

# NATIONAL PROJECTS

at the heart of excellent services

## The Benefits of LAWs

December 2004



## TABLE OF CONTENTS

<b>1. Introduction to this Guide</b>	<b>2</b>
<b>2. What are Transactional Websites?</b>	<b>2</b>
<b>3. What is the LAWs National Project?</b>	<b>3</b>
<b>4. Why should I be interested in LAWs?</b>	<b>5</b>
4.1 Delivery of cost reductions	5
4.2 Service Improvement & added value	7
4.3 Meeting Government Targets	8
<b>5. What is the scale of benefits for my authority?</b>	<b>9</b>
<b>6. What level of investment is likely to be required?</b>	<b>10</b>
<b>7. The LAWs National Project can help delivery of transactional web-sites</b>	<b>10</b>
<b>8. What drives success?</b>	<b>11</b>
<b>9. Key Risks</b>	<b>11</b>
<b>10. How does LAWs fit in with the other National Projects?</b>	<b>12</b>
<b>11. Where can I get further information?</b>	<b>12</b>
<b>Appendix 1: Detailed LAWs Benefits and Metrics</b>	<b>13</b>

Capgemini was commissioned to quantify the benefits of six National Projects. Their findings are based on the experiences of the local authorities engaged in implementing these solutions, providing a sample for analysis from which reasoned conclusions have been drawn and validated with local authorities and their suppliers. See [www.localgovnp.org.uk/benefits](http://www.localgovnp.org.uk/benefits)

## 1. Introduction to this Guide

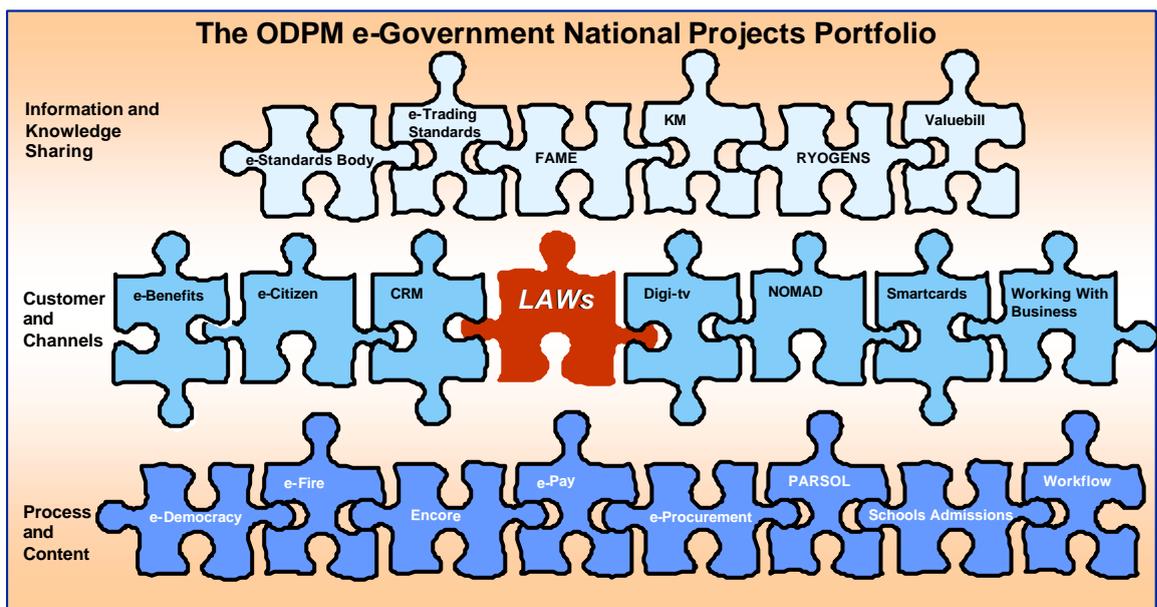
Local authorities (LAs) will need to deliver all their services on-line in order to meet the Government's 2005 Electronic Service Delivery Targets. The results of the most recent survey<sup>1</sup> indicate that only 23 local LA sites are currently transactional. The LAWs National Project has developed a suite of products, tailored to the requirements of LAs, to assist with delivery of a transactional web-site. LAWs is an enabling, facilitating project, standardising connections rather than standardising services.

