



E-Government Strategy and Routemap

Version:	Version 3 Awaiting approval
-----------------	--------------------------------

Issue Date:	13/04/2005
--------------------	------------

Target Cabinet:	28/04/2005
------------------------	------------

Table of Contents

Introduction	4
Summary of actions	5
Key projects.....	5
Progress summary of Routemap action in progress.....	6
National Projects.....	9
E-Government actions undertaken in partnership	11
BVPI 157 – Key targets for 100% enablement.....	12
Risk Analysis	13
E-Government Programme	15
Completed actions	15
Actions in progress	19
Policy and Economic Regeneration – Community information	19
Democratic Renewal.....	21
Cleansing – Local Environment	24
Planning – Local Environment.....	25
GIS & NLPG – Local Environment.....	30
Environmental Health – Local Environment.....	32
E-Procurement	35
Payments.....	38
Benefits.....	40
Financial services	42
Cultural services	43
Housing services	45
Contract & Public Services	47
Transport.....	49
Support new ways of working	50
Accessibility of services	52
High take up of web-based transactional services.....	54
Making it easy to do business with the Council.....	55
Appendix A: National Projects	58
PARSOL National Project - www.parsol.gov.uk	58
Working with Business National Project www.workingwithbusiness.net	59
LAWS National Project www.laws-project.org.uk	59
Benefits National Project www.ebenefits.org.uk	60
Valuebill National project - (http://apps.newham.gov.uk/valuebill/)	60
E-Democracy National Project - www.e-democracy.gov.uk	60
CORE (Co-ordinated On-line Register of Electors)	61
RYOGENS National Project.....	62
E-Procurement National Project	62

Version Control

Date	Author	Description	Version
26/03/2004	Aymen Khan	Initial draft updated from KPMG's original. Approved by Cabinet 15/04/04, minute 298	1
16/09/2004	Aymen Khan	Updated to include ODPM's priority services and BVPI 157 requirements (2005 target) Approved by Cabinet 16/09/2005, minute 103	2
13/04/2005	Aymen Khan	Progress updates of key 2004/05 key projects, participation in National Projects and the outcomes of the e-Government partnership against Priority services. The update from version 2 includes a summary of completed actions, actions in progress and the status of future actions	3

Introduction

The document outlines the Council's plans and progress for implementing e-Government, what we are doing and what we intend to do.

The Strategy and Routemap is updated to include national requirements to meet the 2005 & 2006 deadlines and local service level issues to enabling services electronically. The initial version was approved by Cabinet in April 2004, version 2 was also approved by Cabinet in September 2004.

The document is principally based on ODPM's [priority services requirements](http://www.localgov.gov.uk/en/1/priorityoutcomes.html) (see <http://www.localgov.gov.uk/en/1/priorityoutcomes.html>) and in addition incorporates the following key e-government issues/documents;

- Initial Routemap steps (not satisfied in version 1 & 2)
- Local service-level priorities and the recognition of key projects
- Issues identified from the BPR capacity review undertaken by Manchester Business School
- The web development plan
- BVPI 157 targets for 100% e-enablement
- National projects
- Partnership issues
- Implementing Electronic Government (IEG4) requirements, which are also based on ODPM's priority services.

The priority services document contains 10 priority service and 4 national transformational areas, and in total has over 70 plus requirements, which are categorised, into the following three areas;

- Required outcomes – which must be enabled by December 2005
- Good outcomes – must be in working progress by December 2005 and completed by 1st April 2006
- Excellent outcomes – completion deadlines have as yet not been set by OPDM. The requirements are not included in the Routemap at this stage

The performance of achieving the priority outcomes also impacts on IEG 3 and IEG4 funding (£350k in 2004/05 and £150k in 2005/06)

Requirements to meet the Priority outcomes are defined in the '[e-Government programme](#)' section of the document, which includes accountable service level actions, identified resources and estimated timescales to satisfy the priority outcomes. The programme provides a more outcome-based and operational action plan, whilst ensuring corporate responsibility to meeting the e-Government agenda.

Summary of actions

Key projects

Progress update on key projects identified in version 2 of the document as part of the 2004/05 programme;

Project	Progress
1. FMS Replacement	Planned going live date - 31 st May 2005. Currently working on implementation issues.
2. ArcIndex – CRM ‘People and Property database’ http://www.arcindex.com/	The product has been installed and is running live. Properties in ArcIndex have been matched against the LLPG. The next stage is the integration and availability of ArcIndex through CRM
3. Web development programme (Phase 2)	Near completion. Projects such as electronic forms and e-Citizen (Revenue and Benefits online) will be carried over to phase 3, which commences in May, following Cabinet approval.
4. Flexible working	The services are heading a pilot project into flexible working which is due for completion by the end of June 2005, with a final report to Cabinet
5. Intranet pilot development http://info/default.aspx	Phase I is in working progress and due to be completed by the end of April 2005.

Identified in the 2004/05 programme, the structure, resources and timescales for the projects below will be developed in the 2005/06 programme;

6. Document management system
7. Contact Centre rollout programme
8. BPR Capacity review – recommendations
9. Development of the Customer Services Centre
10. FOI and records management

Progress of ICT infrastructure projects allocated in the 2004/05 programme;

Project	Progress
11. Data storage	Complete
12. Hardware replacement programme	Complete
13. Central backup and retrieval	Complete
14. Unix and Ingress upgrades	Complete
15. Email archiving	Complete
16. Content checking replacement	In progress - to be done alongside Antivirus in 2005/06
17. Increased bandwidth	Bandwidth installed – resilience in progress
18. Audio visual equipment	In progress - AV equipment installed in boardroom other areas under consideration (e.g. Town Hall)
19. Information security management	2004/05 programme is 85% complete. Final quality check to be carried out in 2005/06

Progress summary of Routemap action in progress

Action reference numbers in progress listed in the '[e-Government programme](#)' section of the document, will be included in the development of the following 2005/06 key projects;

1. Web development

Action ref.	ODPM's Priority Services Outcome
2	Electronic consultation on forthcoming decisions and matters of public interest [G3]
6	Public web pages for Councillors [R6]
7	Establishment of multimedia resources on local policy and priorities [G4]
10	Receipt and processing of Planning and Building Control applications [R8]
29	Online payments – implementation on the improved solution to support telephone and web payments [R10]
30	Ability for citizens to check Council Tax and Business Rate balances [R11]
38	Online bookings for sport and leisure facilities [R13]
39	Integrated ICT infrastructure and support to ensure the consistent delivery of sports and leisure service [G12]
64	Conformance with e-Government standards on web accessibility [G20]
65	Compliance with e-Government metadata standards (e-GIF and e-GMS) [G21]
66	Publication of Internet service standards [R25]
69	Adoption of recognised guidelines for usability of web design [G23]
70	Ensure effective and consistent Customer Relationship Management (CRM) across access channels – web Integration with CRM [R27]

2. Electronic-forms – to be undertaken as part of the web development plan

Action ref.	ODPM's Priority Services Outcome
9	Public reporting/applications, procurement and tracking of environmental services (includes waste management and street scene) [R7]
10	Receipt and processing of Planning and Building Control applications [R8]
19	Local requirement for Environmental Health – Access to online applications, formal notifications, registers and licence interactions
26	Establishment of a single business account – forms for all business interactions for Council services [G8]
55	E-forms for “parking contravention mitigation” [G13]
71	All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response [R28]
74	Facilities to support single notification of a change of address [G25]

3. Contact Centre (CC) and Customer Service Centre (CSC) – Priority services that would effect the future rollout of the CC and the CSC

Action ref.	ODPM's Priority Services Outcome
9	Public reporting/applications, procurement and tracking of environmental services (includes waste management and street scene) [R7]
11	Local requirement for Planning services – Assessment of customer-facing processes that can be integrated into the CC and CSC
21	Local requirement for Environmental Health services – to achieve service integration with the CC and CSC. ¹
33	One stop resolution of Housing & Council Tax Benefit [R16]
37	Local requirement for Financial services – general feasibility review as a preparatory action for when the cashier desk might be embraced with the CC and the CSC
38	Online bookings for sport and leisure facilities [R13]
39	Integrated ICT infrastructure and support to ensure the consistent delivery of sports and leisure service [G12]
61	Self service or mediated access to all Council services outside standard working hours [R23]
68	Establishment of internal target and measures for customer take-up of e-enabled access channels [G22]
74	Facilities to support single notification of a change of address [G25]

