



OFFICE OF THE
DEPUTY PRIME MINISTER

DEFINING E-GOVERNMENT PRIORITY SERVICES & TRANSFORMATION OUTCOMES IN 2005 FOR LOCAL AUTHORITIES IN ENGLAND

Consultation Paper

This is a consultation paper on proposals for defining priority service and transformation outcomes in 2005 as part of the IEG process. All comments on this draft should be sent by email to localegov@odpm.gsi.gov.uk by Tuesday 27 January 2004. Final guidance on this issue will be published as part of the IEG3 grant claim process in March 2004.



local e-gov

Priority Service & Transformation outcomes for local e-government in December 2005

Introduction

Linking local e-government investment to the delivery of service improvement in shared priority areas serves to address the real concerns of citizens, as well as providing a focus for local authorities up to the 2005 target and beyond.

A key objective of the Office of the Deputy Prime Minister's (ODPM) SR2002 Public Service Agreement (PSA) involves improving delivery and value for money of local services within a framework of national targets and policies. This includes,

*“assisting local government to achieve 100% capability in electronic delivery of **priority services** by 2005, in ways that customers will use”.*

In order to define what is meant by the term “priority services” and for the Government to measure progress towards the PSA target, it is necessary to agree a set of e-government priority outcomes for each local authority in England. Furthermore, it is expected that each local authority as part of its e-government investment programme will deliver these priority outcomes by December 2005.

The proposed priority outcomes are derived primarily from the shared priorities agreed between central and local government. For practical purposes, the shared priorities have been translated into a set of 10 priority service and 4 transformation areas. This proposed list of 14 priority service and transformation areas has then been broken down into a set of specific priority outcomes that are expected to be delivered by local authorities by December 2005.

The proposed priority outcomes provide a focus for priority working within the Prime Minister's target to reach 100% e-enablement of Government services by December 2005 (as measured by BVPI 157 for local government services). It is further proposed that local authorities will be incentivised through the IEG capital funding process for working on the local e-government priority outcomes in 2004/05 and 2005/06 and that progress in delivering the priority outcomes will be monitored through the IEG process.

Your comments on these proposals are requested by **Tuesday 27 January 2004**. These proposals affect English County, District, Unitary Councils, London Boroughs, National Park Authorities, the Corporation of London, the Greater London Authority, London Development Agency, Transport for London who are subject to the Best Value Performance Indicator 157 and have been requested to prepare IEG statements. A separate version of this consultation paper will be prepared for Fire & Rescue Authorities.

Shared priorities for local government

The National Strategy for local e-government listed the shared public service delivery priorities that were agreed between the Government and the Local Government Association in July 2002¹. The Strategy made it clear that e-government is a key part of our collective approach to delivering them.

The priority outcomes presented for consultation below are primarily derived from the seven shared priorities agreed between central and local government, translated into specific outcomes that can be achieved in appropriate and innovative ways at the local level. The shared priorities are:

- raising standards across our schools;
- improving the quality of life of children, young people, families at risk and older people;
- promoting healthier communities by targeting key local services, such as health and housing;
- creating safer and stronger communities;
- transforming our local environment;
- meeting local transport needs more effectively;
- promoting the economic vitality of localities.

The seven shared priorities give a set of broad aims for public service delivery and cover the key issues that will impact most on the lives of local people. However, some additional work is needed in order to translate these broad aims into a set of specific outcomes for local e-government. This work is reflected in the table below.

National Priorities

In addition to defining local e-government outcomes around the shared priorities, the ODPM is also required to assist local government in achieving:

- progress in terms of the electronic delivery of key high volume / high impact local government services identified as priorities in terms of user benefit and efficiency savings, i.e.
 - schools admissions;
 - voting;
 - consultation;
 - planning applications; and
 - payments (including Council Tax Benefit & Housing Benefit);
- the transformation of people's experience of public services through the application of local e-government as described in the National Strategy for local e-government published in November 2002.

¹ see http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2002_0278

Therefore, these issues are also reflected in the proposed list of priority outcomes in the table below.

About the proposed approach to defining priority outcomes

The proposed approach to priority outcomes outlined in this consultation paper is designed to provide:

- clarity for citizens regarding what they can expect to be able to do electronically with their local authority by this date;
- demonstrable results from the ODPM's £675 million local e-government investment programme up to 2005/06;
- a leap forward from the existing e-government target based around a general "e-enablement" of services to one based around clearer deliverables under the shared priorities for "better local government".