This guide is one of a series describing the benefits of the e-Government National Projects programme funded by the Office of the Deputy Prime Minister (ODPM). The guides are aimed primarily at LA staff needing a succinct summary of what each of the projects is about and what benefits LAs can expect to gain from implementing different aspects of local e-Government.

This guide sets out how to identify the potential benefits associated with implementation of the LAWs products.

Figure 1 shows how the LAWs National Project fits within the overall National Projects programme:

Figure 1: Local e-Government National Projects



## 2. What are Transactional Websites?

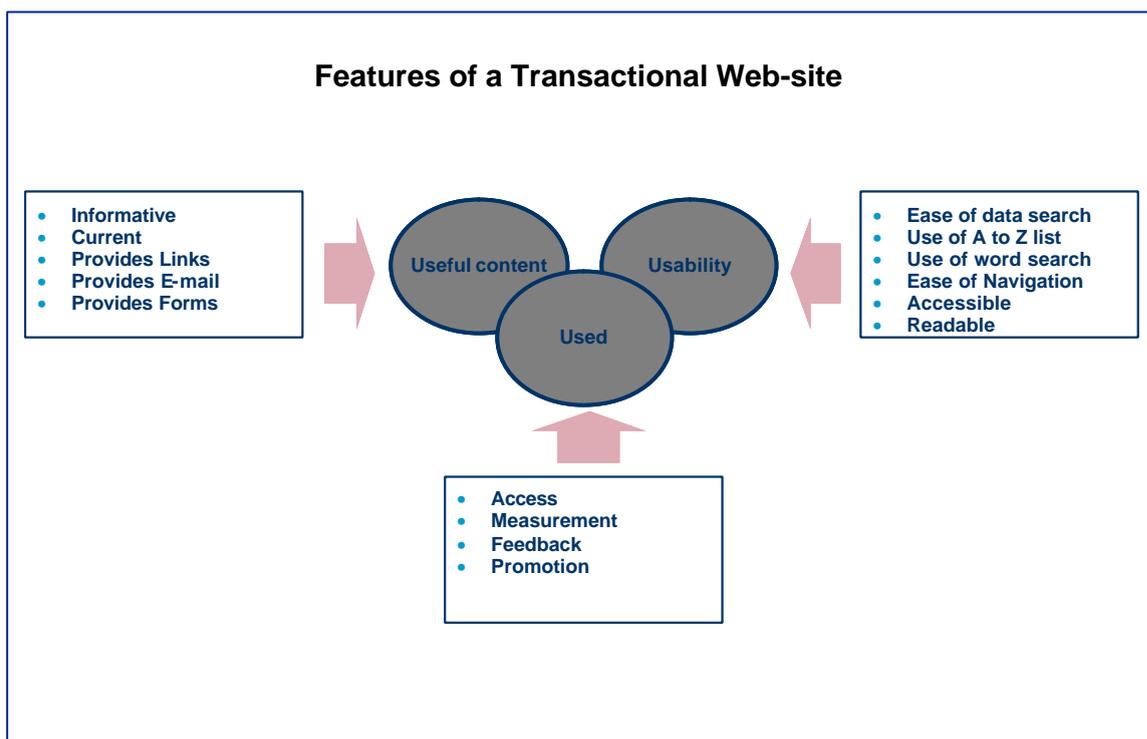
A transactional website needs to be:

- **Content Rich.** Users can obtain information based on their needs because the website content contains relevant information.
- **Interactive.** Users can enter their own information based on their needs and receive a computer response based on that information e.g. “find my nearest school”.