4. Customer relationship management (CRM) integration with the web and back-office systems

Action ref.	ODPM's Priority Services Outcome
26	Establishment of a single business account – forms for all business interactions for Council services [G8]
70	Ensure effective and consistent Customer Relationship Management (CRM) across access channels – web Integration with CRM [R27]
73	Integration of CRM with back office activity through use of enabling technology such as Workflow to create complete automation of business process management [G24]
74	Facilities to support single notification of a change of address [G25]

5. Corporate Rollout of NLPG

Action ref.	Local requirements
13	Planning services – replacement of OS addresspoint data in the MVM 20/20 gazetteer with Charnwood LLPG data set
15	Take up of online NLIS application submission
16	Corporate rollout of NLPG
23	Environmental Health - Flare Integration with NLPG
49	Contract & Public services – Uniclass Integration with NLPG

¹ Identified as a recommendation as a result of the BPR Capacity review undertaken by the Manchester Business School in May 2004

6. e-Procurement

Action ref.	ODPM's Priority Services Outcome
25	Online facilities to be available to allow appropriate e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment [R9]
27	Regional co-operation on e-procurement between local councils [G9].
28	Local requirement – Electronic enablement of PVBI 157 processes relating to e-procurement
52	Local requirement for Contract & Public Services – e-Procurement facilities for ordering and invoicing

7. Document management

Action ref.	Local requirements
8	Electoral registration – investigate links to a Document management system, with the ability to scan and search electoral registration forms
10	Planning - Back office links to a Document Management System, with the ability to scan and view planning applications, maps and correspondence.
22	Environmental Health - Investigate use of a Document management system, linked to Flare back office system - Initially for Licensing and Housing Grants
33	Revenue & Benefits – Implementation of version 9 and investigate rollout for corporate use in service areas
48	Contract & Public services - improved control and retrieval of Worksheets (multiple worksheets on 23,000 Job Tickets annually) using Document Imaging and Intelligent Character Recognition (ICR)
63	ODPM requirement – Adoption of an Electronic Document Records Management solution to support Freedom Of Information and Data Protection [G19]

9. Flexible working

Action ref.	ODPM's Priority Services Outcome
58	ICT support and documented policy for home/remote working (teleworking) for council members and staff [R21]
59	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 [R22]

National Projects

The full list of approved and developing national projects can be found at <http://www.localgovnp.org/>

As part of the [e-Government programme](#) demand has been identified for input into the following national projects. See [Appendix A](#) for an overview description of the national projects

The Council is participating in and using the products from the following National projects;

Project definition	Status/progress	Responsibility
Customer Relationship Management (CRM) National Project www.crmnp.org.uk	Nationally, the use and rollout of the project was completed in 2004. The Council remains an associate member of the national programme.	S Collinson
Planning and Regulatory Services On-line (PARSOL) www.parsol.gov.uk	Assessment of the PARSOL toolkit has been undertaken. Implementation of resulting actions from the toolkit to be implemented For Environmental Health – Licensing. Evaluate the use of products from Stream 4 (Regulation and Licensing)	D Hankin R Fisk
Working With Business (WWB) www.workingwithbusiness.net/	The Council has participated as a secondary reference site – completed 31 st March 2005. The outcome was the development of a set of recommendations to provide a better way of interacting with businesses, which will be dealt by the CRM system and the proposed business portal. Overview details of the business portal will be defined in phase 3 of the web development plan.	A Khan (D Puxley)
Local Authority Websites (LAWS) www.localgovnp.org.uk/laws	On-going use of the LAWS products to ensure continued compliance against eGMS, eGIF (e-Government Standards for accessing web-based information) and LGOL-Net messaging middleware for accessing back-office systems.	S Phipps (Web dev team)

National projects the Council will participate in 2005/06;

Project definition	Status/progress	Responsibility
National e-Benefits project www.ebenefits.org.uk	Key products from the national project have not materialised. The Council has decided to purchase Academy's e-citizen module to ensure customer access to Revenue and Benefit services. For 2005/06 monitor and evaluate the need to use potential products resulting from the national project	D Platts
Valuebill http://apps.newham.gov.uk/valuebill/	Latest developments of the project have been monitored. Currently awaiting the recommendations of the pilot report due in September 2005. National rollout therefore expected to be February 2006.	D Platts
e-Democracy national project www.e-democracy.gov.uk	Form project team to assess the use of products to be produced by the project. This will also include the related Co-ordinated On-line Register of Electors (CORE) project, the proposal paper for which is under consultation	J Bullock
Reducing Youth Offending Generic National Solution (RYOGENS) www.ryogens.org.uk	Initial assessment, of the web-based toolkit has been undertaken. Latest developments of the project have been monitored. Currently awaiting further developments, which would ensure effective use by District Councils.	S Phipps
e-Procurement www.nepp.org.uk	Use of the national e-Procurement project to progress the Council's e-Procurement agenda. Products are categories into the following four areas; Standards, change management, technical requirements and supplier adoption.	P Cobb

E-Government actions undertaken in partnership

The Council is an active member of the Leicester-Shire eGovernment Group, a consortium of 9 representatives from Leicestershire Districts, the County and City. The partnership's main objective is to provide common e-Government tools, solutions and projects to deliver technology to join-up services. To date the following key products have been delivered;

- Community portals (developed by Cuttlefish – used to support the Council's web site), on-line Planning, Destination Management System, MAGnet (GIS system), Infolinx (community-based information system, Reciprocal Service Delivery (combined Leicestershire A-Z directory and search engine)

See the link ([Leicestershire together](#)) for further progress details, plans for the future and the strategic goals for the partnership.

As part of the e-Government programme, recent focus has shifted to meeting ODPM's priority services requirements by developing standards and common service definitions for online access to County and District services. The following projects/tasks led by the County are in progress to meet ODPM's requirements;

Schools	Deep linking to the admissions process [R1] Access to information about educational support services [R2]
Community information	One stop direct online access and deep linking to joined up A – Z information on all local authority services [R3]
Local Environment	Public reporting for waste management, street scene and environmental services [R7]
Transport	On-line facilities to enable the public to inspect local public transport timetables, including 'live' systems for interactive journey planning [R14] GIS based information on road works in the local area [G14]
Support for Vulnerable people	Comprehensive and dedicated information about access to local care services over the web and contact centre [R18]
Libraries	Online renewal and reservations of library books and catalogue search facilities [R12]

The list of project below will commence as partnership projects in 2005/06;

Schools	Admissions portal for choice based application for local schools [G1]
Democratic renewal	Democratic renewal – Councillor public web pages. Requires collaboration between County and District issues/web pages [R6]
Community information	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 [R4]
Local environment	Sharing of trading standards data between Councils for business planning and enforcement purposes [G6]
Transport	Public e-consultation facilities for new proposals on traffic management [R15]
Support for Vulnerable people	Remote or mediated access for authorised officers to information about individual 'care packages' [R19] Systems to support joined-up working on children at risk multiple agencies [G16] Joint assessment of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field [G17]

BVPI 157 – Key targets for 100% enablement

The national e-government indicator BVPI 157 measures the types of interactions that are enabled for electronic service delivery (ESD). The government has set a target of 100% ESD of services by the end of December 2005. BVPI 157 has been adopted as one of the eight key indicators of the County Council's Public Service Agreement and is internally reported to CXT on a quarterly basis. The Council monitors the progress of BVPI 157 using IDeA's ESD toolkit (see www.esd-toolkit.org/ - requires registration).

For 2004/05, 69% of the Council's customer facing processes are electronically enabled by web, telephone, face-to-face. Both the telephone and face-to-face interactions require direct electronic access and/or updating records at the time of the interaction.

The table below outlines a summary of interactions and processes that need to be enabled to meet the 100% target. Key projects to support 100% e-enablement target are defined and continually monitored/supported through the web development plan.

Interaction	Services effected	ESD Processes	% Enabled (Target)
Application for services (part one)	- Contact Centre services - On-line forms	25	75%
Booking venues, resources or courses (Part one)	- Town Hall	-	75%
Application for services (part two)	- Personnel (workforce recruitment) - Benefits	32	82%
Consultation	- Environmental Health - Planning - Benefit and Revenue services - Policy and Economic Regeneration - Technical services (Cleansing)	14	85%
Procurement	- Central Purchasing Unit	3	86%
Regulation	- Environmental Health - Housing services - Planning - Technical services	29	92%
Providing benefits and grants	- Housing Renewal (home improvement grants) - Finance (voluntary grants) - Leisure (sport grants)	4	93%
Booking venues, resources or courses (part two)	- Environmental Health - Housing - Leisure (indoor and outdoor) facilities	6	95%
Procurement (Part two)	- Central Purchasing Unit	5	96%
Paying for goods and services	- Cultural and leisure services - Environmental Health - Finance	16	100%

Risk Analysis

The following actions are proposed to minimise the likelihood and impact of risks highlighted by the Council's Strategic Risk Register.