In particular, the mapping of e-government to shared priorities for better local government is crucial in helping to realise the full potential of technology for improving corporate performance as part of the Comprehensive Performance Assessment (CPA) process up to 2005 and beyond.

The proposed approach is also designed to:

- demonstrate the link between the National Strategy for Local e-Government and the seven shared priorities for local government;
- allow local authorities scope to map the proposed list of priority outcomes onto existing e-government priorities within a two-year time frame up to December 2005;
- provide an operational "focus" for the local e-government programme in terms of the 2005 target;
- raise awareness about the work of National Projects and their potential contribution to priority service objectives;
- provide a platform for the adoption of e-government as a key issue for corporate assessment in the CPA process for the year 2005/06 (and onwards).

Partnerships

Whilst it is at the discretion of local authorities whether they wish to deliver the priority outcomes by working individually, or through partnerships, there is a strong expectation that existing partnership infrastructures represent a preferred way forward to deliver outcomes in priority areas that demand an integrated or joined-up approach. Therefore, it is expected that a proportion of IEG grants to individual local authorities should be earmarked and pooled accordingly.

Outcomes

The proposed outcomes for each priority service and transformation area are defined in terms of:

- 1) **Best practice outcomes** – the ODPM does not intend to prescribe the process of achieving these best practice outcomes, but all local authorities are expected to have the named outcomes in place for each priority area by the end of December 2005;
- 2) **Mandatory outcomes** – these refer to specific online facilities that must be in place in every area of the country for citizens, organisations, councillors and local authority staff to use by the end of December 2005;
- 3) **Discretionary outcomes** – high performing local authorities that have already achieved, or largely achieved, the defined best practice and mandatory outcomes, will be given the discretion to establish their own 'stretch' targets for how they wish to further develop services to deliver sustainable e-government up to 2005 and beyond.

As part of the consultation process, you are invited to comment on the workability of this definition and categorisation.

Funding

It is proposed that local authorities will be incentivised through the IEG capital funding process for working on the local e-government priority outcomes in 2004/05 and 2005/06. A Ministerial announcement on funding will be made in January 2004.

What is being consulted on

You are asked to comment on the practicality of the proposed in this consultation paper, i.e. is what is being proposed:

- reasonable?
- appropriate?
- based on a commonly understood and agreed interpretation?
- measurable?
- capable of being delivered?

It is recognised that local authorities in two-tier areas may not have a statutory responsibility for service delivery in some of the areas listed in the table below and your comments about how the proposed priority outcomes might be applied in this context are particularly welcome. Comments are also requested in respect of how the proposed priority outcomes align with individual local authority improvement plans as part of the Comprehensive Performance Assessment (CPA) process. Suggestions regarding the applicability of the 14 proposed priority areas, alternative priority outcomes and flexibility for local authorities to substitute local outcomes for national ones are also welcome.

Further information on the process of applying and measuring progress on the delivery of these outcomes, including the link to IEG funding in 2004/05 and 2005/06, will be provided as part of the claim process for the payment of IEG3 grant in March 2004. This consultation process will inform the final list of outcomes that are presented to local authorities as part of the IEG3 claim process.

Submission Deadline for Comments

The deadline for receipt of comments on this consultation paper is **Tuesday 27 January 2004**. You should submit your comments either by email to localegov@odpm.gsi.gov.uk, or in writing to:

Local e-Government Team
Office of the Deputy Prime Minister
Zone 3/G5
Eland House
Bressenden Place
London SW1E 5DU

All written response should be headed "Priority Outcomes Consultation". A copy of this consultation paper can also be found at www.localegov.gov.uk.

