable us to deliver the improvements and efficiencies we require.

We have undertaken a programme to renew and upgrade back-office systems including Revenues and Benefits, Land and Property (planning, building control, land charges and environmental health), Licensing (in-line with changing legislation), Finance and Contract/Environmental services. New systems implemented include Electronic Payments, Decriminalised Parking Enforcement, Democratic Services and Citizen Authentication.

In 2005/06 significant focus is being given to implementing key enablers and corporate systems including:

- The Corporate Gazetteer has been implemented which underpins core land & property systems such as planning, building control and land charges. Further integration with other core systems will be undertaken as we move forward.
- We are currently undertaking a project in partnership with Carlisle City Council to procure and implement a replacement telephony solution across both Council's which will improve functionality, provide much needed management information, reduce ongoing revenue costs and fundamentally allow Allerdale Borough Council to implement telephone based customer service centres.
- Partnership working on a CRM system, in support of our customer services strategies, is currently being explored with Eden District Council (based on GC Exchange – LGOL.NET technologies) and other Cumbria councils. We have allocated substantial resource to ensure rapid progress with this project.
- We have developed a corporate document management strategy and are currently in the latter stages of a European procurement. Our document management solution will also be crucial in supporting our customer service centre staff and enabling further transactional services via our website.

The organisation has made significant investments in IT systems and infrastructure over and above that funded by LGOL grants. We have also worked within the West Cumbria Partnership to implement the LGOL funded web-based GIS and spatial database systems. ABC will engage with National Projects as appropriate to meet our requirements and needs, to enable us to take maximum advantage from their outputs and learning.

ABC is an active member of the Connected Cumbria Partnership and NWeGG.

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.

The governance of the partnership has recently been strengthened through the appointment of a Strategic Board, which guides and oversees the work of the Programme Board. The

Strategic Board includes Chief Officer and Member representation from across Cumbria. There is a commitment to funding for the partnership for the next three years.

Associate members of the partnership, invited to participate in the programme board include the Cumbria Broadband Initiative, the County Fire Service, Cumbria Constabulary, Cumbria Tourist Board (CTB), Cumbria Association 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, which has determined a programme 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 Cumbrian people 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.

The partnership has successfully acquired 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.

CCP has successfully delivered the Connected Cumbria Information Hub (CCIH) ISB4 project, and the www.connectedcumbria.info portal allowing County wide searching and access to services across all local authority websites, including deep linking to appropriate information and services. The Hub has been developed in partnership and is built on GC Exchange (LGOL.NET) infrastructure.

Further activities are underway to expand the number of pilot services offered through the Hub, and which could ultimately be rolled out across all authorities. These pilot services include provision of shared serve transactions between the two tiers of government in the county. Additionally, CCP are exploring the potential to expand the Hub beyond local authority boundaries to include the voluntary and possibly private sectors.

This project has provided a ground breaking example of sub-regional collaboration toward eGovernment targets, and also provides 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