Title & Description: 9. E-Government target – Failure to adopt new ways of working and meet national targets for delivery of services through new technology

Likelihood: High **Impact:** Medium

Adopting and pursuing the strategy and plans contained in this document will have the effect of reducing the likelihood of failure to Medium.

Proposed Actions	Responsibility
<ul style="list-style-type: none"> ▪ Development of E-Government Strategy and Routemap (with identification of appropriate resources, timescales and responsibilities) to meet the 2005 deadline - completed ▪ Use of ESD toolkit to identify processes that are enabled/not enabled - completed ▪ Update of Routemap and strategy (version 2) to incorporate recent national e-priorities established by ODPM and to reflect a more localised (service-based) action plan for CBC. Draft for consultation – August. Target for Cabinet in September - completed, as part of this document ▪ 100% electronic enablement of all customer facing interactions (BVPI 157) – 31st December 2005 ▪ Priority outcome deadlines; <ul style="list-style-type: none"> ○ Required outcomes – by December 2005 ○ Good outcomes – active implementation by December 2005 and completion by April 2006. 	CX (then DCX)

Title & Description: 10. E-Government take up – Failure of local residents to use new facilities offered for the electronic delivery of services

Likelihood: High **Impact:** Medium

Proposed Actions	Responsibility
<ul style="list-style-type: none"> ▪ Simplify access to services to encourage easy of use in terms of functionality for the citizen. ▪ User focus - make it easy for users to find the services they want ▪ Consider traditional as well as modern channels for delivery of eGovernment services. ▪ Only advertise services that are fit for purpose; target advertising carefully 	Steve Phipps (Steve Horner)

Proposed Actions	Responsibility
<ul style="list-style-type: none"> ▪ Development of a secure infrastructure, which includes: confidentiality, integrity, authentication, faith, control and disaster recovery ▪ Share and communicate the benefits with users ▪ Develop awareness and acceptance of the services that are electronically enabled ▪ Cultural alignment ▪ National agenda – Marketing and take-up (national project). Take-up are seen as a national eGovernment priority, as identified in the National strategy 	

The table below identifies and proposes solutions to Risk management issues identified at Corporate Management Team (CMT) on 24/03/2004.

Risk	Countermeasures
Lack of project planning and management for improved business processes across Council services	<ul style="list-style-type: none"> ▪ Agreed planning process understood by all, input from all, sets out agreed priorities ▪ List of corporate priorities for investment ▪ Improved “bidding” process to incorporate the priorities
Responsibilities of e-Government issues placed upon service heads without ownership	<ul style="list-style-type: none"> ▪ Risk register needs to be incorporated in, with actions and responsibilities ▪ Everyone should be involved in the decisions about what is important and what is urgent
Culture and attitude to break-down of silos within and between organisations	<ul style="list-style-type: none"> ▪ Has to start with Cabinet advised by CMT ▪ Concentrate on the customer
Conflict with other Council priorities	<ul style="list-style-type: none"> ▪ Make e-Government more objective within corporate objectives ▪ Free up resources by identifying what is NOT a priority
Staff resistance and failure to deliver	<ul style="list-style-type: none"> ▪ Education, awareness and promotion of the benefits of the E-Government agenda and individual initiatives

E-Government Programme

Completed actions

The completed actions are listed against the reference numbers identified in version 2 of the e-Government Strategy and Routemap.

Action ref.	Priority services requirements	Completed actions	Routemap Section
4	Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online [G2]	<p>The 'Community Portals' product has been developed as part of the Leicester-Shire e-Government Partnership and the Leicestershire Rural Partnership, which allows the creation and maintenance of online information by local community groups, organisations and clubs www.leicestershirecommunity.com</p> <p>The Council's website has also been developed using the product www.charnwood.gov.uk</p>	Policy and Economic Regeneration – Community information
5	Democratic renewal - Public access to reports, minutes and agendas from past council meetings, including future meetings diary updated daily [R5]	Development of online committee papers (as part of phase I of the web development programme). See www.charnwood.gov.uk/18/4815.html	Democratic renewal
34.	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 [R17]	The browser based product "WebBenCalc" implemented, supported by Ovaltech and endorsed by IRRV. See http://www.charnwood.gov.uk/static/wbc/wbc.htm	Benefits
35.	Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes [G15]	<p>Implementation of the Streetwise mobile computing module for Council Tax Benefit and Housing Benefit.</p> <p>This includes the use of 4 hand-held iPAQs with the ability to link to the back-office system and scan document. In the long term the system will enable remote updating and wireless networking.</p>	

Action ref.	Priority services requirements	Completed actions	Routemap Section
18	Improving the consistency and quality of on-line information (BVPI 157 – providing information interaction)	Ensure all BVPI 157 processes are represented on the Council's website (re-check amalgamated processes)	Environmental Health
40	Meet the e-Government requirements for Tourism	<p>Web enablement of the Destination Management System with links to Leicestershire Promotions – www.discoverleicester.com</p> <p>The project was initially funded and supported by the Leicester-Shire e-Government Partnership</p>	Cultural services
41	Improving the consistency and quality of on-line information (BVPI 157 – providing information interaction)	Development of on-line 'Parks and open space' information on the Council's website – as defined in the BV157 proforma	
44	Improved information on housing services, to enable better access to information and in support of meeting the 2005 target	<ul style="list-style-type: none"> • Information on housing options within the borough available on line • Improved Housing Advice information to enable clients to remain in their current accommodation • Information on money advice agencies to be included within rents information • Provide information on Disabled access to housing and disabled adaptations • Provide information for tenants/residents on a range of issues including: Anti-social behaviour, crime prevention, unauthorised occupation, supported tenancies • Extend the provision of information on Sheltered Housing and Lifeline Schemes. Possible on-line request for service • Provide information on Tenants Insurance Scheme. Possible on-line request for service • Key housing documents to be available for download from site, including Homelessness, Single Persons Homelessness, Housing Needs Survey, Housing Strategy 5 year plan 	Housing services

Action ref.	Priority services requirements	Completed actions	Routemap Section
45	Provide access to information/ links to the community, professionals or business networks	<ul style="list-style-type: none"> • Provide links to other appropriate housing related websites • Provide signposting to other services for wide range of housing issues • Provide information on remedies for domestic violence with links to appropriate external services 	
53.	The public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning [R14]	Development of public transport and travel information including links to 'live' systems for journey planning www.charnwood.gov.uk/23/181.html	Transport
56.	GIS-based presentation of information on roadworks in the local area, including contact details and updated daily [G14]	Complete development of the empress product www.empress.gov.uk to provide daily updated information and contact details on local and regional roadworks	
57.	Online facilities to be available to allow: Email and Internet access provided for all Members and staff that establish a need for it [R20]	Provision of Email and Internet access to members (completed May 2000)	Support new ways of working
62.	Implementation of a content management system (CMS) to facilitate devolved web content creation and website management [R24]	<p>Devolved web content creation and management through the open source community portals product, supported by Cuttlefish (as part of Phase 1)</p> <p>Ensure completion of activities in the following phase of the web development programme</p> <ul style="list-style-type: none"> • Phase 1 – information & establishment • Phase 2 – transactional (part one) • Phase 3 – to commence May 2005, following Cabinet approval 	Accessibility of services

Action ref.	Priority services requirements	Completed actions	Routemap Section
67.	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 [R26]	Provision of usage statistics and reports from the community portals CMS system, including page impressions and unique users. External monthly testing by Public Sector Forums	
75.	Knowledge management – Development of an internal system to effectively manage information and communication in a structured manner	Procurement and implementation of the Sharepoint solution	Making it easy to do business with the Council

Actions in progress

This section contains actions that are **part-complete** or **in progress** against the local and national requirements listed in version 2 of the e-Government Strategy and Routemap

Policy and Economic Regeneration – Community information

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
1	To improve the consistency and quality of online information (BVPI 157 – providing information)	Inclusion of BVPI 157 processes for Policy and Economic Regeneration; <ul style="list-style-type: none"> • Town centre mgt – CCTV [498] and crime prevention • Market stalls [616] • Markets and fairs – fairground [686] • Shopmobility information • Business grants [350] • Funding to voluntary organisations [615] • Shopmobility – request for service to be received by email 	Dec 2004	June 2005	In progress	Information on processes have been added, with the exception of; <ul style="list-style-type: none"> • Town centre mgt – CCTV [498] • Funding to voluntary organisation [615] • Shopmobility – service request receipts by email The addition of these processes are in progress
2	Citizen participation and response to forthcoming consultation and decisions on matters of public interest (e-consultation), including	Development of e-consultation forms on the Council's website and use of SMS text alerts on nominated topics	July 2004. SMS by Nov	March 2006	Not started	The provision of online consultation and SMS facilities are in place.