PROPOSED PRIORITY AREAS AND OUTCOMES

<i>Priority Service Area</i>	<i>Proposed Outcome</i>
<p>1. Schools</p> <p>To help raise education standards and allow e-enabled processing of pupil support services to the public.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - raising standards across all our schools - school admissions <p>Associated National Projects: (see www.localgov.gov.uk)</p> <ul style="list-style-type: none"> - School admissions - LAWS 	<p>1) Best practice outcomes in 2005 to include:</p> <ul style="list-style-type: none"> • systems to facilitate more integrated and improved assessment of children with Special Educational Needs (SEN) and Looked-After Children, including the online provision of information to parents/carers; • online provision of features on public website to encourage community involvement in schools, including details for parents and prospective school governors, helpers and classroom assistants. <p>2) Mandatory outcomes - online facilities to be available to allow transactions in respect of:</p> <ul style="list-style-type: none"> • school admissions & transfers; • home school transport; • community education; • student awards. <p>3) Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</p> <ul style="list-style-type: none"> • development of systems to facilitate the pre-qualification of benefit claimants for free schools meals and school uniform grants.

<p>2. Community information</p> <p>To deliver integrated services for the community, delivered by local & regional partnerships where appropriate, and connected to a national infrastructure.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - creating safer and stronger communities - promoting healthier communities and narrowing health inequalities - supporting the economic vitality of localities <p>Associated National Projects: (see www.localgov.gov.uk)</p> <ul style="list-style-type: none"> - Reducing Youth Offending Generic National Solution (RYOGENS) - E-Fire - LAWS - Information Sharing & Assessment Programme (DfES) 	<p>1) Best practice outcomes in 2005 to include:</p> <ul style="list-style-type: none"> • Fulfilment of national standards on accessibility and interoperability; • Development of systems to help councils to understand their local housing market and to inform work on 'balancing housing markets' (i.e. supply versus demand). <p>2) Mandatory outcomes - online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Development of shared community information databases linked to the delivery of services via community portals and or contact centres to enable a single point of access to a wide and comprehensive range of community information; • Local authority and youth justice agencies to work together to prevent crime and anti-social behaviour by children & young people (linked to Community Crime Reduction Partnership); • Applications to join housing register; • Access to mutual exchange list for moves between council/housing association property; • Provision of information on fire safety. <p>3) Discretionary outcomes - 'stretch' target to be defined by high performing local authorities, e.g.</p> <ul style="list-style-type: none"> • (none currently defined)
<p>3. Democratic renewal</p> <p>To develop the use of technology to promote greater public involvement in local decision making and to enhance the representative role of councillors in</p>	<p>1) Best practice outcomes in 2005 to include:</p> <ul style="list-style-type: none"> • Increased citizen participation in local authority decision-making;

<p>the community.</p> <p>Shared Service / National Priority: - e-voting / e-consultation</p> <p>Associated National Projects: (see www.localgov.gov.uk)</p> <ul style="list-style-type: none"> - e-Democracy - electoral modernisation - LAWS - Mobile technology 	<ul style="list-style-type: none"> • Supporting councillors to more effectively represent their constituents. <p>2) Mandatory outcomes - online facilities to be available to allow:</p> <ul style="list-style-type: none"> • e-enablement of councillor surgeries and home visits. • public inspection of council performance on CPA and BVPI; • public response to forthcoming decisions on matters of public interest (e-consultation); • “quick vote” facilities using the public website for market research; • maintained public web pages for every councillor. <p>3) Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</p> <ul style="list-style-type: none"> • successful pilot of e-enabled local and national elections (e-voting for those who want it, e-counting of all votes); • webcasting of council meetings; • successful pilot of e-voting and mock elections for 16-19 year olds to encourage engagement in the political process and decision making.
<p>4. Environmental quality</p> <p>To use technology to integrate relevant functions more closely and help improve the quality cleanliness and safety of our public space.</p> <p>Shared Service / National Priority: - transforming our local environment - creating safer and stronger communities - e-Planning</p> <p>Associated National Projects: (see www.localgov.gov.uk)</p>	<p>1) Best practice outcomes in 2005 to include:</p> <ul style="list-style-type: none"> • Implementation of systems to integrate and support co-ordinated activity across the public sector (i.e. including police, fire, etc.) designed to manage the physical environment and promote clean, green and safe public space; • Evidence of improvement in the % of people satisfied with the cleanliness standard in their area (BVPI 89); • Establishment of information architecture to provide content to ‘Home &