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>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.</p>	Green 29/06/2005	Green 29/06/2005	Green 29/06/2005
	<p>Comment: This is a County Council function. Allerdale Borough Council (ABC) have implemented 'deep linking' to all Local Authority websites across both tiers of Government in Cumbria using the Directory of Services developed as part of the Connected Cumbria Information Hub (CCIH) ISB4 project. The searching and A-Z functionality went live on the www.connectedcumbria.info website on 29th June 2005. This project is being managed by the Connected Cumbria Partnership (CCP). This Priority Outcome is marked as green because the appropriate infrastructure is now in place and we are now awaiting the County Council to complete the project to implement the required functionality. County comment - County project planned for completion by 05/08/06.</p>		
<p>R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.</p>	Green 29/06/2005	Green 29/06/2005	Green 29/06/2005
	<p>Comment: As R1 above. County - Project complete as at June 2005.</p>		
<p>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</p>	Green 29/06/2005	Green 29/06/2005	Green 29/06/2005
	<p>Comment: As R1 above. County - County project planned for completion by 31/03/06.</p>		
<p>If already 'green' on R1, R2 & G1 above please comment on</p> <p>E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: This is a County Council function.</p>		
<p>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).</p>	Green 29/06/2005	Green 29/06/2005	Green 29/06/2005
	<p>Comment: As R1 above. The Connected Cumbria Information Hub has been developed in partnership by all Cumbrian authorities and utilises GC Exchange (LGOL-NET), Lucene and Excelsior technologies. The directory of services has been categorised according to the LGSL and local taxonomies. ABC is also planning to implement distributed customer service centres during 2005, as part of our new Customer Service Strategy.</p>		
<p>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.</p>	Green 10/03/2003	Green 10/03/2003	Green 10/03/2003
	<p>Comment: ABC is actively involved in the local Crime Reduction Partnership, and publishes appropriate information on the ABC website. Further information & links have been provided as appropriate as part of the Connected Cumbria Information Hub project. It is anticipated that we will implement secure mail once it becomes available as part of the Government Connect programme.</p>		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Green 10/03/2003	Green 10/03/2003	Green 10/03/2003
	Comment: ABC currently hosts websites for the Western Lake District tourist partnership, the 2005 World Mountain Running Championships, the Connected Cumbria Partnership and the National Decriminalised Parking Association. Each site includes the capability for management of content by these organisations with appropriate training provided. We will soon be assisting Keswick Museum and Maryport Regeneration with their own new websites. Further local organisation websites will be developed, and discussions are underway on the feasibility of a youth focussed website.		
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: This priority outcome will be addressed as part of our planned Customer Service Centres project subject to availability of appropriate resource.		
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
	Comment: Public access has been available for several years. A new system has also been implemented to support our Democratic Services department and improve the quality of information provided.		
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 30/08/2005	Green 30/08/2005	Green 30/08/2005
	Comment: A project has been completed, utilising enhanced functionality within our Democratic Services system, to provide Councillors with their own web pages.		
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Green 19/12/2005	Green 19/12/2005	Green 19/12/2005
	Comment: Citizens are able to subscribe to specific pages on ABC's www.allerdale.gov.uk website using the functionality in the Content Management System and Democratic Services System. Details of current and recent consultations are maintained on our website by our Performance Improvement Unit. ABC is also an active participant in the county wide 'Community Voice' citizen consultation panel website which includes online consultation via the www.haveyoursay.org.uk website. Planning information is available on the ABC website and new version of the Planning system has recently been implemented which provides enhanced consultation facilities, and integration with the Planning Portal. ABC is investigating the appropriate application of SMS to services.		
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Amber 01/10/2004	Amber 01/10/2004	Green 28/02/2006
	Comment: A webcam on the ABC website provides live updates on the progress of the Workington Town Centre Regeneration project, a major initiative for West Cumbria. The images from this camera will be used to produce a timelapse video, streamed from our website. Other initiatives will be introduced as appropriate.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R5, R6, G3 & G4 above please comment on</p> <p>E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.</p> <p>Otherwise you may leave this row blank.</p>	Comment:		
<p>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).</p>	Green 01/12/2005	Green 01/12/2005	Green 01/12/2005
	Comment: An upgraded Environmental Health system was introduced at the end of 2004. A project to implement a new Environmental services system is currently underway. This system will integrate with our existing electronic forms, (and the planned CRM), providing online reporting and tracking.		
<p>R8 Online receipt and processing of planning and building control applications.</p>	Green 01/08/2005	Green 01/08/2005	Green 01/08/2005
	Comment: A project to implement a new Land and Property system has been completed. This integrates with the Planning Portal & Submit-a-Plan services to allow on-line submission of applications. This includes payments and associated plans/drawings. We expect a full Pendleton points score for 31/12/2005.		
<p>G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.</p>	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
	Comment: A major programme of GIS work is underway, with some elements completed. Public access to our GIS mapping and location based information is now available. The range of information available will be extended, and will include a 'single view' of a property. Allerdale's local development plan was implemented on the Planning Portal in November 2004 with associated mapping.		
<p>G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.</p>	Green 29/06/2005	Green 29/06/2005	Green 29/06/2005
	Comment: This is not an area of responsibility for ABC. Access to, and sharing of, information is provided by the Connected Cumbria Information Hub project. County - An e-TSN project is underway with the current focus being on data cleansing.		
<p>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.</p>	Amber 01/11/2004	Amber 01/11/2004	Green 30/03/2006
	Comment: A new licensing system has been implemented to support new licensing legislation. The same system was implemented across Cumbria, to enable and encourage greater cooperation and joint working across agencies. The Connected Cumbria Partnership is currently looking to initiate a project on joint licensing. The Land & Property project also focused on developing closer integration between departments and systems in these areas.		
<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>	Comment:		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber 01/06/2004	Amber 01/06/2004	Green 31/03/2006
	Comment: A project is underway that has recently upgraded the financial system to a new web based eGIF compliant version. As part of this project a Purchase Order Processing module is being implemented in early 2006. The next phase is to introduce eProcurement.		
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 01/01/2005	Amber 01/01/2005	Amber 01/01/2005
	Comment: Our CRM system will provide unique identification for each business dealing with the council. Council contacts with businesses will be managed through the CRM. We are also looking for support in this area from national and regional projects in this area.		
G9 Regional co-operation on e-procurement between local councils.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: Joint procurement already takes place at the sub-regional (CCP) level. We will also be looking to participate in the County's on-going programme of eAuctions for appropriate contracts. ABC are leading on a local economy work stream as part of the Centre of Excellence programme.		
If already 'green' on R9, G8 & G9 above please comment on	Comment:		
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;	Comment:		
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	Comment:		
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green 01/09/2002	Green 01/09/2002	Green 01/09/2002
	Comment: ABC successfully implemented a full ePayment solution (online public Internet, internally assisted Intranet & Automated Telephone Payments) in 2002. This is for the full range of services including Parking Enforcement, Council Tax and Environmental Services. A pilot project to integrate our payment system with eForms has been successfully completed. This will provide for seamless application and payment for a wide range of Council services.		
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
	Comment: A new Revenues & Benefits system has been implemented that provides citizens with on-line authenticated access to relevant Council Tax information (including Balances & Statements). Authenticated access will also be provided to appropriate Business Rates services in early 2006.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber 01/11/2001	Amber 01/11/2001	Green 31/03/2006
	Comment: Appropriate Management Information reports were introduced as part of the ePayment system implementation that demonstrate a steady increase in the usage of these over usage of traditional cash payment methods. A Business Process Reengineering project is currently underway which is addressing Service Standards, Measurement & Take-up at a corporate level.		
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/09/2004	Amber 01/09/2004	Green 31/03/2006
	Comment: Direct Debit capabilities already exist for Council Tax & Business Rates customers. Further eBilling functionality will be introduced as part of the Revenues & Benefits implementation.		
If already 'green' on R10, R11, G10 & G11 above please comment on	Comment:		
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).	Comment:		
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment:		
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 29/06/2005	Green 29/06/2005	Green 29/06/2005
	Comment: The County has completed a system that provides online renewals and reservations. 'Deep Linking' access to appropriate information has been provided as part of the Connected Cumbria Information Hub project. County - In place and working as of 10/10/2001.		
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 05/12/2005	Amber 05/12/2005	Green 31/03/2006
	Comment: A project is underway to implement this functionality for the Carnegie Theatre (directly controlled) and our leisure centres (contracted out to Carlisle Leisure Limited). We are working in partnership with Carlisle City Council on the implementation of the sports booking system. Anticipated green 31/03/2006.		
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Amber 01/11/2004	Amber 01/11/2004	Amber 01/11/2004
	Comment: The Connected Cumbria Information Hub project has implemented a County wide infrastructure (LGOL.NET, Excelsior, Lucene) to enable consistent delivery of services across channels and both tiers of local government. ABC is implementing the Cumbria Now card (concessionary travel). We will look to upgrade this smartcard in the future, with our partner Councils in Cumbria, to enable the addition of sports and leisure services.		
If already 'green' on R12, R13 & G12 above please comment on	Comment:		
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.			