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
	facility for citizens to sign up for email and/or SMS text alerts on nominated topics [G3]		2004			<p>Work programme for online consultation and SMS text notifications on nominated topics to be developed as part of phase 3 of the web development plan.</p> <p>The requirement will also be dealt with by the recently resourced Communication and Consultation team on an on-going basis.</p>
3	Community safety - Local authority and youth justice agencies to co-ordinate the secure sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community [R4]	Initial investigation into the assessment, need and cost evaluation of the RYOGENS ² web based toolkit, with the intention to developing a secure messaging and interactive database for information sharing.	March 2004	December 2005	<p>In progress</p> <p>Initial investigation – done</p>	<p>Initial assessment, of the web-based toolkit has been undertaken.</p> <p>Latest developments of the national project have been monitored. Currently awaiting further development of products, to ensure effective use by District Councils</p>

² Reducing Youth Offending Generic National Solution (RYOGENS) National project www.ryogens.org.uk

Democratic Renewal

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
6	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 [R6]	Provision of easy-to-manage set of public web pages (for community leadership purposes). Contents may include; contact details, a diary showing times of surgeries, and “ask your Councillor” style discussion forum and the ability for Councillors to upload articles they feel will be of community interest.	Dec 2004	Dec 2005	In progress	Functionality addressed through the Council and Democracy section http://www.charnwood.gov.uk/democracy/home.html Tasks to be undertaken for both action ref 6 & 7; <ul style="list-style-type: none"> To enable Councillors to update their own content (if required) Support and training for Councillors (if required) Collaboration between County, District and Parish pages Determine use of multimedia resources (video and audio files)
7	Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files) [G4]	Within the Council and Democracy section, use of multimedia resources to communicate information on local policy and priorities		March 2006	Not started	Tasks to be undertaken as part of the web development plan with Cuttlefish
8	Commitment to the National e-Democracy agenda with the aim of making the electoral	Input into the national electoral registration CORE modernisation project. The project is currently at the				Awaiting the outcome of the CORE consultation phase. Phase 1 and 2 are currently ongoing. The government is currently

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
	registration process easier, accurate, constant, secure and cost effective	consultation stage for Phase I, which seeks to develop common interoperable standards for sharing data sets. Initial consultation outcome include; <ul style="list-style-type: none"> o Inclusion of postcodes by September 2004 o BS7666 for addressing standardisation or developing UPRN links o Standard structure for data fields 	No initial timescales were set	Timescales to be set – upon completion of the consultation stage	In progress	considering a report on Individual Voter Registration which will impact on the structure and standardisation of the required data fields.
		Form project team to assess the use of products to be produced by the e-Democracy national project in December 2004.	Feb 2005	June 2005	Not started	See comment above, awaiting the outcome of the CORE consultation phase
		Development of on-line forms and investigate links to the back office Pickwick system <ul style="list-style-type: none"> o Electoral register o Proxy votes o Elections – voting o Electoral nominations 	No initial timescales were set	Timescales to be set – upon completion of the CORE consultation phase	Not started	Electronic forms will be converted as part of the e-forms web development project (phase3) – to commence in May 2005
		Investigate the need for telephone and Internet registration (for no change forms) – which is dependant on the legislation for individual			Not started	Developments for this requirement have been monitored on an on-going basis. The outcome of telephone and

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
		registration.				Internet registration is also dependant on the outcome of the consultation phase of the CORE project
		<p>Investigate links to a Document Management System, with the ability to scan and search electoral registration forms, which may also include determining links to the back office Pickwick system</p> <p>Initially this would include an assessment of integration with the 'Valid' system used in Revenues and Benefits</p>		<p>To be determined as part of the Document mgt project – to commence August 2005</p>	<p>Initial scoping - started</p>	<p>Service level document management requirements will be determined as part of a corporate 'scanning and indexing' project, which will commence in August 2005</p>

Cleansing – Local Environment

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
9.	Online facilities to be available to allow 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) [R7] ³	Integration of the MVM Cleansing system and the Orchard CRM system	Dec 2004	May 2005	In progress	Customer enquiries and tracking will be led by the CRM system.
		Finalise integration of the cleansing business processes into the Customer Contact Centre ⁴	Sept 2004	-	complete	Customer interactions for Cleansing services are supported by the Contact Centre.
		On-line reporting and tracking for service request using a corporate e-Forms solution	Dec 2004	August 2005	In progress	The requirement will be satisfied by the Leicester-shire Reciprocal Service Delivery (RSD) partnership project, which will enable citizens to report and track applications relating to 'open spaces'.

³ The requirement is satisfied when an authority assigns a tracking reference to a form and uses that reference to identify the status of the form

⁴ Identified as a recommendation as a result of the BPR Capacity review undertaken by the Manchester Business School in May 2004

Planning – Local Environment

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
10	Receipt and processing of planning and building control applications [R8]	Development of a fully integrated on-line planning service, which includes; <ul style="list-style-type: none"> On-line submission of planning applications through the Planning Portal (including drawings and supporting documentation) A secure payment facility for the submission of applications Enabling users to track the progress of their planning application, through the use of the MVM planning Explorer module Automated links from the Planning Portal to the back office system (integrated level) 	End of August 2004	-	complete	Actions completed with the exception of submitting drawings and supporting documentation online. This requirement is linked to the corporate need for a document management solution. Service level document mgt requirements will be determined as part of a corporate 'scanning and indexing' project, which will commence in August 2005.
		<ul style="list-style-type: none"> Back office links to a Document Management System, with the ability to scan and view planning applications, maps and correspondence. 	June 2005	December 2005	Started	Service level document management requirements will be determined as part of a corporate 'scanning and indexing' project, which will commence in August 2005.

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
		Initially this would include an assessment of integration with the 'Valid' system used in Revenues and Benefits				Resource requirement, specific to Planning services – A0 scanner
		On-line consultation and representation (dependant on the links to a selected Document Management System	Dec 2005	December 2005	On target	On target to be achieved – dependent on the progress on the document management project
		On-line customer interaction for enforcement actions. Provide controlled access to the enforcement database, register and notices.				On target to be achieved
		Building Control actions: <ul style="list-style-type: none"> Go live with MVM building control 	June 2004	June 2004	Complete	
		<ul style="list-style-type: none"> Investigation into and active implementation of enabling electronic service requests such as; submitting building regulation applications, tracking the status of applications, receiving decision notices, etc) 	Dec 2004	August 2005	Not started	Identified as part of the Service Improvement Plan, the requirement will be included as part of the service review.
		<ul style="list-style-type: none"> Capture 3,000 building regulation application 	Dec 2005	December 2005	On target	On target to be achieved

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
		polygons, representing the previous years submissions so that Land Charges can electronically reveal them on searches as required by the revised LLCI forms				
11	Meeting the national e-Planning service delivery standards. The outcomes of both the future planning delivery grant and BVPI205 (improving quality) – are linked to the ability of delivering services electronically	Pendleton national planning website review criteria – which assesses the availability and quality of planning services online. Charnwood currently scores 10 out of 21. The following targets have been set against the criteria; <ul style="list-style-type: none"> ○ 15 points – by end of August 2004 ○ 18 points – by December 2004 	Dec 2004	-	Complete	Currently at 19 points. 21 points will be achieved on completion of the Document mgt project
		Development of agreed action points resulting from an assessment of the e-Planning service delivery standards (June 2004) ⁵	Not set	Dec 2005	Not started	Form project team and develop approach to ensure effective use of all PARSOL products
		Assessment of customer-facing processes that can be integrated into the Contact Centre and the Customer	April 2005	To commence May 2005	Not started	Requires integration with the PARSOL expert system. Experiences learnt from PARSOL pilot authorities, confirms that

⁵ See http://www.parsol.gov.uk/products/2_2_toolkits/e_standards_doc_final.pdf - for a copy of the delivery standards document