<ul style="list-style-type: none"> - Planning & Regulatory Services Online (PARSOL) - Knowledge Management - LAWS - Local Environment & On-line Government Store - Planning Portal - NLPG 	<p>Community' franchise of the Online Government Store;</p> <ul style="list-style-type: none"> • Corporate use of Geographic Information Systems (GIS) for map-based data presentation of property-related information. <p>2) Mandatory outcomes - online facilities to be available to allow transactions in respect of:</p> <ul style="list-style-type: none"> • E-enabled reporting/applications, procurement and progress chasing of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling); • Receipt and processing of planning and building control applications; • Submission and tracking of regulation and licensing services. <p>3) Discretionary outcomes - 'stretch' target to be defined by high performing local authorities, e.g.</p> <ul style="list-style-type: none"> • development of online facilities for interactive computer simulation of issues affecting environmental quality.
<p>5. e-Procurement</p> <p>Supporting business improvement through cost effective and efficient purchasing of goods and services through corporate implementation of e-procurement. Working with local suppliers to equip them to take advantage of e-procurement activities. Shared Service / National Priority:</p> <ul style="list-style-type: none"> - promoting the economic vitality of localities <p>Associated National Projects: (see www.localgov.gov.uk)</p>	<p>1) Best practice outcomes in 2005 to include:</p> <ul style="list-style-type: none"> • 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; • demonstration of efficiency savings by December 2005, including improvement in the % of undisputed invoices paid in 30 days (BVPI 8);

<ul style="list-style-type: none"> - e-procurement - Working With Business 	<ul style="list-style-type: none"> • regional co-operation on e-procurement between local councils. <p>2) Mandatory outcomes – online facilities to be available to allow:</p> <ul style="list-style-type: none"> • online publication of Selling to the Council guide; • appropriate e-procurement solutions in place, including paperless ordering, invoicing and payment; • establishment of a single business account. <p>3) Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</p> <ul style="list-style-type: none"> • access to virtual e-procurement ‘marketplace’ established; • use of purchase cards (p-cards); • services for suppliers to include emails and SMS text messaging (e.g. to notify business re the publication of invites to quote and tender for council work).
<p>6. Payments</p> <p>All payments to the council for goods and services can be made online or by telephone.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - e-payments <p>Associated National Projects: (see www.localgov.gov.uk)</p> <ul style="list-style-type: none"> - e-Pay - LAWS - Smart Cards - Government Gateway 	<p>1) Best practice outcomes in 2005 to include:</p> <ul style="list-style-type: none"> • evidence of integration between payments work and development of e-procurement; • demonstration of efficiency savings and improved collection rates from improved customer service and re-engineered back-office processes, including evidence of improvement in the % of council tax and business rates collected (BVPI 9, BVPI 10). <p>2) Mandatory outcomes – online facilities to be available to allow:</p> <ul style="list-style-type: none"> • payments to the council in ways that engender public trust and confidence in

	<p>local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers);</p> <ul style="list-style-type: none"> • delivery of 'added value' around online payment facilities, such as ability to check council tax balances. <p>3) Discretionary outcomes - 'stretch' target to be defined by high performing local authorities, e.g.</p> <ul style="list-style-type: none"> • provision of facilities for making credit or debit card payments via SMS text message (mobile phone); • adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).
<p>7. Libraries, Sports & Leisure</p> <p>Easy and convenient access to a range of online information to encourage productive use of leisure time and healthier lifestyles, including e-enablement of local library, sports and leisure services.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - promoting healthier communities and narrowing health inequalities <p>Associated National Projects: (see www.localgov.gov.uk)</p> <ul style="list-style-type: none"> - Framework for information sharing in a multi-agency environment (FAME) - Smart Cards - LAWS 	<p>1) Best practice outcomes in 2005 to include:</p> <ul style="list-style-type: none"> • effective information sharing between local authorities, local authority service providers and other public agencies; • Ability to get information, book and pay for services online, or over the telephone, or face to face supported by e-enabled back offices and smart card interfaces for council library, sports and leisure services; • Direct promotion of, and initiatives around, healthier lifestyles (e.g. information and downloadable / interactive maps for local cycle and walking routes, geocaching initiatives). <p>2) Mandatory outcomes – online facilities to be available to allow:</p> <ul style="list-style-type: none"> • renewal of library books and catalogue search facilities (not District Councils); • booking of sports facilities (e.g. squash courts), including both direct and contracted-out operations;