Outcome And Transformation Area Description	Current Status	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 29/06/2005	Green 29/06/2005	Green 29/06/2005
	Comment: The Connected Cumbria Information Hub project has introduced deep linked access relevant County Council information, which will include the County 'Journey-planner' system that provides online travel and transport information. County - 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 29/06/2005	Green 29/06/2005	Green 29/06/2005
	Comment: The Connected Cumbria Information Hub project has introduced deep linked access to appropriate areas on the County website. Future localised parking issues to be consulted on in conjunction with Allerdale's own Parking Enforcement service utilising the county wide 'Community Voice' web based consultation service. County - The County's Research Officer currently manages our online consultation. Consultation for traffic calming schemes can be found on the 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.	Green 30/03/2004	Green 30/03/2004	Green 30/03/2004
	Comment: eForms implemented as part of a county-wide project. The PCN challenge form has been live, and used, since 30/03/04.		
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 29/06/2005	Green 29/06/2005	Green 29/06/2005
	Comment: 'Deep Linking' access has been provided as part of the Connected Cumbria Information Hub project. County - Live with information on the web 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: Addressing this priority outcome will be dependant upon resource availability and progress against other R & G priority outcomes.		
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.	Amber 01/08/2005	Amber 01/08/2005	Amber 01/08/2005
	Comment: ABC is planning to implement distributed customer service centres during 2005/2006, as part of our new Customer Service Strategy. This project will be supported by the implementation of new telephony infrastructure, CRM system, and integrated revenues and benefits system. ABC are exploring working in partnership with Eden District Council to develop an LGOL.NET based CRM solution. The procurement of a corporate document management system is underway, for implementation in early 2006.		
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Green 01/12/2005	Green 01/12/2005	Green 01/12/2005
	Comment: The ability to download and print relevant PDF claim forms is currently already available through the ABC website. On-line eligibility & trial calculation functionality is being implemented as part of the current Revenues & Benefits replacement system project.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 01/04/2005	Amber 01/04/2005	Green 30/03/2006
	Comment: A project is underway to implement appropriate GPRS mobile working capability for Council officers including a pilot for remote access to the new Revenues & Benefits system.		
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:		
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 29/06/2005	Green 29/06/2005	Green 29/06/2005
	Comment: 'Deep Linking' access to appropriate County Council web pages and services has been provided as part of the Connected Cumbria Information Hub project. County - Live 01/09/2003.		
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.	Green 29/06/2005	Green 29/06/2005	Green 29/06/2005
	Comment: We are not able to deep link to this item; a County responsibility. County - Self-serve online request service 31/12/2005.		
G16 Systems to support joined-up working on children at risk across multiple agencies.	Green 29/06/2005	Green 29/06/2005	Green 29/06/2005
	Comment: 'Deep Linking' access to appropriate County Council web pages and services has been provided as part of the Connected Cumbria Information Hub project. The County Council report that they are currently waiting on further Government guidance on how to proceed with this priority outcome.		
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Green 29/06/2005	Green 29/06/2005	Green 29/06/2005
	Comment: 'Deep Linking' access to appropriate County Council web pages and services has been provided as part of the Connected Cumbria Information Hub project. The County Council undertaking a project to identify and implement an appropriate solution for this priority outcome.		
If already 'green' on R18, R19, G16 & G17 above please comment on E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57). Otherwise you may leave this row blank.	Comment: Addressing this priority outcome will be dependant upon resource availability and progress against other R & G priority outcomes.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 01/06/1999	Green 01/06/1999	Green 01/06/1999
	Comment: Members have had PC's and dial-in access from home for over five years, providing an email address, access to corporate Intranet and full access to Council minutes, agendas, key decisions etc. ABC is in the process of implementing secure broadband access for all councillors and some staff. Email and Internet access is available for all directly employed officers.		
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber 01/03/1999	Amber 01/03/1999	Green 28/02/2006
	Comment: ICT support for home working has been established, as per R20, for a number of years. A policy to support home/remote working is being developed by Allerdale's Personnel Section.		
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 01/06/1999	Green 01/06/1999	Green 01/06/1999
	Comment: All Members are supplied with a PC and dial-up or broadband access to all corporate services. Selected officers are working from home using remote access facilities. Remote web based access to corporate email and Intranet has also recently been implemented for officers and members on the move.		
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 01/06/2004	Green 01/06/2004	Green 01/06/2004
	Comment: An eSkills training programme for staff has been established based on officer's training and development plans. ECDL training is available for all staff that require it. A training programme for councillors is also established, and ECDL training is being considered for inclusion where required.		
If already 'green' on R20, R21, R22 & G18 above please comment on E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working. Otherwise you may leave this row blank.	Comment:		
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).	Green 01/11/2005	Green 01/11/2005	Green 01/11/2005
	Comment: Self service access to all Council services has been implemented through the development of Allerdale's fully transactional website. This includes the provision of interactive electronic forms. Contact Centre opening hours are being reviewed as part of the customer service centres project in consultation with users and stakeholders.		
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 01/08/2001	Green 01/08/2001	Green 01/08/2001
	Comment: ABC took a leading role in the selection and implementation of a CMS system that has been implemented by all districts within Connected Cumbria. A staff training programme has been undertaken, and all appropriate departments now update their own content on ABC's website.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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 01/04/2005	Amber 01/04/2005	Green 31/03/2006
	Comment: ABC is currently working with external consultants (NCC) to implement a corporate Document Management Solution which incorporates these areas.		
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Green 01/11/2004	Green 01/11/2004	Green 01/11/2004
	Comment: The ABC website achieved AA compliance during 2004. Council website pages on our website now conform to AAA standards, with supplier system pages to a minimum AA standard.		
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004
	Comment: The ABC website conforms to, and fully supports, current eGMS standards. The Council's system selection criteria includes mandatory compliance with eGIF standards for all systems. Due to the specialised nature of several services, it is not always possible to procure eGIF compliant systems. In these cases we will insist on a clear roadmap towards eGIF compliance.		
If already 'green' on R23, R24, G19, G20 & G21 above please comment on E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. Otherwise you may leave this row blank.	Comment:		
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
	Comment: Email response service standards are published on ABC's website. The range of Internet services standards are being developed as part of our new Customer Service Strategy.		
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 01/11/2004	Green 01/11/2004	Green 01/11/2004
	Comment: Management information reporting is already in place that demonstrates a sustained increase in the use of the ABC www.allerdale.gov.uk website. This includes a range of reports on page and visitor statistics. Please note, we intend to use this to inform services in the future. To ensure maximum availability, and therefore opportunity for maximum uptake, the status of the website is automatically monitored 24/7.		
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 01/06/2005	Amber 01/06/2005	Green 31/03/2006
	Comment: A corporate Business Process Reengineering and Contact Centre project is underway which is addressing this area.		
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 01/11/2004	Green 01/11/2004	Green 01/11/2004
	Comment: The ABC website was redesigned to ensure a high level of accessibility and usability. A usability audit has recently been completed, and the recommendations will be implemented in early 2006. As part of the county wide eForms project an independent usability audit was conducted and the recommendations implemented.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R25, R26, G22 & G23 above please comment on</p> <p>E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	Comment:		
<p>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.</p>	Amber 01/08/2005	Amber 01/08/2005	Green 31/03/2006
	Comment: ABC has initiated a project to implement distributed customer service centres, as part of our new Customer Service Strategy. This project includes implementation of a CRM system with associated customer database. As detailed in R16, ABC are exploring the potential of working in partnership with Eden District Council to develop an LGOL.NET based CRM solution.		
<p>R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.</p>	Amber 01/01/2005	Amber 01/01/2005	Green 31/03/2006
	Comment: The Customer Service Centres (CRM) project, in conjunction with the eForms system, will satisfy this outcome.		
<p>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.</p>	Amber 01/06/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Email response service standards are published on ABC's website. These include the requirement for a response to emails within one working day. A corporate Business Process Reengineering project is underway which is addressing this area.		
<p>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.</p>	Amber 01/01/2005	Amber 01/01/2005	Green 31/03/2006
	Comment: This will be addressed as part of the Customer Service Centres (CRM) project that will include a rolling programme of integration to Document Management/Workflow and back-office systems (including Environmental Services, Revenues & Benefits, Planning etc). As detailed in R16, ABC are exploring working in partnership with Eden District Council to develop an LGOL.NET based CRM solution.		
<p>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.</p>	Amber 01/09/2005	Amber 01/09/2005	Green 31/03/2006
	Comment: As part of the Connected Cumbria Hub project Barrow-in-Furness Borough Council are piloting a change of address process within the LGOL.Net system. When this is completed, we will implement through our CRM system.		
<p>If already 'green' on R27, R28, R29, G24 & G25 above please comment on</p> <p>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.</p> <p>Otherwise you may leave this row blank.</p>	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 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 01/06/2001	Green 01/06/2001	Green 01/06/2001
	Comment: Completed.		
ii) e-government programme manager	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
	Comment: eGovernment Project Manager in place, focusing on IT and web aspects of eGovernment project implementation. Project managers have been nominated for specific eGovernment projects within the overall programme.		
iii) customer services management	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
	Comment: Completed.		
<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 (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1) 	Green 01/12/2005	Green 01/12/2005	Green 01/12/2005
	Comment: An ongoing process mapping project is involving staff from all services and departments. A programme of updating and disseminating information on our egovernment and customer service project programme in underway across all staff.		
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
	Comment: AEGIS (Allerdale eGovernment Implementation and Support) board in place. Our eChampion is chair of the board. ABC also has member and officer representation on the strategic board of the Connected Cumbria Information Hub project. The Cumbria Chief Executive group has recently agreed a governance model for the Connected Cumbria Partnership (CCP) which will see the formal creation of a CCP stratgic board (including member and chief officer representation) together with the strengthening of the current programme board by inviting customer service representation from all partners. Our officer eChampion has recently chaired NWEgg (North West eGovernment Group) on an interim basis.		
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Green 01/03/2005	Green 01/03/2005	Green 01/03/2005
	Comment: An Allerdale Borough Council project methodology has been adopted for internal projects. PRINCE2 is the agreed methodology for partnership eGovernment projects.		