<sup>1</sup> “Better Connected 2004 – A year 2004 snapshot of LA websites” produced by Socitm

- **Usable.** Users are able to navigate confidently around the website and obtain answers to simple questions within a few clicks. In addition, the site provides email contacts for further information.
- **Transactional.** Users are able to do business with the LA online, at a time of their convenience.
- **Accessible.** The design needs to allow people with disabilities to access the website. Such a website not only meets the ODPM national e-Government strategy but also ensures compliance with the Disability Discrimination Act

Figure 2: Developing Transactional Websites



### 3. What is the LAWs National Project?

The LAWs National Project has developed a suite of products which enables LAs to deliver all their 400-700 standard services online to meet the Government's 2005 Electronic Service Delivery targets.

To achieve this target LAs need access to appropriate technological solutions to enable transactions to be delivered online. An inherent requirement is a structured approach to information handling, publication and navigation. The solutions need to be customer focused, standards based, easy to implement and use, and relatively inexpensive. In addition, solution implementation needs to be supported by available and accessible skills, knowledge and best practice.

LAWs products enable LAs to implement

**Coventry City Council - APLAWS+ for managing web-site content**

Coventry launched their Intranet site using the APLAWS content management product in July 2003. The site was designed and developed in house. Having tried and tested the product, they decided to implement APLAWS+ to manage their Intranet web-site. This was launched at the end of July 2004. Since going live with APLAWS+, the page response time has improved to 4 seconds per page with availability at 97.5%.

Coventry is now working on a single publishing environment which will enable some of the content published on the Intranet web-site to be shared and viewed on their Intranet, using the Intranet's branding and navigation. This will remove the need to individually create and publish similar content for each build.

transactional websites in a modular fashion, dependent on local technological skills and maturity.

A LAWs product of particular note is the Local Government Category List (LGCL), now managed by the Standards Body Project. The Government has made use of this mandatory for all LAs. It is also cited as an example of “doing things well” within the Council of Europe’s recommendations on eGovernance.

The key products produced by the LAWs project are:

- **LGCL.** This provides a taxonomy for services available within a LA. The service categories map to standard services listed in the esd-toolkit as well as the BVPI. The list is fully compatible with the National Category List.
- **LGOL-Net.** This is a middleware/messaging broker system to connect online forms with back-end systems and other government systems.
- **APLAWS+.** This is a content management system for content creation and site management.
- **Starter Kit (Generic web pages and XML schemas).** This includes a generic web template that can be used for developing web pages of a LA website. There is a template corresponding to each service. Alternatively, the template can act as a benchmark against which an authority can compare its existing website. The starter kit also includes five pre-populated XML schemas for high volume transactional services which include library membership, change of name & address, complaints, death notification and balances. A **Formbuilder** product is provided for non-complex e-forms.

**Greater Manchester – LGOL-Net for multi-agency information sharing**

The authorities in the Greater Manchester e-Partnership (GMeP) had developed Information Referral and Tracking (IRT) solutions, but these did not allow inter-agency sharing of information. Because the solutions used different technologies and data structures, sharing this data seemed a difficult proposition.

GMeP became aware of LGOL-Net as a possible solution and CGI was engaged to implement it. LGOL-Net was attractive because it was licence free, provided sophisticated transformation options and was quick to deploy.

GMeP has devised a simple test XML Schema that asks the question “Who knows this child?”. When the query is invoked, it is split and sent to all participants. In transit the query is transformed to interrogate each of the IRT systems and then return the results of the query to the originator. A key point here is that each of the agencies maintains its own data in whatever format it wishes and there is no requirement for a shared database.

Next steps include rollout beyond Bolton, Salford, Tameside and Manchester Connexions and enhanced security options.

- **Community Engagement Modules.** This set of modules (jobs, events, clubs, self-publishing and location publishers) has been developed to encourage interaction with the local community. Included are base software requirements, system architecture documents, and code and installation instructions.
- **Organizational Development Guidelines.** These guidelines include sample best practice organizational structures, role specifications and job descriptions for creating and managing websites and content within LAs.

The LAWs products are suitable for use in a hosted environment as well as for implementation within a LA’s own infrastructure.

The ongoing support for these products has yet to be finalised. It is envisaged that a help-desk service will be established to allow handling of support calls.