	<ul style="list-style-type: none"> inspection of air quality information (updated daily); links with NHS Direct. <p>3) Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</p> <ul style="list-style-type: none"> Integration of library cards with sports and leisure activities, including use as ‘citizen card’ for low level authentication of resident identity.
<h2>8. Transport</h2> <p>Meeting transport needs more effectively through the provision of real time local transport information via SMS, iDTV, or web and use of smart cards and other technologies to improve traffic and transport management.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> Meeting local transport needs more effectively <p>Associated National Projects: (see www.localgov.gov.uk)</p> <ul style="list-style-type: none"> Smart Cards IDTV LAWS Mobile technology E-Pay 	<p>1) Best practice outcomes in 2005 to include:</p> <ul style="list-style-type: none"> integration of public transport information and services across telephone and web in ways that encourage their accessibility and use; innovative use of new channels for service information and payment; Evidence of improvement in the % of respondents satisfied with local provision of public transport information (BVPI 89). <p>2) Mandatory outcomes – online facilities to be available to allow:</p> <ul style="list-style-type: none"> 24/7 public inspection of local public transport timetables and information, including ‘live’ systems for interactive journey planning; online renewal of travel cards or concessionary fare passes; information on local ‘park & ride’ schemes (where appropriate) and town centre parking; information / notice-boards on local initiatives for reducing the ‘environmental footprint’ of commuting (e.g. car pooling schemes) and other ‘green’ travel initiatives. <p>3) Discretionary outcomes - ‘stretch’</p>

	<p>target to be defined by high performing local authorities, e.g.</p> <ul style="list-style-type: none"> • provision of transport information services via SMS and iDTV; • evidence of use of smart cards and other technologies to improve traffic and transport management.
<p>9. Benefits</p> <p>Claimants and their agents can undertake the whole claim process online, or via intermediate technology in their homes.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - Improving the quality of life of older people and of children, young people and families at risk - e-Payments <p>Associated National Projects: (see www.localgov.gov.uk)</p> <ul style="list-style-type: none"> - Benefits - Mobile Technology 	<p>1) Best practice outcomes in 2005 to include:</p> <ul style="list-style-type: none"> • One stop resolution of benefits queries through back office integration and data sharing; • Single application across all council benefits; • Evidence of improved turnaround in processing of benefits claims (BVPI 78); <p>2) Mandatory outcomes – online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Citizens to check the status of their claim; • Relevant claim forms to be downloaded and printed. <p>3) Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</p> <ul style="list-style-type: none"> • Pre-qualification of benefit claimants for other eligible entitlements; • Mobile office service using technology to offer processing of benefits claims directly from citizens’ homes.
<p>10. Support for vulnerable people</p> <p>Offering quick, comprehensive assessments of the needs of vulnerable people - children and adults. Reducing</p>	<p>1) Best practice outcomes in 2005 to include:</p> <ul style="list-style-type: none"> • Systems to support joined-up working on children at risk across multiple agencies;

<p>risk by improving communication and access to information between agencies. Meeting needs better by increasing the accessibility of services for vulnerable people and their carers.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - Improving the quality of life for older people - Improving the quality of life of children, young people and families at risk <p>Associated National Projects: (see www.localgov.gov.uk)</p> <ul style="list-style-type: none"> - LAWS - FAME - RYOGENS - Mobile Technology - Information Sharing & Assessment Programme (DfES) 	<ul style="list-style-type: none"> • Provision of contact centre for social care enquiries from children, families and professionals, including out-of-hours availability; • Improvement in numbers of users/carers who said that they got help quickly (BVPI 57); • evidence of e-business activity between health, social services and care providers. <p>2) Mandatory outcomes – online facilities to be available to allow:</p> <ul style="list-style-type: none"> • comprehensive and dedicated information about access to local care services available over the web and telephone; • viewing of individual ‘care packages’, including payments, requests for service and review dates. <p>3) Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</p> <ul style="list-style-type: none"> • joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.
<p><i>Transformation Area</i></p>	<p><i>Proposed Outcome</i></p>
<p>11. Supporting new ways of working</p> <p>Active policy and practice enabling council members and staff to work from home or away from the office base.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - ODPM National Strategy <p>Associated National Projects:</p>	<p>1) Best practice outcomes in 2005 to include:</p> <ul style="list-style-type: none"> • Corporate ICT support and documented policy for home working (teleworking) for council members and staff; • Email and Internet access provided for all Members and staff that request it; • Establishment of e-skills training programme for council members and staff (e.g. European Computer Driving Licence).