Change Management Area	Current Status	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 01/11/2004	Green 01/11/2004	Green 01/11/2004
<p>Comment:An overall risk assessment was undertaken as part of the development of the IT strategy in June 2002, and revisited in June 2004. eGovernment is included as part of the corporate risk register, for regular review at directorate level. Risk management is an integral element of ABC's corporate project management methodology. A large scale training exercise on risk assessment was recently undertaken.</p>			
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 01/12/2005	Green 01/12/2005	Green 01/12/2005
<p>Comment:ABC uses the Countywide 'Community Voice' consultation panel at regular intervals which has included eGovernment issues. Additional ongoing consultation is planned as part of our new Customer Service Strategy. It is recognised that further consultation on the Council's eGovernment and Customer Service programme would be beneficial.</p>			
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Green 01/12/2005	Green 01/12/2005	Green 01/12/2005
<p>Comment:Addressed through our Customer Service Strategy. Area offices will be upgraded to become distributed customer service centres thus enabling access to services despite geographical location. An ongoing accessibility project, based on the results of a recent audit, will improve this area throughout the council. Council information is available in a variety of formats.</p>			
<ul style="list-style-type: none"> Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialinclusion.gov.uk/page.asp?id=583) 	Amber 01/01/2004	Amber 01/01/2004	Green 31/03/2006
<p>Comment:Addressed through our Customer Service Strategy. We are also implementing kiosk technology to improve access to disadvantaged groups. The provision of joined up services is being driven through the development of the Cumbria Information Hub.</p>			
<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), including information sharing and data quality audit procedures 	Green 01/08/2004	Green 01/08/2004	Green 01/08/2004
<p>Comment:Corporate Information Officer in place.</p>			
<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 01/03/2005	Green 31/12/2005	Green 31/12/2005
<p>Comment:This will be established as part of FOI project and the document/records management project.</p>			
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Amber 01/06/2004	Green 31/12/2005	Green 31/12/2005
<p>Comment:ABC is a member of the Cumbria ICT Broadband Initiative (CIBI) which is managing an NWDA funded project (Project Access) to roll out broadband to 95% of homes and businesses within Cumbria. Implementation is now underway with all Councils migrating appropriate network services over to the Project Access infrastructure. This project has allowed ABC to substantially improve our ISP bandwidth with no net cost increase. Longer term, Project Access will help to improve disaster recovery and business continuity capabilities for the Council and potentially across the whole of the County.</p>			