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
		<p>Services Centre</p> <p>Undertake call profile analysis to establish the kinds of calls received and the levels of skills necessary in handling them. Looking at it from contact centre point of view ⁶</p>				data cleansing needs to take place at the outset to ensure that the Contact Centre and Customer Centre provides accurate and up-to-date information on areas such as details of planning conditions.
12	Use of the PARSOL ⁷ national project, to build an effective and transparent online planning and regulatory system, by developing a range of guidelines, benchmarks, schemas, systems and toolkits	Evaluate PARSOL toolkit recommendations identified by the quick assessment guide	March 2005	Dec 2005	In progress	Form project team and develop approach to ensure effective use of all PARSOL products
13	Integration and development of the MVM back-office system to support an integrated on-line planning the e-Government agenda.	<p>Development of the MVM core system;</p> <ul style="list-style-type: none"> ○ Appointment of a point of contact for system support/administration of the MVM system, which includes Development Control, Building Control and Land Charges. 	Dec 2004	-	Complete	

⁶ Identified as a recommendation as a result of the BPR Capacity review undertaken by the Manchester Business School in May 2004

⁷ Planning and Regulatory Services On-Line – www.parsol.gov.uk

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
		<ul style="list-style-type: none"> Replacement of OS addresspoint data in the MVM 20/20 gazetteer with Charnwood's LLPG data set 	Dec 2004	June 2005	In progress	LLPG data set loaded onto the test planning server. Currently being implemented on the live server. This will update data for Development Control, Building Control and Land Charges
		<ul style="list-style-type: none"> Upgrade 'apSIS' (embedded GIS from MVM) from 'Powermap' to maintain compatibility with GIS Cadcorp and eventually be able to implement OS Mastermap (new topographical mapbase) 	April 2005	August 2005	In progress	<p>Is dependant on and will follow the replacement of OS addresspoint (above requirement).</p> <p>This requires loading the necessary software on individual PCs, following implementation of the above requirement</p>
		<ul style="list-style-type: none"> Retrain users on producing system reports from MVM 	Dec 2004	Dec 2005	Not started	On hold until the update of the MVM system. To be undertaken by December 2005.
		<ul style="list-style-type: none"> Enable submission of historical building grant applications 	April 2005	August 2005	Not started	Electronic forms will be converted to enable online submission of historical building grant applications, as part of the web development project (phase 3)

GIS & NLPG – Local Environment

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
14	Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information [G5]	Corporate (internal) use of the GIS (imap) system http://89.21.32.12/	June 2004	-	Complete	
		Integration with the CBC website. Key available data-set include; Planning, Public rights of way, water, local plan, landscape, Heritage, Ecology, Ward and Parish details	Dec 2004	Dec 2005	In progress	Integration with GIS to be undertaken as part of the web development plan (phase 3)
15	National Land Information Service (NLIS) - level 3 connection (which includes electronic payments through BACS)	Achievement of NLIS level 3 (automatic search)	August 2004	-	Complete	
		Investigate solutions around the differential pricing structure - to encourage take up	Dec 2004	Dec 2005	In progress	Ongoing requirement to encourage take-up of online NLIS applications. Discussions continue between ICS (GIS) and Risk management.
16	Buildings database – corporate rollout of NLPG to ensure consistency of Council addressing information	Development of a rolling programme to reach close to 100% (currently at approx 70%)	Assessment of rolling programme - March 2006	-	On target/in progress	Systems currently using NLPG include; Sports development, Asset management, Cleansing and in-house development systems Near completion of matching Council Tax and NNDR

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
						<p>properties.</p> <p>Next phase development - use of the NLPG gazetteer by; Development Control, Electoral Registration, Contract & Public services and Environmental Health.</p> <p>Long term approach will involve receiving automatic updates from the hub and satellite.</p>
17	Accurate display of GIS information	Resourcing for OS PAI data input updates from map sheets	Dec 2004		Complete	Contract awarded to Genesys and Oxford Data Capture (GEODE) for updating OS PAI data input updates

Environmental Health – Local Environment

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
19.	Access to online applications, formal notification, registers, licence interactions (issuing, approving and checking status) and requests for services. Satisfying the 'Application for services' and 'Regulation' processes for BVPI 157	On-line reporting and tracking for service request using a corporate e-Forms solution. Ensure integration with the Flare back office system Installation upgrade of version 7.05 of the Flare system Identification of best practice examples in other authorities (e.g. for the process of issuing housing grants)	Dec 2004	Dec 2005	Not started	To be included as part of the electronic forms project (to commence May 2005) Best practice and back office integration with Flare to be undertaken as a longer-term requirement.
			Sept 2004	March 2006		
20	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 [G7]	Evaluate the use of the following products available from the PARSOL National project (Stream 4: Regulation and Licensing) http://www.parsol.gov.uk/catalogue_register.html a) Linking external agencies b) Enabling Business Self-Assessment c) On-line licensing and Regulation system ⁸ d) Informing users	Dec 2004	March 2006	In progress	Use of the PARSOL products will satisfy this requirement, which will require web access and back office integration with Flare. Currently in progress of evaluating the national PARSOL products – stream 4

⁸ Online processes for Building control and Disabled facilities grants are included within the product

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
21	To achieve service integration with the Customer Contact Centre and the Customer Service Centre ⁹	Investigate CRM integration with the back-office Flare system	None set	Timescales to be determined	Not started	Timescales to be determined as part of the Contact Centre and the Customer Service Centre rollout. Recent BPR priorities include the recycling initiative and the extension of the Customer Service Centre
22	Improve on the flexibility of the Environmental Health system to support work carried out by staff ⁹ . Flexible working requirements are also outlined in the Performance Through People Strategy.	○ Use of Citrix metaframe and Microsoft Terminal services for mobile/flexible working	Nov 2004	-	In progress	The services are heading a pilot project into flexible working which is due for completion by the end of June 2005, with a final report to Cabinet
		○ Investigate use of a Document management system, linked to Flare back office system - Initially for Licensing and Housing Grants		Dec 2005	Started	Service level document mgt requirements will be determined as part of a corporate 'scanning and indexing' project, which will commence in August 2005

⁹ Identified as a recommendation as a result of the BPR Capacity review undertaken by the Manchester Business School in May 2004

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
23	Integration with GIS and LLPG for improvement in quality and standardisation of land and property information	GIS link to the Flare system (dependent on the installation of Flare version 7.05) Uploading BS7666 addressing information onto the Flare system	Dec 2004	March 2006	In progress complete	Version 7.05 installed. Currently negotiating with third party suppliers on the use of a GIS link. NLPG properties uploaded. Long term approach for ongoing maintenance of property information will involve receiving automatic updates from the hub and satellite.
24	Online automatic identification of planning applications that need regulatory consent	Review links to the MVM Planning system and automatic updates that may be required to the internal Flare system	None set	Dec 2005	Not started	On hold until the update of the MVM system. To be undertaken by December 2005

E-Procurement

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
25	Online facilities to be available to allow appropriate e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment [R9]	Produce PID on the scope of the work programme for procurement	Sept 2004		In progress	Change in the scope of the PID to take account of the new FMS system.
		Implementation of agreed action points resulting from the investigation into electronic procurement and financial transactions by the Performance Improvement Team ¹⁰ (PIT). For finding measures to extend the use of electronic commerce within the authority	March 2005	Dec 2005		Implementation of agreed action points to be merged into the PID work programme
		Establishment of a procurement team	Sept 2004	-	Complete	
		Corporate rollout to the relevant areas of the purchase order system	Feb 2005	-	Complete	
		Replacement of the purchase order system (undertaken as part of the replacement of the FMS system) CBC website integration with the replaced purchased order system	June 2005	Dec 2005	In progress	Roll back of the implementation date as a knock-on effect of the delayed implementation of the FMS system

¹⁰ See Cabinet report – 22nd July 2004, Item 36: Performance Improvement programme 2004/05

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
26	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) [G8]	Provide input as part of the project team to assess the use of the deliverables/products developed by the 'Working with business' (WWB) national project, which includes the Single Business Account (SBA) toolkit	None set	March 2006	In progress	<p>Assessment of the WWB products – completed. The Council has participated as a secondary reference until 31st March 2005.</p> <p>The outcome was the development of a set of recommendations to provide a better way of interacting with businesses, which will be dealt by the CRM system and the proposed business portal. Overview details of the business portal will be defined in phase 3 of the web development plan</p>
		<p>Use of the national e-Procurement project www.nepp.org.uk to progress the Council's e-Procurement agenda</p> <p>The idea knowledge website www.idea.gov.uk/knowledge/e-procurement provides supporting documentation for the national project</p>	Oct 2004	On-going (March 2006)	In progress (on-going)	<p>On-going participation in the use of the products from the national project (which includes case studies and best practice information)</p> <p>Full potential of the IDeA knowledge website to be explored</p>

