



Office of the Deputy Prime Minister

Creating sustainable communities

DEFINING E-GOVERNMENT OUTCOMES FOR 2005 TO SUPPORT THE DELIVERY OF PRIORITY SERVICES & NATIONAL STRATEGY TRANSFORMATION AGENDA FOR LOCAL AUTHORITIES IN ENGLAND – VERSION 1.0



local e-gov

Priority Service & National Strategy transformation outcomes for local e-government in December 2005

Introduction

“E-Government is not an end in itself. It is at the heart of the drive to modernise government. Modernising local government is about enhancing the quality of local services and the effectiveness of local democracy”

The National Strategy for Local e-Government (November 2002), p5

Linking local e-government investment to the delivery of service improvement in shared priority areas will ensure that it addresses 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, a set of e-government priority outcomes for each local authority in England has been proposed. It is expected that each local authority as part of its e-government investment programme will deliver these priority outcomes by December 2005.

The priority outcomes set out in this paper 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 National Strategy transformation areas. This list of 14 priority service and transformation areas has then been broken down into a set of specific priority outcomes that should be delivered by local authorities by December 2005.

The 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). They do not seek to add to the requirements measured by BVPI 157, but rather ensure that the e-enablement of local authority services is delivered in a way that enhances the quality, convenience and availability of these services. 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. They will also be supported in delivering outcomes through the outputs from the ODPM Local E-Government National Project programme (see www.localgov.gov.uk). Progress in delivering the priority outcomes will be monitored through the IEG process.

These arrangements affect English County, District, Unitary Councils, London Boroughs, 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. Separate guidance is being issued for National Park Authorities. The position of Fire & Rescue Authorities is currently being reviewed.

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 set out in this paper 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.

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

National Priorities

In addition to defining local e-government outcomes around the shared priorities, the ODPM also supports local government to achieve:

- 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.

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

Interpretation & Support

Progress towards priority service and transformation outcome objectives will be measured through the IEG return process in 2004/05 and 2005/06. At this stage, local authorities will be required to provide evidence that they are using IEG grant to make progress in delivering the outcomes set out in this paper.

As well as outputs from the ODPM's National Project programme (www.localgov.gov.uk), we shall be working with the Improvement & Development Agency (IDeA) to support this initiative with a more detailed elucidation of these requirements designed around the needs of practitioners involved in implementing these priority outcomes. The IDeA package of support will include help to local authorities through the work of the Strategic Support Unit (SSU) and Implementation Support Unit (ISU) designed to provide in-depth support for local e-government implementation.

Ongoing work within the IDeA's Electronic Service Delivery (ESD) Toolkit (www.esd-toolkit.org) will also reflect this initiative, including an interpretation for practitioners of the individual BVPI 157 types of service interaction falling within the remit of the priority outcomes set out in the table below.

Guidance to local authorities on standards is also available through the Local e-Government Standards Body (www.localegov-standards.gov.uk).

The definition and requirements for priority outcomes will be version controlled. The ODPM reserves the right to make adjustments to published requirements in this version based on the need to maintain the expediency and validity of individual outcomes.

Partnerships

Local authorities can choose whether they wish to deliver the priority outcomes by working individually, or through partnerships. However, there is a strong expectation that where existing partnership infrastructures are viable, they represent a preferred way forward to help deliver outcomes in those 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.

Particularly in the light of the ongoing Efficiency Review of the public sector, those local authorities already working to deliver local e-government through partnership activity are expected to retain the viability of these infrastructures in order to support the delivery of priority outcomes and ensure:

- joined up service delivery at a local level;
- efficiencies and economies of scale in related procurement activity; and
- rapid take-up and roll-out of associated national project solutions.

Authorities that do not continue to support such existing viable partnership activity in their local area through IEG grant in 2004/05 may be asked to explain their policy position.

Funding

The ODPM announced further funding support for Councils on 12 February 2004². All local authorities in England will receive £500K capital grant over the next two years (£350k in 2004/05 and £150k in 2005/06 subject to submitting satisfactory IEG progress reports) to help deliver e-government. Priority services will be included as a new section in the IEG proforma to reflect their importance as an integral part of the implementing e-government process.

² See <http://www.localegov.gov.uk/Nimoi/sites/ODMP/resources/Funding%20press%20notice.doc>

The approach to defining priority outcomes for 2005 requires all councils to focus resources to achieve a higher standard of electronic delivery of priority services supported by corporate service transformation objectives. The national requirement to e-enable 100% of services by December 2005 remains in force.