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<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 01/03/2005	Green 31/12/2005	Green 31/12/2005
	Comment: As part of our Customer Services strategy we will be liaising with a variety of agencies and community organisations to investigate potential efficiencies.		
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Amber 01/04/2004	Amber 01/04/2004	Amber 01/04/2004
	Comment: An independent audit has been carried out assessing the council's compliance with BS7799. We are working to implement to recommendations of this report.		
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Amber 01/04/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Benefits realisation is being addressed through Allerdale's Corporate Improvement Plan, Procurement Strategy, process mapping and service redesign project.		
<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) 	Green 01/08/2005	Green 01/08/2005	Green 01/08/2005
	Comment: The council has signed up to Government Connect and will be assessing our transactions against the nationally agreed standard list when a final consistent list is available.		
<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 01/05/2005	Green 31/12/2005	Green 31/12/2005
	Comment: ABC are looking to support the development of 'Government Connect' through the Connected Cumbria Information Hub (LGOL.NET) project.		
<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/) 	Amber 01/06/2005	Green 31/12/2005	Green 31/12/2005
	Comment: This is included as part of our procurement strategy.		
<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 	Amber 01/06/2005	Amber 01/06/2005	Green 31/03/2006
	Comment: The Council is committed to Government Connect and the Excelsior service framework. As part of the Connected Cumbria Partnership we have been working on these areas for some time. All the partners already have LGOL-Net nodes in use, and so GC Exchange is already live. Personalisation and registration for levels 0 and 1 are already available through the Hub, with levels 2 and 3 to follow. Through Government Connect and Excelsior we are building a multi-agency hub-based working, and we expect this to form the basis for our inter-operations with agencies outside Cumbria in the future.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect	Amber 01/06/2005	Amber 01/06/2005	Green 31/03/2006
<p>Comment:The Council is committed to Government Connect and the Excelsior service framework. As part of the Connected Cumbria Partnership we have been working on these areas for some time. All the partners already have LGOL-Net nodes in use, and so GC Exchange is already live. Personalisation and registration for levels 0 and 1 are already available through the Hub, with levels 2 and 3 to follow. Through Government Connect and Excelsior we are building a multi-agency hub-based working, and we expect this to form the basis for our inter-operations with agencies outside Cumbria in the future.</p>			
iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp)	Amber 01/12/2005	Amber 01/12/2005	Green 31/03/2006
<p>Comment:The Council is committed to Government Connect and the Excelsior service framework. As part of the Connected Cumbria Partnership we have been working on these areas for some time. All the partners already have LGOL-Net nodes in use, and so GC Exchange is already live. Personalisation and registration for levels 0 and 1 are already available through the Hub, with levels 2 and 3 to follow. Through Government Connect and Excelsior we are building a multi-agency hub-based working, and we expect this to form the basis for our inter-operations with agencies outside Cumbria in the future.</p>			
iv) citizen & business authentication for services for services categorised at security levels 0-3	Amber 01/07/2004	Amber 01/07/2004	Green 31/03/2006
<p>Comment:The Council is committed to Government Connect and the Excelsior service framework. As part of the Connected Cumbria Partnership we have been working on these areas for some time. All the partners already have LGOL-Net nodes in use, and so GC Exchange is already live. Personalisation and registration for levels 0 and 1 are already available through the Hub, with levels 2 and 3 to follow. Through Government Connect and Excelsior we are building a multi-agency hub-based working, and we expect this to form the basis for our inter-operations with agencies outside Cumbria in the future. As an interim tactical solution, the Council have implemented authentication with Anite Connect for on-line access to Council Tax, Business Rates and ultimately Housing Benefits services. This authentication will be replaced by the Governemnt Connect model at the appropriate time.</p>			
v) registration & authentication of employees for internal and cross-agency services	Amber 01/06/2005	Amber 01/06/2005	Green 31/03/2006
<p>Comment:The Council is committed to Government Connect and the Excelsior service framework. As part of the Connected Cumbria Partnership we have been working on these areas for some time. All the partners already have LGOL-Net nodes in use, and so GC Exchange is already live. Personalisation and registration for levels 0 and 1 are already available through the Hub, with levels 2 and 3 to follow. Through Government Connect and Excelsior we are building a multi-agency hub-based working, and we expect this to form the basis for our inter-operations with agencies outside Cumbria in the future.</p>			