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
		Investigation into the use of purchase cards (for high volume low value goods) by the PIT.	Nov 2004	-	In progress	Approach modified - credit cards are now used for the purchase of online goods
27	Regional co-operation on e-procurement between local councils [G9].	Supplier adoption – join East of England Marketplace (when formed)	April 2005	July 2005	On-going	Ongoing involvement in CoPE and LALAPO. Joining East of England Marketplace - under investigation. Currently unclear of the full benefit against participation costs.
		Liaise with CoPE (Centre Of Procurement Excellence) as regard their strategic issues	Sept 2004			
		Commitment and contribution into the recently formed LALAPO (Leicestershire Association of Local Authority Procurement Officers)	August 2004	-		
28	Electronic enablement of the following BVPI 157 e-Procurement processes; <ul style="list-style-type: none"> • Contract management (Procurement) – [829] • Procurement policy [830] • Tenders [828] 	Update of the Council's Procurement policy	Nov 2004	-	Complete	
		On-line publication of a "Selling to the Council Guide". Services for suppliers including notification of tender invites, submitting quotes and tender work for the Council using the web site	Nov 2004	End of May 2005	Not started	Publication guide to be included as part of the web development plan (phase 3)
		Actively implementing a; <ul style="list-style-type: none"> • E-Purchasing solution • E-Tendering or an e-Actions solution 	Jan 2005	Dec 2005	Not started	Roll back of the implementation date as a knock-on effect of the delayed implementation of the FMS system

Payments

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
29	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) [R10]	Completion of on-line payments project for Council Tax, Rents, Business rates, Council Mortgages, Debtor invoices, parking charges and housing benefit overpayment www.charnwood.gov.uk/75.html	May 2004	May 2005	In progress	Current solution for web payments in place since May 2004 The improved solution (to be implemented by May 2005) will be extended to support telephone and web payments
30	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 [R11]	The following options are available for web enablement and linking to the back office Academy system; a) Academy web module includes (e-Citizen, Direct public, ingress licence and implementation services b) LGOL-net c) National Benefit project-use of the starter pack to identify added value areas	None set	August 2005	In progress	a) Academy e-citizen now agreed for purchase. b) LGOL-net option not selected for this requirement due to the timescale and resources required to develop the middleware. c) Products from the National Benefit have failed to materialise

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
31	Demonstration of efficiency savings and improved collection rates from implementation of e-payments [G10]	Identify areas for efficiency savings (Whilst it is difficult to estimate the efficiency savings from Council Tax payers – it is likely that savings could be obtained from NNDR customers. The fact that most businesses have IT links would probably lead them to utilise e-billing or payments)	None set	August 2005	In progress	The e-citizen module will be purchased as a result of 'gershon' savings of one of the posts in Revenue and Benefits
32	Registration for Council Tax and Business Rates e-billing for Direct Debit payers [G11]	The following two options are available; a) Academy e-billing module b) Government Gateway portal used for authentication and billing	None set	Dec 2005	Not started	To be included as part of the electronic forms project (to commence May 2005)

Benefits

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
33	Online facilities to be available to allow: 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 [R16]	Explore possible models and ways of addressing the fast pace of change in legislation and its impact on how to keep customer contact staff training up to date. ¹¹	2005	Summer 2005	Started	Discussions continue into the ‘roll-out’ of Benefits into the Customer Service Centre and the Contact Centre
		Research other benefits services including the Beacon sites, who use a call centre approach, and look into how they cope within the difficulties of the sector.				
		Set –up of project team established by the Revenues section to use the start kit from the Valuebill national project. The aim of which is to exchange XML information exchange between the Valuation Office Agency (VOA) and local authority billing departments, support by NLPG.	March 2005	March 2006	Not started	Latest developments of the project have been monitored. Currently awaiting the recommendations of the pilot report due in September 2005. National rollout therefore expected to be February 2006

¹¹ Identified as a recommendation as a result of the BPR Capacity review undertaken by the Manchester Business School in May 2004

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
		Investigate options of linking to the CRM system, by using either a) ArclIndex (data matching product) b) LGOL-net c) Valuebill	None set	March 2006	Not started	Linked to the above requirement of 'roll-out' to the Customer Service Centre and the Contact Centre Discussions continue into options relating to arclIndex, LGOL-net and Valuebill
		Document management system (implementation of version 9 and investigate rollout for corporate use in areas such as Planning and Contract & Public Services)	None set	To commence in August 2005	Not started	Document management project now included in the Service Delivery Plan for 2005/06, which will commence in August 2005.

Financial services

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
36	Upgrade of financial management systems to support the e-government agenda	Key actions to be undertaken; Evaluation of ITT, short-list suppliers, site visits and Demonstrations and awarding of the Contract	1 st April 2005	31 st May 2005	Near completion	Planned going live date – 31 st May 2005. Currently working on implementation issues
37	To develop a customer-focused service to meet the citizen expectations and the e-government agenda	<ul style="list-style-type: none"> Carry out a general feasibility review as a preparatory action for when the cashier desk might be embraced within the Customer Contact Centre and Customer Service Centre.¹² 	None set	To be determined	Not started	Early discussion between CSC and Finance on the future of the cashier desk. The development of e-payments will also impact on the future of payments.
		<ul style="list-style-type: none"> Train customer contact staff to meet the standard knowledge required of cashier staff. 		-	In progress	On going training currently being undertaken.

¹² Identified as a recommendation as a result of the BPR Capacity review undertaken by the Manchester Business School in May 2004

Cultural services

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
38	Online facilities to be available to allow booking of sports and leisure facilities, including both direct and contracted-out operations [R13]	Investigation into an online booking system for indoor and outdoor facilities. In the short term examine the benefits of implementing the solution proposed by Serco Ltd for the Charnwood and Soar Valley Leisure Centres	Dec 2004	Dec 2005	In progress	The implementation of the solution will be led by Serco. Progress is monitored on an on-going basis with the contractor. Currently awaiting the development of the working product.
		Enablement of electronic payments using credit/debit cards for all Leisure and sport facilities	Dec 2005	Dec 2005	In progress	Receipt of electronic payment in progress at Charnwood Leisure Centre and Soar Valley Leisure Centre.
39	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 (G12). ¹³	Implementation of the on-line booking system for Town Hall	Nov 2004	May 2005	Near completion	On line booking system for Town Hall will be available in May 2005.
		Integration for specific on-line Town Hall bookings with the Contact Centre – to be supported by the web module for on-line bookings		June 2005		Currently working on operational and implementation issues with the supplier.
		Investigate the scope and benefit of Integration for on-line Town Hall bookings with the Customer Services Centre – to be supported by the web module for on-line bookings		June 2005		Supported by the web module, the solution will be available to the Contact Centre and the Customer Services Centre.

¹³ Identified as a recommendation as a result of the BPR Capacity review undertaken by the Manchester Business School in May 2004

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
		Investigate scope and benefit of the use of smart cards products from the national project www.scnf.org.uk	Dec 2005	March 2006	Not started	Using the products from the national project, investigation to be undertaken to identify areas/services where the smart card can be potentially deployed. Scope for partnership working also needs to be explored

Housing services

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
42 & 47	Review housing processes	Set up a small scale BPR study involving Housing Services, Contract & Public Services and the Customer Contact Centre with a view to improve the current flow of processes. This should be a focused study, building upon previous work, and aiming to look at flow of information from the Customer Contact Centre to Contract & Public Services. It should investigate if there is any scope for improvement in appointment making, and the time delays in conveying information between services ¹⁴	Dec 2004	Timescales to be determined	Not started	Timescales to be determined as part of the Contact Centre and the Customer Service Centre rollout. Recent BPR priorities include the recycling initiative and the extension of the Customer Service Centre
43	Replacement of Housing Management System to meet the e-Government agenda	Produce PID to determine the requirements (scope, resources, timescales) and include all modules of IHMS: Rents & Arrears, Repairs & Maintenance, Allocations, and	None set	-	Not started	Awaiting the outcome of the housing stock options prior to considering the replacement of the Housing Management System.

¹⁴ Identified as a recommendation as a result of the BPR Capacity review undertaken by the Manchester Business School in May 2004

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
		Estate Management. Also interfaces to other CBC applications including website, housing benefits, contact centre, DSO system, Financial management system.				Timescales will be set once the outcome of the options has been determined.