The ODPM is currently discussing certification arrangements for IEG grant with the Audit Commission. Authorities not meeting IEG requirements in 2004/05 will be excluded from further IEG funding in 2005/06. There will be no mechanism to carry forward IEG funding beyond the end of March 2006. The ODPM also reserves the right to invoke retroactive 'recovery' of IEG grants in exceptional circumstances where there is evidence that grants have not been used to support IEG activity.

Outcomes

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

- 1) **Required 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. Where applicable, these online facilities should be available on a 24/7 basis. Such outcomes must be at Green stage in IEG self-assessment terms by December 2005 (i.e. the work has been implemented);
- 2) **“Good” e-government outcomes** – the precise approach to achieving these outcomes may be locally determined, but all local authorities are expected to commit to these objectives in order to qualify for further IEG4 funding in 2005/06. As a minimum, such outcomes must be at Amber stage in IEG self-assessment terms by December 2005 (i.e. where work has been approved for funding and is actively being implemented) and at Green stage by 1 April 2006.
- 3) **“Excellent” e-government outcomes** – high performing local authorities that have already achieved, or largely achieved, the defined required and “good” e-government outcomes, will be asked to agree a baseline and targets for promoting awareness and take-up of e-services, in return for greater discretion in applying IEG grant to meet locally-defined priorities.

Arrangements for Two-Tier Authorities

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. It is not the intention to ask district councils to deliver service provision outcomes for schools, or for county councils to deliver outcomes for benefits. However, there is a clear responsibility on all local authorities in two-tier areas to join up local public services in ways that make sense to the customer. Therefore, a minimum requirement in terms of meeting a priority

outcome for an authority with no direct statutory service responsibility must be to offer appropriate (deep) hyperlinks to the relevant web pages of the local district or county councils that do provide the service. Please note that a link to a home page is not sufficient in these circumstances. Such 'deep linking' also requires authorities to plan and have the relevant resources to check the ongoing integrity of these links.

PRIORITY AREAS AND OUTCOMES

Priority Area	Main Associated National Projects & Initiatives (see www.localgov.gov.uk)	Required e-Government Outcomes	“Good” e-Government Outcomes	“Excellent” e-Government Outcomes
1. Schools To help raise education standards and allow e-enabled processing of pupil support services to the public. Shared Service / National Priority: - raising standards across all our schools - school admissions	- School Admissions NP (www.localgov.gov.uk & www.wandsworth.gov.uk/admissionsproject) - LAWS NP (www.laws-project.org.uk) - E-Citizen NP	Online facilities to be available to allow: • Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry³ (R1); • Access to information about educational support services that seek to raise the educational attainment of Looked After Children⁴ (R2).	• Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools (G1).	Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children (E1).

³ Owing to the long lead-in time, school admissions systems will need to be in place by March 2006 at the latest.

⁴ i.e. young people who cannot live with their families and are in the care of Social Services (referred to by the DfES as Children in Public Care).

Priority Area	Main Associated National Projects & Initiatives (see www.localgov.gov.uk)	Required e-Government Outcomes	"Good" e-Government Outcomes	"Excellent" e-Government Outcomes
2. Community information To deliver integrated information about services for the community, delivered by local & regional partnerships where appropriate, and connected to a national infrastructure. Shared Service / National Priority: - Creating safer and stronger communities - Promoting healthier communities and narrowing health inequalities - Supporting the economic vitality of localities	- Reducing Youth Offending Generic National Solution (RYOGENS) (www.ryogens.gov.uk) - Enterprise Workflow - Knowledge Management - LAWS (www.laws-project.org.uk)	Online facilities to be available to allow: • One stop direct access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List⁵ (see www.laws-project.org.uk) (R3); • 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).	• Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events (G2).	• Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives (E2).
3. Democratic renewal To promote greater public involvement in local decision making and to enhance the representative role of councillors in the community through the use of technology. Shared Service / National Priority:	- e-Democracy - electoral modernisation - LAWS (www.laws-project.org.uk)	Online facilities to be available to allow: • Public access to reports, minutes and agendas from past council meetings, including future meetings diary updated daily (R5); • Providing every Councillor with the option to have an	• Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics (G3); • Establishment of multimedia	• Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction (E3).

⁵ Authorities using alternative service taxonomies (e.g. seamlessUK) should plan for migration to the LGCL by December 2005.