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
vi) corporate approach to collection of e-payments	Green 01/09/2002	Green 01/09/2002	Green 01/09/2002
	Comment: The Council already has a corporate approach to the collection of ePayments which is built upon the early success of the implementation of Radius Icon (now Civica) for telephone and web based payments.		
vii) cross agency secure transactions (Government to Government)	Amber 01/09/2005	Amber 01/09/2005	Green 31/03/2006
	Comment: The Council is committed to Government Connect and the Excelsior service framework. As part of the Connected Cumbria Partnership we have been working on these areas for some time. All the partners already have LGOL-Net nodes in use, and so GC Exchange is already live. Personalisation and registration for levels 0 and 1 are already available through the Hub, with levels 2 and 3 to follow. Through Government Connect and Excelsior we are building a multi-agency hub-based working, and we expect this to form the basis for our inter-operations with agencies outside Cumbria in the future.		
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Amber 01/09/2005	Amber 01/09/2005	Green 31/03/2006
	Comment: The Council is committed to Government Connect and the Excelsior service framework. As part of the Connected Cumbria Partnership we have been working on these areas for some time. All the partners already have LGOL-Net nodes in use, and so GC Exchange is already live. Personalisation and registration for levels 0 and 1 are already available through the Hub, with levels 2 and 3 to follow. Through Government Connect and Excelsior we are building a multi-agency hub-based working, and we expect this to form the basis for our inter-operations with agencies outside Cumbria in the future.		
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/05/2005	Red 01/05/2005	Amber 01/01/2006
	Comment: The Council is committed to Government Connect and the Excelsior service framework. As part of the Connected Cumbria Partnership we have been working on these areas for some time. All the partners already have LGOL-Net nodes in use, and so GC Exchange is already live. Personalisation and registration for levels 0 and 1 are already available through the Hub, with levels 2 and 3 to follow. Through Government Connect and Excelsior we are building a multi-agency hub-based working, and we expect this to form the basis for our inter-operations with agencies outside Cumbria in the future.		
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber 01/06/2005	Amber 01/06/2005	Green 31/03/2006
	Comment: The Council is committed to Government Connect and the Excelsior service framework. As part of the Connected Cumbria Partnership we have been working on these areas for some time. All the partners already have LGOL-Net nodes in use, and so GC Exchange is already live. Personalisation and registration for levels 0 and 1 are already available through the Hub, with levels 2 and 3 to follow. Through Government Connect and Excelsior we are building a multi-agency hub-based working, and we expect this to form the basis for our inter-operations with agencies outside Cumbria in the future.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber 01/06/2005	Amber 01/06/2005	Green 31/03/2006
	Comment: The Council is committed to Government Connect and the Excelsior service framework. As part of the Connected Cumbria Partnership we have been working on these areas for some time. All the partners already have LGOL-Net nodes in use, and so GC Exchange is already live. Personalisation and registration for levels 0 and 1 are already available through the Hub, with levels 2 and 3 to follow. Through Government Connect and Excelsior we are building a multi-agency hub-based working, and we expect this to form the basis for our inter-operations with agencies outside Cumbria in the future.		
• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Amber 01/09/2005	Amber 01/09/2005	Green 31/03/2006
	Comment: We are looking to support the development of 'Government Connect', with the necessary back-office connections, through the next phase of the Connected Cumbria Information Hub project. Currently all Cumbrian Authorities are joined by a common GC Exchange infrastructure for the hub project. Connectivity with Central Government will be implemented as part of this project and the overall GC programme.		
• Enable Directgov (see www.direct.gov.uk) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see http://www.localegov.gov.uk/localdirectgov/ieg5)	Amber 01/12/2005	Green 31/12/2005	Green 31/12/2005
	Comment: The Cumbria Information Hub is being used to supply the required URL data.		
• Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green 01/05/2004	Green 01/05/2004	Green 01/05/2004
	Comment: Website link included in the website template which results in the link being available on virtually all website pages.		
• Introduction of Digital Interactive TV services (see http://www.digitv.org.uk)	Red 01/06/2005	Red 01/06/2005	Red 01/06/2005
	Comment: We have no plans to implement for this channel in the immediate future. The outputs from, and experience of the national project will be used to guide our plans in this area.		
• Establishment of dedicated telephone contact centre(s) services	Amber 01/12/2005	Amber 01/12/2005	Amber 01/12/2005
	Comment: We are currently implementing a project to setup distributed Contact centres, which include dedicated telephone support.		
• 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 01/02/2005	Green 01/02/2005	Green 01/02/2005
	Comment: A programme of work is in place to achieve the ongoing requirements of FOI.		
• Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
	Comment: In place.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems 	Red 03/01/2005	Red 03/01/2005	Amber 01/03/2006
	Comment: ABC is currently looking to procure a CRM, one of whose principle datasets will be the LLPG.		
<ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Green 01/06/2002	Green 01/06/2002	Green 01/06/2002
	Comment: In place. We have just migrated to a new Land Charges system which resulted in a short interruption of the NLIS service. However this is now fully restored.		
<ul style="list-style-type: none"> Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) 	Green 29/06/2005	Green 29/06/2005	Green 29/06/2005
	Comment: ABC have implemented 'deep linking' to the County Council website where appropriate using the Directory of Services developed as part of the Connected Cumbria Information Hub ISB4 project.		