Contract & Public Services

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
48	Improved control and retrieval of Worksheets (multiple worksheets on 23,000 Job Tickets annually) using Document Imaging and Intelligent Character Recognition (ICR)	Investigate use of existing VALID system or other suitable system to be linked to Uniclass back office system	March 2005	December 2005	Started	Service level document mgt requirements will be determined as part of a corporate 'scanning and indexing' project, which will commence in August 2005.
49	Buildings database – rollout of NLPG to Uniclass back office system and HMS system for coordinated Asset Management of Buildings Fittings, Services, Plant, Asbestos Register etc.	To be read in conjunction with Action Ref. 16 Next phase development to include HMS and Uniclass back office systems	Assessment of rolling programme March 2006	-	On target	The requirement is on target to be achieved
50	Use of mobile data to improve the management and control of Emergency and Quick Response repair teams to urgent repair and maintenance jobs.	Investigate the use of PDA's; Handheld's or Ruggedised Notebooks with links to existing web enabled Uniclass Enterprise system for the notification of new jobs and subsequent job stage updates etc.	Sept 2005	-	On target	The requirement is on target to be achieved

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
51	Integrated working with Specialist Sub Contractors with improved workflow for the issuing of work instructions, subsequent status change updates and invoicing.	Investigate use of web enabled Uniclass Enterprise system and Internet Explorer to give nominated Sub Contractors remote access to Uniclass back office systems	March 2006	-	On target	The requirement is on target to be achieved
52	E-Procurement facilities for ordering and invoicing of Stores Materials and Direct Goods/Services using Uniclass back office system to maintain Stores pricing and full Job Costing	Ensure CBC Website integration with Uniclass back office system	June 2005	-	On target	The requirement is on target to be achieved

Transport

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
54	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 [R15]	Development of e-consultation forms on the Council's website, in partnership with the County	None set	Dec 2005		Both requirements will be included as part of the electronic forms project (to commence May 2005) Action ref. 54 is linked to the corporate consultation requirement, Action ref. 2.
55	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 [G13]	Develop contravention forms (as part of the e-forms project) in partnership with other authorities, possible with the use of middleware products such as LGOL-Net	None set	Dec 2005		

Support new ways of working

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
58	ICT support and documented policy for home/remote working (teleworking) for council members and staff [R21]	Development of the code of conduct policy for the use of remote IT equipment	2000	-	Complete	May 2000 for members and March 2000 for Users
		Documented policies to be outlined in the Performance Through People Strategy and the Accommodation strategy.	Dec 2004	March 2006	Task completed (On-going)	Remote working approach and policies are covered in the Performance Through People Strategy and the ICT strategy. Documentation will be finalised once home/remote working is available to all staff.
59	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 [R22]	Use of Citrix metaframe and Microsoft Terminal services for mobile/flexible working	Oct 2003	-	Complete	Environmental Health services are heading a pilot project into flexible working which is due for completion by the end of June 2005, with a final report to Cabinet
		Pilot to be undertaken in Environmental Health - Food section. Provision of access required for CITRIX and the Flare back office system	Dec 2004	June 2005	In progress	

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
60	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") (G18).	Re-organisation of the Council's training unit to provide more focused approach for systems support and user training to meeting the e-Government agenda	Dec 2004	March 2006	On-going	<p>Human resources and ICT facilitate external training based on user needs.</p> <p>Training for courses such as ECDL is available. Greater emphasis in the future will be placed on Computer Based Training (CBT) and the use of the Intranet.</p> <p>E-skills training programme requires development to ensure effective use of existing facilities by staff and members.</p>

Accessibility of services

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
61	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) [R23]	Contact Centre – Investigate the need for extended hours (dependent on service need and the Contact Centre rollout programme). Extended service hours to be provided for Cleansing services	Dec 2004	On-going	On-going	Contact Centre is open from 8:00am – 8:00pm Mon –Fri and 8:00am – 1pm for Saturday. Other hours have been provided in response to demand for service. The requirement for providing extended hours will be examined on an on-going basis during the corporate rollout of the Contact Centre and the Customer Service Centre.
		Customer Service Centre – extended hours to be investigated as part of the Phase II development programme	End of Sept 2004	March 2006	Not started	Extended hours are currently not supported by the Customer Service Centre. The need for which will be examined and be based on throughput and enquiries.
		Customer Service Centre - Issues effecting service access: <ul style="list-style-type: none"> Completion of Phase I (establishment of the Customer Services Centre) 	July 2004	-	Complete	

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
		<ul style="list-style-type: none"> Appointment of team leaders, customer advisors and senior advisors 	Sept 2004	-	Complete	
63	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) [G19]	Undertake research into the adoption of the standard for records management and identification of where current records, policies and systems need to improve to meet FOI requirements	Dec 2004	March 2006	Not started	<p>ISO 15489 defines best practice for the management of documents and records management.</p> <p>Currently there is no ERDM solution in place. In the long term the requirement will be considered at part of the Documents management system.</p>
64	Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI) [G20]	Ongoing Compliance against eGMS, eGIF as part of the national LAWS project www.laws-project.org.uk	Dec 2004	On-going	Baseline assessment - completed	On-going assessment undertaken as part of the web development plan with Cuttlefish.
65	Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) [G21]	Ongoing Compliance against WAI access standards (see www.w3.org/WAI for further information)				Level A achieved for all pages and level AA for all top level section pages and the home page.
						Key E-GIF and e-GMS standards have been achieved, requires ongoing compliance.

High take up of web-based transactional services

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
66	Publication of Internet service standards, including past performance and commitments on service availability [R25]	Service standards are dependant on development on-line transactional facilities – identified in phase 2 & 3 of the web development plan	None set	Sept 2005	Not started	The requirement relates to website availability. Currently service standards are monitored internally by the web development team. This will be extended to all relevant services and published on the CBC website.
68	Establishment of internal targets and measures for customer take-up of e-enabled access channels [G22]	Development of a Customer Services Strategy which will identify a cohesive and joined-up approach to providing customer focused services	Dec 2004	March 2006	In progress	Customer service standards have been development. See http://www.charnwood.gov.uk/uploads/1423f0b117d376423952044.pdf For the outcome to be achieved, take-up and targets are required to be defined for each e-access channel, which is dependant on the provision of online services.
69	Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk) [G23]	Website category list based on LGCL (Local Government Category List) See action points 58 & 59 for the use of eGIF and eGMS standards from the LAWS project	On-going	Oct 2006	On-going	On-going assessment undertaken as part of the web development plan with Cuttlefish. Good practice usability design principles will be examined as part of phase 3 which will include a major upgrade of the CMS system and the navigation of the site

Making it easy to do business with the Council

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
70	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 customer's records, to deliver services across different channels, and enabling joined-up and automated service delivery [R27]	Use of the Orchard CRM system by the Contact Centre ¹⁵	Nov 2002	-	complete	The CRM system is in utilised at the Contact Centre and the Customer Services Centre.
		Use of the CRM system by the Customer Services Centre	July 2004	-	complete	Phase 3 of the web development plan will include the integration of CRM with the CBC website. This will enable the creation of "My Charnwood", which will allow citizens to personalise, apply and track online services.
		Investigate scope for integration with the web – initially to include housing service processes	Dec 2004	Dec 2005	Not started	
71	All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response [R28]	Use standard electronic forms to acknowledge receipt of Internet correspondences, detailing nature of enquiry, date of receipt, officer responding and a unique reference number for tracking purposes.	Dec 2005	Dec 2005	On target	The e-forms solution will ensure that all service requests will be acknowledged by email containing a unique identifier and the ability to track service requests and enquiries.