Priority Area	Main Associated National Projects & Initiatives (see www.localgov.gov.uk)	Required e-Government Outcomes	"Good" e-Government Outcomes	"Excellent" e-Government Outcomes
- e-voting / e-consultation		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).	resources on local policy priorities accessible via public website (e.g. video & audio files) (G4).	
4. Local Environment To help improve the quality cleanliness and safety of our public space by using technology to integrate relevant functions more closely. Shared Service / National Priority: - transforming our local environment - creating safer and stronger communities - e-Planning	- Planning & Regulatory Services Online (PARSOL) (www.parsol.gov.uk) - Knowledge Management (www.knowledgemanagement.org.uk) - LAWS (www.laws-project.org.uk) - E-Trading Standards - Local Environment - Planning Portal (www.planningportal.gov.uk) - NLPG (www.nlpg.org.uk) - NLIS (www.nlis.org.uk)	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); • Receipt and processing of planning and building control applications (R8).	• Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information (G5); • Sharing of Trading Standards data between councils for business planning and enforcement purposes (G6); • 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).	• Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings (E4).
5. e-Procurement⁶ To support business	- e-Procurement (www.nepp.org.uk)	Online facilities to be available to allow:	• establishment of a single business account (i.e. a	• Access to virtual e-procurement 'marketplace'

⁶ i.e. automation of the internal and external processes associated with buying goods and services.

Priority Area	Main Associated National Projects & Initiatives (see www.localgov.gov.uk)	Required e-Government Outcomes	"Good" e-Government Outcomes	"Excellent" e-Government Outcomes
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: - promoting the economic vitality of localities	- Working With Business (www.workingwithbusiness.org.uk)	• Appropriate e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment (R9).	• 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) • regional co-operation on e-procurement between local councils (G9).	• established (E5); • 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 (E6); • Agreed targets for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8) (E7).
6. Payments To support service improvement and collection efficiency by providing for all payments to the council for goods and services to be made online or by telephone. Shared Service / National Priority: - e-payments	- e-Pay (www.localgov.gov.uk) - LAWS (www.laws-project.org.uk) - Valuebill (www.newham.gov.uk/valuebill) - Smart Cards (www.scnf.org.uk) - Government Gateway (www.govtalk.gov.uk)	Online facilities to be available to allow: • payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers) (R10); • 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).	• demonstration of efficiency savings and improved collection rates from implementation of e-payments (G10); • registration for Council Tax and Business Rates e-billing for Direct Debit payers (G11).	• provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone) (E8); • adoption of smart cards as standard for stored payments (e.g. replacing swipe cards) (E9); • agreed baseline and targets for reductions in unit costs of payment transactions (E10).

Priority Area	Main Associated National Projects & Initiatives (see www.localgov.gov.uk)	Required e-Government Outcomes	"Good" e-Government Outcomes	"Excellent" e-Government Outcomes
7. Libraries, Sports & Leisure To provide 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. Shared Service / National Priority: - promoting healthier communities and narrowing health inequalities	- Smart Cards (www.scnf.org.uk) - LAWS (www.laws-project.org.uk)	Online facilities to be available to allow: - renewal and reservations of library books and catalogue search facilities (R12); - booking of sports and leisure facilities, including both direct and contracted-out operations (R13).	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).	Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings (E11).
8. Transport To meet transport needs more effectively through the provision of real time local transport information and utilising technologies to improve traffic and transport management. Shared Service / National Priority: - Meeting local transport needs more effectively	- Smart Cards (www.scnf.org.uk) - IDTV (www.digitv.org.uk) - LAWS (www.laws-project.org.uk) - Mobile technology / Home Visits (NOMAD) (www.localgov.gov.uk)	Online facilities to be available to allow: - The public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning (R14); - 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).	- 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); - GIS-based presentation of information on roadworks in the local area, including contact details and updated daily (G14).	Agreed baseline and targets for customer satisfaction and efficiency savings (E12).