Section 3 - BVPI 157

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

BVPI 157 Interaction Type	Forecast average IEG4.5 % e-enabled position at 31 December 2005	Actual				Forecast
		01/02	02/03	03/04	04/05	05/06
Providing information: ● Total types of interaction e-enabled ● % e-enabled	99 %	● 148 ● 62.45 %	● 170 ● 71.73 %	● 173 ● 73.00 %	● 215 ● 90.72 %	● 237 ● 100.00 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 0 ● 0.00 %	● 2 ● 100.00 %	● 2 ● 100.00 %	● 2 ● 100.00 %	● 2 ● 100.00 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 0 ● 0.00 %	● 5 ● 50.00 %	● 6 ● 60.00 %	● 6 ● 60.00 %	● 10 ● 100.00 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	94 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 14 ● 36.84 %	● 38 ● 100.00 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 12 ● 12.24 %	● 44 ● 44.90 %	● 64 ● 65.31 %	● 70 ● 71.43 %	● 98 ● 100.00 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	93 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 2 ● 100.00 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	95 %	● 19 ● 44.19 %	● 36 ● 83.72 %	● 36 ● 83.72 %	● 36 ● 83.72 %	● 43 ● 100.00 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 0 ● 0.00 %	● 7 ● 53.85 %	● 7 ● 53.85 %	● 8 ● 61.54 %	● 13 ● 100.00 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	95 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %
Total: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 179 ● 39.96 %	● 264 ● 58.93 %	● 288 ● 64.29 %	● 351 ● 78.35 %	● 443 ● 98.88 %

Section 4 - Access Channel Take-Up

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

E-enablement & Main E-Access Channel Take-Up	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	921,000	2,794,000	3,000,000	3,200,000	3,400,000
• Unique users, i.e. separate individuals visiting website (annual)	112,000	134,000	165,000	210,000	250,000
• Number of e-enabled payment transactions accepted via website	1,200	2,816	3,000	3,500	5,100
• Number of change of address notifications accepted via website	0	0	10	40	90
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	10	50	80
	Comment: Accurate address notification data is currently unavailable. Systems will be put in place as part of the Customer Service Centres project to collect this data. Change of address functionality is being developed as a proof of concept within the Connected Cumbria Information Hub (CCIH) project. 3 planning applications had been received in the first two weeks of the service being available in December 2005 on the Planning Portal; with no marketing.				
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>					
• Number of e-enabled payment transactions accepted by telephone	7,900	9,416	11,500	13,600	16,500
• Number of change of address notifications accepted via telephone	0	0	20	50	100
	Comment: Accurate address notification data is currently unavailable. Systems will be put in place as part of the Customer Service Centres project to collect this data.				
Face To Face <i>(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)</i>					
• Number of e-enabled payment transactions accepted via personal contact	2,800	8,324	10,000	11,000	12,000

	Actual		Forecast		
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
• Number of change of address notifications accepted via personal contact	0	0	70	140	190
	Comment: Accurate address notification data is currently unavailable. Systems will be put in place as part of the Customer Service Centres project to collect this data.				
Other Electronic Media (e.g. BACS, text messaging)					
• Number of e-enabled payment transactions accepted via BACS	27,600	22,168	30,000	32,000	35,000
• Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	0	0	10
• Number of change of address notifications accepted via other electronic media	0	0	0	50	100
	Comment: Accurate address notification data is currently unavailable. Systems will be put in place as part of the Customer Service Centres project to collect this data. ABC do not currently have any plans to implement any further electronic payment methods. We will look to implement new methods when the technology is available through our cash/finance system, and given a business case.				
Non Electronic (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	197,900	200,000	190,000	180,000	160,000
• Number of change of address notifications accepted via non-electronic form	0	0	2,000	1,900	1,800
	Comment: Accurate address notification data is currently unavailable. Systems will be put in place as part of the Customer Service Centres project to collect this data.				