## 4. Why should I be interested in LAWs?

You should be interested in LAWs because it

- Delivers cost reductions
- Offers service improvements and added value
- Delivers strategic and intangible benefits e.g. helping authorities to meet e-Government targets

Benefits associated with implementation of LAWs products are summarised by type in figure 2. The figures shown are indicative national annual savings and added value.

Figure 2: LAWs Benefit Types

All figures are £m	Cost Reduction and Efficiency Savings		Service Improvement / Added Value		Strategic / Intangible Benefits
	Transactional / Process	Other Cost Reduction	Increased Revenue	Service Improvement (and other added value)	
LAWs		 No software licence fees or mtee of individual category list <b>4-9</b>		 Reduction in web development costs; Increased availability of online services <b>17-35</b>	 Consistency and connectivity across LAs; Shaping market for software for LAs; Aid to compliance to DDA
		<b>MODEST</b>		<b>MODEST</b>	<b>SIGNIFICANT</b>

### 4.1 Delivery of cost reductions

The LAWs products enable LAs to save money because the software products are available free of charge. A LA can save licensing fees by using a LAWs product rather than using a comparable commercial product. Furthermore, costs for the addition of bespoke functionality are saved because the products have been designed specifically for LAs.

The following table summarises indicative cost reductions for each of the key LAWs products, for which there is documented evidence. The logic behind the calculations is shown in figure 3. These benefits will need to be validated through a specific business case for an authority.

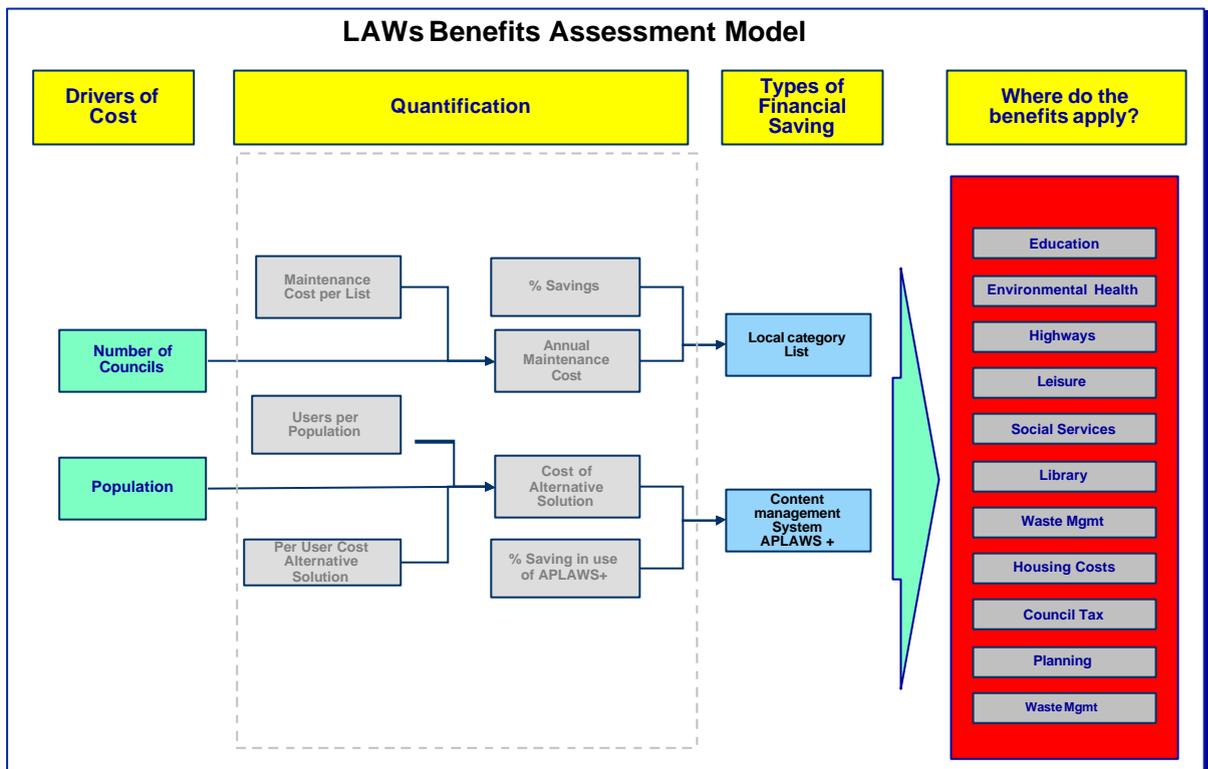
National Annual Cost Savings from Implementing LAWs Products		
	Low (£m)	High (£m)
APLAWS +	2	7
LGCL	2	2
National Total: All Authorities	4	9