<p>(see www.localgov.gov.uk)</p> <ul style="list-style-type: none"> - Mobile Technology 	<p>2) Mandatory outcomes – online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Secure remote access to corporate systems, including council intranet; • Access to home working facilities to all council members and staff that meet the requirements set by the Council’s published home working policy. <p>3) Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</p> <ul style="list-style-type: none"> • Provision of mobile technology to support council members in their representative role, including e-enablement of councillor surgeries; • Establishment of “drop in centres” to enable staff to work closer to home.
<p>12. Accessibility of services</p> <p>All council services are available outside of standard working hours via the Internet or contact centres.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - ODPM National Strategy <p>Associated National Projects: (see www.localgov.gov.uk)</p> <ul style="list-style-type: none"> - LAWS 	<p>1) Best practice outcomes in 2005 to include:</p> <ul style="list-style-type: none"> • 100% e-enablement of services in line with 2005 target; • 80% of public enquiries about council services resolved at the first point of contact; • All council services are available outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday); • Compliance with Freedom of Information Act 2000 requirements. <p>2) Mandatory outcomes – online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility; • Compliance with Government

	<p>Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS);</p> <ul style="list-style-type: none"> • Homepage link to Government Online Store (and compliance with associated branding requirements); • Access to service A-Z detailing service availability for all public services (as defined in ESD Toolkit PID list www.esd-toolkit.org). <p>3) Discretionary outcomes - ‘stretch’ target to be defined by high performing local authorities, e.g.</p> <ul style="list-style-type: none"> • 24/7 access to services via a telephone contact centre where there is a defined emergency need, e.g. social care, environmental health (noise nuisance).
<p>13. High take up of web-based transactional services</p> <p>Development of web based services as a major access channel for interactions between the citizen and the council.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - ODPM National Strategy <p>Associated National Projects: (see www.localgov.gov.uk)</p> <ul style="list-style-type: none"> - LAWS - Take-up & Marketing 	<p>1) Best practice outcomes in 2005 to include:</p> <ul style="list-style-type: none"> • 3-fold increase in use of corporate website, or regional web portal, between 2003/04 and 2005/06 as measured by industry standards including page impressions and unique users; • establishment of internal targets and measures for customer take-up of web services. <p>2) Mandatory outcomes – online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Inspection and analysis of website statistics summary and detailed monthly reports to be accessible from homepage of corporate website, or regional portal; • Publication of Internet service standards, including past performance and commitments on service availability. <p>3) Discretionary outcomes - ‘stretch’ target to be defined by high</p>

	<p>performing local authorities, e.g.</p> <ul style="list-style-type: none"> • At least 30% of total interactions between the citizen and the council are conducted via the web by 2005/06.
<p>14. Making it easy for citizens to do business with the council</p> <p>Systems are in place to ensure effective customer relationship management.</p> <p>Shared Service / National Priority:</p> <ul style="list-style-type: none"> - ODPM National Strategy <p>Associated National Projects: (see www.localgov.gov.uk)</p> <ul style="list-style-type: none"> - CRM - Workflow - Working With Business - NLPG 	<p>1) Best practice outcomes in 2005 to include:</p> <ul style="list-style-type: none"> • systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for customer 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; • establishment of single accounts for citizens and business; • Compliance with BS7666 (i.e. spatial datasets for geographical referencing) for unambiguous identification of land and property. <p>2) Mandatory outcomes – online facilities to be available to allow:</p> <ul style="list-style-type: none"> • Automated email acknowledgement of all public enquiries received via corporate website, or regional portal; • Publication of service standards for customer enquiries received via email or web form; • Sign-up facility to enable citizens to be contacted via email or SMS text message for services that they request to be notified about, e.g. consultation, council papers. <p>3) Discretionary outcomes - 'stretch' target to be defined by high performing local authorities, e.g.</p> <ul style="list-style-type: none"> • Integration of CRM systems with back

	office activity through use of enabling technology such as workflow to create complete automation of business process management.
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