Priority Area	Main Associated National Projects & Initiatives (see www.localgov.gov.uk)	Required e-Government Outcomes	"Good" e-Government Outcomes	"Excellent" e-Government Outcomes
9. Benefits To meet the needs of claimants and their agents through the provision of online access to the Housing and Council Tax Benefit claim process, or via intermediate technology in their homes. Shared Service / National Priority: - Improving the quality of life of older people and of children, young people and families at risk - e-Payments	- Benefits (www.localgov.gov.uk) - Mobile Technology / Home Visits (NOMAD) (www.localgov.gov.uk) - Enterprise Workflow (www.workflowNP.org.uk) - CRM (www.crmnp.org.uk) - Government Gateway (www.govtalk.gov.uk)	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); • 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).	• Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes (G15);	• Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals (E13); • Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms (E14).
10. Support for vulnerable people To meet the needs of vulnerable children and adults and their carers by increasing the accessibility of services, offering quick, comprehensive assessments and reducing risk by improving communication and access to information between agencies.	- LAWS (www.laws-project.org.uk) - CRM (www.crmnp.org.uk) - FAME (www.localgov.gov.uk) - RYOGENS (www.ryogens.org.uk) - Mobile Technology / Home Visits (NOMAD) (www.localgov.gov.uk)	Online facilities to be available to allow: • comprehensive and dedicated information about access to local care services available over the web and telephone contact centres (R18); • remote web access or	• Systems to support joined-up working on children at risk across multiple agencies (G16); • Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field (G17).	• Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57) (E15);

Priority Area	Main Associated National Projects & Initiatives (see www.localegov.gov.uk)	Required e-Government Outcomes	"Good" e-Government Outcomes	"Excellent" e-Government Outcomes
Shared Service / National Priority: - Improving the quality of life for older people - Improving the quality of life of children, young people and families at risk		mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates (R19).		
11. Supporting new ways of working Active policy and practice enabling council members and staff to work from home or away from the office base. Shared Service / National Priority: - ODPM National Strategy	- Mobile Technology / Home Visits (NOMAD) (www.localegov.gov.uk)	Online facilities to be available to allow: • Email and Internet access provided for all Members and staff that establish a need for it (R20); • ICT support and documented policy for home/remote working (teleworking) for council members and staff (R21); • 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).	• 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).	• Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working (E16).
12. Accessibility of services All council services are supported outside of standard	- LAWS (www.laws-project.org.uk) - CRM (www.crmnp.org.uk)	Online facilities to be available to allow:	• Adoption of ISO 15489 methodology for Electronic	• Agreed baseline and targets for efficiency savings based

Priority Area	Main Associated National Projects & Initiatives (see www.local.gov.uk)	Required Outcomes e-Government	"Good" Outcomes e-Government	"Excellent" Outcomes e-Government
working hours via the Internet or telephone contact centres. Shared Service / National Priority: - ODPM National Strategy - Freedom of Information Act 2000		• 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); • Implementation of a content management system (CMS) to facilitate devolved web content creation and website management⁷ (R24).	• 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); • Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI) (G20); • Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (G21).	• around improved accessibility of services and information (E17).
13. High take up of web-based transactional services Development of web based services as a major access channel for interactions between the citizen and the council.	- LAWS (www.laws-project.org.uk) - E-Citizen (www.local.gov.uk) - iDTV (www.digitv.org.uk)	Online facilities to be available to allow: • Publication of Internet service standards, including past performance and commitments on service availability (R25);	• Establishment of internal targets and measures for customer take-up of e-enabled access channels (G22); • Adoption of recognised guidelines for usability of website design (see	• Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings

⁷ i.e. allowing users to create, modify, arrange and delete content without needing to understand HTML and without having to rely heavily on their web or IT teams.

Priority Area	Main Associated National Projects & Initiatives (see www.localgov.gov.uk)	Required e-Government Outcomes	"Good" e-Government Outcomes	"Excellent" e-Government Outcomes
Shared Service / National Priority: - ODPM National Strategy		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).	www.laws-project.org.uk (G23).	(E18).
14. Making it easy for citizens to do business with the council Systems are in place to ensure effective customer relationship management. Shared Service / National Priority: - ODPM National Strategy	- CRM (www.crmnp.org.uk) - Enterprise Workflow (www.workflowNP.org.uk) - Working With Business (www.workingwithbusiness.org.uk) - NLPG (www.nlpg.org.uk)	Online facilities to be available to allow: - 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); - All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response (R28); 100% of email enquiries from the public responded to within one working day,	- 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); - 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).	Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology (E19).

Priority Area	Main Associated National Projects & Initiatives (see www.localgov.gov.uk)	Required e-Government Outcomes	“Good” e-Government Outcomes	“Excellent” e-Government Outcomes
		with documented corporate performance standards for both email acknowledgements and service replies (R29).		