The APLAWS+ content management system offers a one-off cost saving, avoiding the cost of a licensing fee. In addition, LGCL is integrated into APLAWS+ thus saving customisation costs normally required for comparable commercial products. The annual savings from the use of LGCL, which is mandatory, is based on the cost of maintaining an alternate taxonomy.

Estimates of cost savings have not been included for LGOL-Net or for the Starter Kit. The benefits for these products are very uncertain, with estimates varying considerably, dependent on the assumptions used. Indicative figures are however included within “value add” described in section 4.2.

Per LA Annual Financial Efficiency Savings from Implementing LAWs Products <sup>2</sup>			
	Low (£k)	Average (£k)	High (£k)
Per Authority:			
County	13	21	28
Unitary	12	19	26
District	10	15	20

Figure 3: Benefits Logic for LAWs

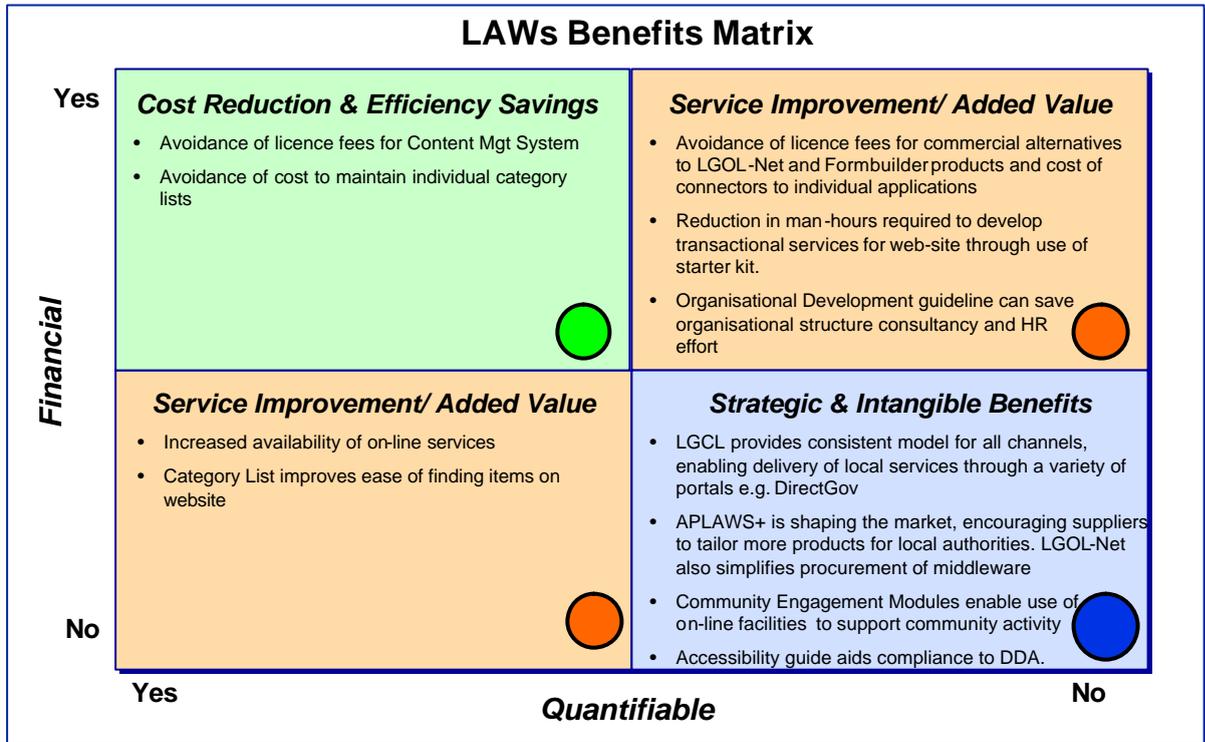


<sup>2</sup> Includes cost reductions from implementing APLAWS+ and Category List only

## 4.2 Service Improvement & added value

LAWs delivers ‘hard’ and ‘soft’ benefits in addition to the cost savings described above. These are shown in figure 4 (and in Appendix 1).