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):

Programme Resource	Backward Look (£)		Forward Look (£)		
	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:				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	281,000	0	0	0	0
	Comment: West Cumbria Partnership (£195K), Connected Cumbria Partnership (£86K). No further direct LGOL partnership funding is anticipated.				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
• resources being applied from internal revenue and capital budgets to implement e-government	381,089	658,943	1,487,244	625,000	400,000
	Comment: Projects include; CRM, Document Management, Land & Property, Revenues & Benefits, Network upgrade, Telephony replacement, ePayments, Licensing, Finance upgrade, Contract Services upgrade, GIS, Data capture etc.				
• other resources (e.g. training) (please specify)	2,000	24,447	30,000	25,000	20,000
	Comment: Covering ECDL and general IT system training. Additional system specific IT training costs are included as part of project budgets included within IEG & internally funded projects.				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	Comment:				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	0	0	346,236	0	0
	Comment: £155,665 DWP funding for the implementation of Document imaging/management within the Benefits section. £100,000 Planning Development Grant funding towards the implementation of Document imaging/management within the Planning section. ABC are an active partner within the Connected Cumbria Information Hub (CCIH) project which is a £1.3M ISB4 funded project. The Council's overall share of Direct				

	Backward Look (£)		Forward Look (£)		
Programme Resource	01/02 to 03/04	04/05	05/06	06/07	07/08
	Government funding for this project is anticipated to be approximately £90,571 which will be realised in the 05/06 financial year. The Council is also required to provide a maximum of £36,000 of internal match funding of which £13,846.28 has been spent to date.				
TOTAL	1,064,089	1,033,390	2,013,480	650,000	420,000

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	5,000	3,000	5,000	3,000	10,000	5,000
	Comment: The Council now advertises and accepts applications electronically. We are looking into the potential for e-Recruitment across the sub-region and regionally.							
• e-payments	2,000	1,500	3,000	2,000	5,000	3,000	7,000	4,000
	Comment: It is anticipated that use of the Councils ePayments systems will increase over time although there is insufficient data to provide anything other than approximate figures at this time. The backward looking figures for 04/05 are estimated.							
• corporate services efficiencies not covered above	0	0	5,000	5,000	5,000	5,000	35,000	35,000
	Comment: The implementation of a corporate document management solution (DMS) is anticipated to achieve savings in terms of storage/space costs, reduction in paper usage etc. Once fully implemented, it is anticipated that a DMS solution will provide efficiencies in resource to equivalent of approximately 2 to 3 FTE's per annum. The Council is not anticipating redundancies at any stage and would plan to make savings through natural wastage.							
e-Procurement, of which:								
• Service specific	0	0	10,000	7,500	20,000	15,000	30,000	22,000
	Comment: eProcurement is not yet in place for the Council, however we have recently upgraded our finance system and are moving on to introduce electronic purchase order processing (ePOP) during this financial year. It is anticipated that introducing ePOPs will enable achievement of both cashable savings and improvements in productive officer time. The Council has now appointed a procurement officer who will be working with our finance department to consider eSourcing, eTendering, procurement cards, eMarket places and consolidated invoicing etc. We will also be striving to introduce better procedures to measure efficiency improvements achieved through eProcurement.							

	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 e-procurement efficiencies not covered above 	40,000	40,000	120,000	120,000	280,000	280,000	400,000	400,000
	Comment: Insufficient evidence is available at this stage to quantify the exact cashable amount that can be achieved. However, rough estimates have been provided. The Council is currently undertaking a spend analysis which will establish a baseline to which efficiencies can then be calculated. Collaboration with other districts in purchasing has reduced the cost of procuring of IT equipment through the Connected Cumbria initiatives. The backward looking figures for 04/05 are estimated.							
Productive time, of which:								
<ul style="list-style-type: none"> • Service specific 	0	0	0	0	20,000	10,000	40,000	20,000
	Comment: We expect progress in this area with the implementation of our Process Re-engineering and Customer Service Centre project.							
<ul style="list-style-type: none"> • Cross-cutting productive time efficiencies not covered above 	0	0	0	0	15,000	15,000	60,000	60,000
	Comment: The implementation of a corporate customer services centre strategy (including CRM) is expected to achieve significant annual efficiency gains in terms of improved productivity of both front of house (customer service) officers and back office specialists. Once fully implemented, it is anticipated that customer service centres will provide efficiencies in resource to equivalent of approximately 11 FTE's per annum. The Council is not anticipating redundancies at any stage and would plan to make savings through natural wastage.							
Transactions	0	0	30,000	30,000	50,000	40,000	90,000	70,000
	Comment: The transactional website and implementation of customer service centres are expected to yield efficiency savings as customers migrate to more effective access channels. Additionally we are currently out to tender for a replacement telephony solution which is expected to achieve in the region £30,000 per annum as direct cashable savings.							
Miscellaneous efficiencies not covered above	20,000	0	40,000	0	70,000	0	90,000	0
	Comment: Accurate reporting of non cash releasing efficiency gains is not currently in place therefore these figures are estimates. The backward looking figures for 04/05 are estimated.							
TOTAL EFFICIENCY GAINS - GROSS	62,000	41,500	213,000	167,500	470,000	371,000	762,000	616,000
LESS e-government implementation expenditure	1,033,390		2,013,480		650,000		420,000	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	-,971,390		-1,800,480		-,180,000		342,000	