¹⁵ Monitored quarterly through the local indicator ICS33- % of cases resolved on first contact by the Contact Centre – 79% achieved for 2004/05 Qtr1

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
72	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 [R29]	Investigate the use of the Sharepoint module 'Teamplate' (correspondence logging module) for effective customer tracking of electronic correspondence and reporting methods to measure against the 100% target.	Dec 2005	Dec 2005	On target	Email archiving is in place. Monitoring arrangements and policies to be developed on the "life-cycle" of emails, which will include response times.
73	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 [G24]	CRM integration with back office systems	None set	To be determined	On-going	Integration with the Housing system – complete. Back office integration in future will depend on the supported service. Timescales to be determined as part of the Contact Centre and the Customer Service Centre rollout. Recent BPR priorities include the recycling initiative and the extension of the Customer Service Centre
		Initial investigation into the long term expansion of the CRM system (support by the findings from the BPR exercise undertaken by the Manchester Business School in May 2004)				
		Undertake training in use of the BPR SPRINT methodology	June 2004	-	In place	Training needs in support of CRM undertaken on a 'needs' basis

Action ref.	Outcome	Action	Target		Status	Comments
			Original	Proposed		
74.	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 [G25]	<p>Appoint project lead and form team to assess the use of deliverables/products developed by the 'Working with business' national project www.workingwithbusiness.org.uk</p> <p>Products are grouped under the following headings;¹⁶</p> <ul style="list-style-type: none"> • Single Business Account (SBA) toolkit • Model website – set of knowledge, content and tools for customisation • Businesses processes – defines the interactions between businesses and the council, which can be re-engineered for CRM • Research findings – includes, reports, surveys, advice and guidance on working with businesses <p>The national project contains integral links with CRM and e-procurement.</p>	None set	Oct 2006	In progress	<p>Assessment of the WWB products – completed. The Council has participated as a secondary reference site until 31st March 2005.</p> <p>The outcome was a set of recommendations to develop 'account' structures for business, citizen, properties, employees and citizen. This which would support single notification service request.</p> <p>This approach has been identified as a key project for phase 3 of the web development plan ('My Charnwood') and requires the following system to be in place;</p> <ul style="list-style-type: none"> • e-forms, • LLPG • and CRM integration on the web and back office systems

¹⁶ Click on the hyperlink – for further information <http://www.localgov.gov.uk/Nimoi/sites/ODMP/resources/Product%20Catalogue%20first%20edition.pdf>

Appendix A: National Projects

PARSOL National Project - www.parsol.gov.uk

PARSOL is a National Project, which aims to help local authorities ensure that they can receive and effectively process planning and building control applications online by 2005. This provision will apply to all sectors of the community and ensure that they receive seamless and consistent information, planning advice and e-planning services. A single access point will provide businesses and individuals with the service and will encompass inter-agency working through access to information on regulation and licensing together with a range of regulatory services.

The project aims to build on the work already undertaken through investment in the Pathfinder process, Invest to Save budget and the Planning Portal through providing the following deliverables:

- E-enabled systems to support the planning process (where they do not currently exist).
- Extension of services developed for planning to meet the needs of a range of regulatory services.
- Standards for the delivery of e-planning and regulatory services.
- Toolkits to enable local authorities to implement the systems necessary to meet those standards in a cost efficient manner.

The project is structured into four different activity streams managed by different bodies. Within each stream there are a number of individual projects. Many of these projects require information on current Best Practice to further their work. And in particular, Best Practice use of ICT to support the delivery of services in planning, building control, Trading Standards and environmental health. More information about PARSOL can be found on the website: www.parsol.gov.uk.

Current position

- The Project has been divided into four streams; Accessible planning services, Standards and toolkits, Technical infrastructure, Regulation and licensing. Products are available to support each stream. The standards and toolkit stream focuses on linking to ODPM's priority outcomes.
- Currently working towards an e-Planning programme post 2005.
- BVPI 205 - improving quality - linked to the delivering services electronically
- Future planning grants will also be linked to the ability of delivering services electronically. Currently draft planning delivery grant standards are being developed
- linked to CRM, e-Pay, Valuebill, Planning portal and the ESD toolkit
The project is now moving into marketing and productisation

Some deliverables, for example the consultation software, can only be used with the support of the PARSOL board. Hence these products are not freely available.

Working with Business National Project www.workingwithbusiness.net

Aim: develop and improve the online provision of information and transactional services for local businesses.

Single Business Account uses the same concept and normally the same software as the CRM systems; all relating to a person, or in this case a business. 'CRM for business' is called a Single Business Account.

Requires an interface with the CRM and e-Procurement National Project

Main deliverables/products the project will deliver;

- Starter kit
- A single business account toolkit – undertaking CRM for business customers
- A model website - to enable a creation of a fully customisable business area, this will include;
 - Implementation guidance
 - A demonstrator which can be used for training
 - E-forms tool and sample e-forms
 - Standard LA interface with at least one national government department (e.g. Inland revenue, business.gov)
 - Process maps describing interactions between an authority and businesses

LAWS National Project www.laws-project.org.uk

The LAWS project was completed on 31st March 2004. All products have been delivered and are available to download.

- LGOX and Form-works were now available as open source e-forms as part of LGOLnet.
- RSD servers and LGOLnet software have been installed at all Leicestershire authorities. Which will be used to develop open space services as part of the Leicestershire RSD project.
- Growing level of supplier community to support LGOLnet
- CMS system (APLAWS+) is now available - initially piloted and used by Camden

Main deliverables/products;

- Starter Kit
- Content Mgt system
- Information Architecture and Standards
- Organisational Development best practice and guidance
- Community engagement including community modules, best practice guidance and toolkit

Benefits National Project www.ebenefits.org.uk

- Currently in development, extended to March 2005
 - Main product that will be produced will be an 'Intelligent claim form' which will not replace but sit above back office systems and enable; access, validation, check eligibility and calculate entitlement of Housing Benefit and Council Tax benefit forms - based on the information entered. Workflow and automatic-routing facilities will also be included within the software.
 - RSL landlords and CAB agents will also be allowed controlled access to the system
 - On-line identity checking - authentication will be linked to the Government Gateway
 - Products such as the Starter-pack will be available from September 2004 onwards.
-

Valuebill National project - (<http://apps.newham.gov.uk/valuebill/>)

Aim: to set up a two-way electronic exchange of information between the Valuation Office Agency (VOA) and local authority billing departments.

The information exchanged is name and address data, via XML data between the two systems. UPRN is used as the key field when transferring information

Status: Ten LA's have piloted Valuebill. National rollout is the next step, beginning shortly. The starter kit is available to LA's early in May 2004

Main deliverables/Products;

- I. XML schema for data exchange
 - a. From LA to VOA
 - b. VOA to LA
 - c. LA to LLPG/NLPG

Starter kit to enable authorities to adopt Valuebill

E-Democracy National Project - www.e-democracy.gov.uk

The power of new technologies is to be harnessed to invigorate local democracy. With the launch of the new, government funded Local e-Democracy National Project, new channels of participation - especially internet and mobile phone - are to be investigated as part of a £80m National Project Programme aiming to help drive the modernisation of local services.

The project will deliver to local authorities:

- A range of new or enhanced tools and techniques to encourage participation
- Better ways ensure the inclusion of particular groups
- E-democracy information and strategies
- Public opinion research
- Marketing techniques

The project has been broken-down into the following work streams;

1. Developing the e-democracy environment
2. Strengthening the existing democratic processes
3. Addressing the democratic deficit
4. Evaluating e-democracy
5. Project management and roll-out

The newly formed Local E-Democracy National Project Board, made up of member and officer representatives from a range of local authorities, the LGA, IDeA, Hansard Society, ODPM and the Office of the E-Envoy will be meeting throughout November to agree the detail of the project.

The final business case will be put to the National Projects' Panel early in December and it is anticipated that the project will deliver its products by December 2004

CORE (Co-ordinated On-line Register of Electors)

www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_logov_035193.hcsp

The CORE project will make the electoral registration process easier, accurate, secure and cost effective and will benefit voters, local authorities, authorised users and other key stakeholders.

The project, launched by the Government, will be in two phases - the first will standardise local electronic electoral registers across the country and make them fully interoperable regardless of the local system in use. The second phase will allow authorised users to access local registration data centrally and will support a multi-channelled, e-enabled elections.

The CORE project was developed by ODPM and key stakeholders after the demise of the LASER project, which had similar goals. Changing circumstances, particularly the restriction of sales of local electoral registers, made the LASER project non-viable. The new CORE project, which does not rely on income generated by register sales, has widespread support amongst local authorities, electoral registration suppliers and other key stakeholders.

RYOGENS National Project

Aim: to protect vulnerable children and reduce crime and anti-social behaviour. The project started in May 2003 and ran to March 2004. Since early 2004 the system has been live in Warwickshire, Lewisham and Tower Hamlets. The software is now ready and is being rolled out to early adopters.

E-Procurement National Project

Aim: enables procurement activities, including; sourcing, ordering and commissioning, receipting and making payments for the whole spectrum of an authority's activities.

Status: completed 31st March 2004. All products have been delivered and are available to download.

Main deliverables/products produced by the project

- An e-procurement road map: enables selection of relevant elements
 - Lessons learned and best practice
 - Study into the benefits of e-procurement (using purchasing cards, e-tendering, e-auctions, e-invoicing, BACS)
-