Figure 4: Categorisation of LAWs Benefits



Evidence of quantifiable, non-financial benefits achieved by LAs that have already implemented LAWs products is shown below:

Service Improvement	Performance Measure	Impact of LAWs
Online availability of services	BVPI 157	BVPI 157 measures the percentage of online services available online. LAWs products help LAs to put more services online
Decrease in the response time of a page	Response Time	Response time reduced to 4 seconds

The following table summarises indicative value added available from implementing LAWs products for all English authorities and includes values associated with ease of accessing items on web-sites, avoidance of hub licence fees and connector costs, reduction in the time needed to develop web pages, and consultancy and HR costs associated with implementing a supporting organisational structure.

National Annual Value Added from implementing LAWs Products			
	Low (£m)	Average (£m)	High (£m)
National Total: All Authorities	17	26	35

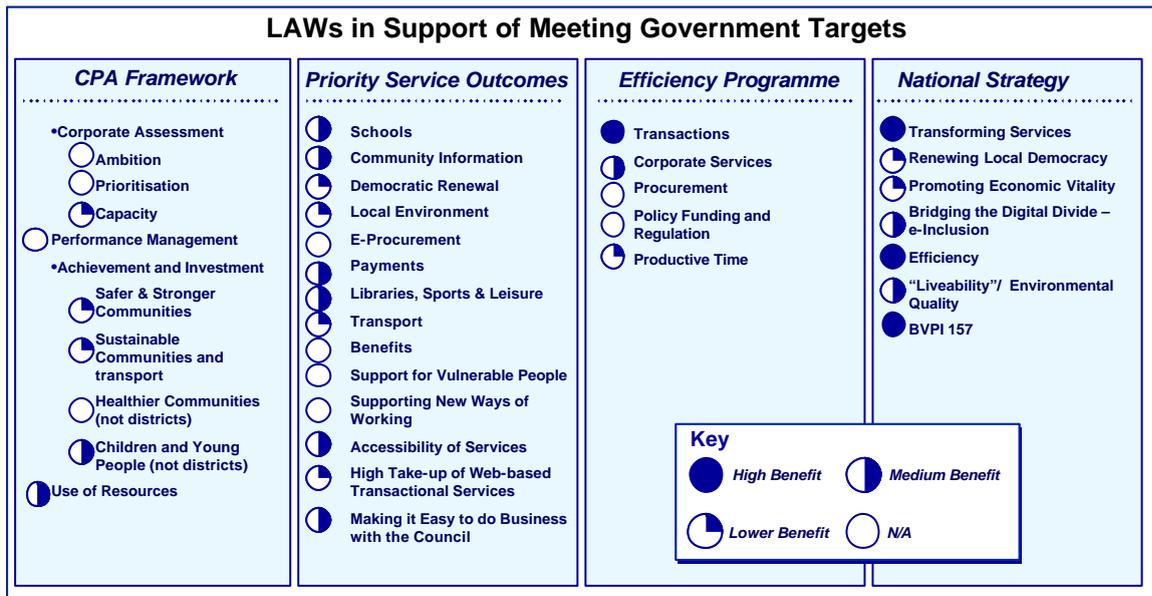
### 4.3 Meeting Government Targets

LAWs can play a major role in enabling a LA to meet strategic objectives and e-Government targets:

- **Comprehensive Performance Assessment (CPA):** LAWs with its focus on delivering services to customers at a time and place of their choice, can enable the authorities to achieve high CPA ratings
- **Priority Service Outcomes:** LAWs products specifically address the following: R3 (LGCL), R24 (Implementation of Content Management System), G2 (Community Information), G21 (Compliance with e-Gif), G23 (Web-site usability).
- **National Strategy (ODPM National Strategy for local e-Government priority areas):** LAWs plays a major role in enabling delivery of services through electronic means. In addition, it enables efficient use of channels for transacting businesses
- **Efficiency Review:** The efficiency review produced by Sir Peter Gershon in July 2004 is focused on releasing resources to the front line by integrating back office and improving transactional services. Both of these are areas encompassed by LAWs products.

Government targets require each local authority to deliver 100% of its services, which can be e-enabled legally, through electronic media by 2005. Implementation of LAWs enables the provision of services through the Intranet, thus directly contributing to e-enablement of transactional services. LGCL links the services to the esd-toolkit, helping the authorities to present the services in a consistent manner, and thus contributing to the provision of seamless services to the citizens.

Figure 6: LAWs in Support of Performance Improvement and Meeting Government Targets



## 5. What is the scale of benefits for my authority?

The size of benefits attained by an individual authority will be determined by a number of characteristics. The following table defines some characteristics which help to give a LA an indication of whether the full level of benefits will be realised from adopting LAWs.

Characteristics	Level of Benefit Opportunity	
	High	Low
Size of LA and demographic profile	Large population with high density pockets of need e.g. Metropolitan Councils, or broad geography characterised by dispersed pockets of population, where it is difficult to travel by public transport to public authority sites, e.g. some rural districts.	Small, affluent and relatively dense population serviced with a low number of interactions per individual.
Size of LA (Implementation of middleware)	Large authority is more likely to benefit from the LGOL-Net product because the solution has high implementation costs	Small authority
Technology Capability	Skilled IT personnel are available to implement the LAWs products. For example the implementation of LGOL-Net requires a JAVA skilled person to link the adapters to the middleware	Capability to implement new technology is low.
Organisational and Change Management Capability	<p>The right resources and capability to bring about necessary organisational changes. Indicators will include:</p> <ul style="list-style-type: none"> <li>• Visible support from key stakeholders</li> <li>• Dedicated and empowered project team(s) with clear roles and responsibilities</li> <li>• Clear understanding of the benefits of change and ability to communicate to staff and customers</li> <li>• One political agenda</li> </ul>	<p>Little capability and will to bring about organisational change. Indicators will include:</p> <ul style="list-style-type: none"> <li>• Minimal or no stakeholder buy-in across all services</li> <li>• Inability to identify and appoint appropriate change managers</li> <li>• Inability to appoint dedicated appropriately skilled project management team to support change programme</li> <li>• Barriers to providing sufficient budget to change programme</li> <li>• Unworkable bureaucratic processes</li> </ul>
Funding	An appropriate level of funding for the continued development and implementation of the product.	Funding has not been planned for product development.

## 6. What level of investment is likely to be required?

The costs of implementing LAWS products will depend on the scope. Indicative implementation costs for the key products are shown below.

LAWs Products	Indicative Costs (£k)
LGOL-Net (Initial Installation)	20
LGOL-Net (Service Implementation)	70 (per service)
APLAWS+	140

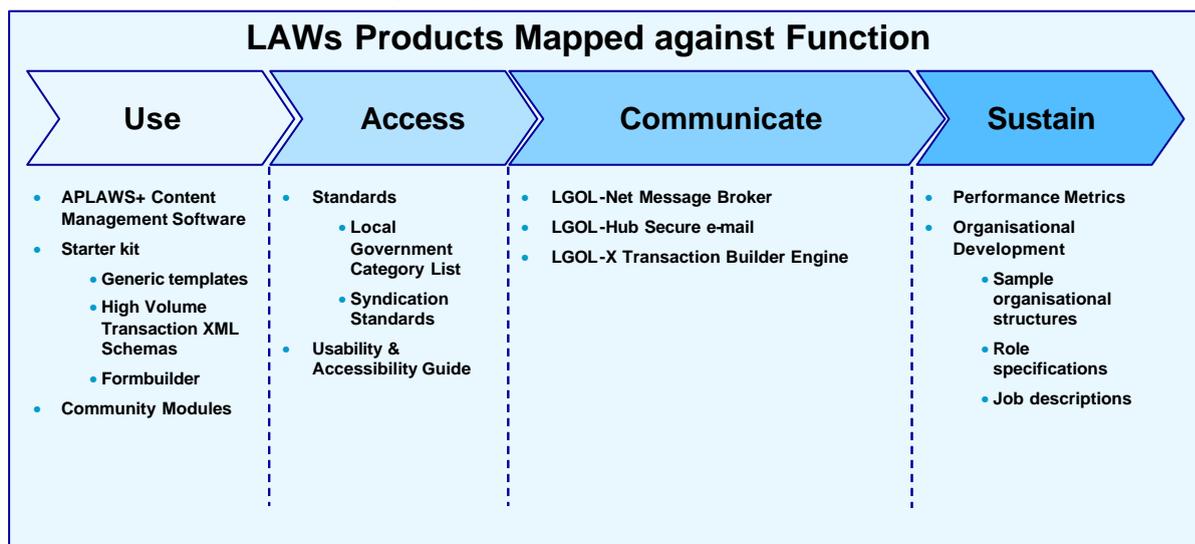
The assumptions made in these cost calculations include:

- Initial installation of LGOL-Net includes a training component
- A medium to complex implementation of a chosen transactional service will cost around £70k and simpler services will cost about half as much. For Unitary authorities, the cost is expected to be less as most of the work can be carried out by in-house rather than by external agencies.
- Implementation cost of APLAWS+ includes project set up, environment set up, APLAWS+ implementation, generic content load and migration/entry of authority specific data

## 7. The LAWs National Project can help delivery of transactional web-sites

The LAWs National Project has delivered a set of open source software. The source code has been provided and released under a GNU public license. In addition, it has provided standards (including LGCL) and guidelines to support transactional web-site development.

Figure 7: LAWs Products to Assist Development of Transactional Websites



The products are available to download free of charge via the LAWs National Project's website: <http://www.laws-project.org.uk>. The LAWs National Project has set up User Groups for APLAWS+ and LGOL-Net for LAs to share experience on product implementation. It can be expected that the benefits attributable to these products will grow over time, due to lessons learnt from early adopters and increasing tailoring to LA requirements.

## 8. What drives success?

When planning the implementation of a LAWs solution, the LAWs Programme Manager should consider both critical success factors and key risks.

The following questions will help to establish whether the critical success factors are in place. This list is not exhaustive:

- Is there real commitment and evident sponsorship from political & executive leadership? Do they take a real personal interest in the success of the project? Is it top of their agenda?
- Are key stakeholders fully engaged? Could they describe in detail the objectives of the project? Are they involved in steering group meetings? Do they contact you to find out latest status?
- Do you have a formal change management programme to drive change? Do you have the buy-in for organisational changes?
- Do you have the buy-in across the authority to put services on-line? Is there agreement on the priority areas for on-line services?
- Who owns or is responsible for information in the different service areas? How easily can information be migrated or built into the web environment?
- What roles and responsibilities are required to ensure that the website content is accurate and up-to-date, and that information and requests for services from the website reach the right people within the authority?
- Is there an effective channel management strategy to ensure that citizens receive prompt and effective service, regardless of whether it is sought or delivered face-to-face, over the telephone or via the web?
- Do you have the technological capability in place to implement the products?
- Do you have a funding strategy in place to sustain future development?

## 9. Key Risks

There are a number of key risks to a programme of this type being successfully implemented by a LA. These must be identified, monitored and mitigated, throughout the life of the project. Some key risks for a LA are:

### *Change Management*

- The executive fails to understand the details of the project and/or does not provide sufficient real sponsorship and support
- Cultural barriers and/or ineffective change management inhibit essential changes to organisation and processes
- End users are not trained in a timely fashion and are unable to use the system effectively when it goes live

### *Technology*

- Complexity of legacy back office systems leads to a higher than expected number of integration problems and delays
- System failures occur due to poor design & specification or inadequate / hurried testing
- Hardware problems occur due to incompatibility with the software

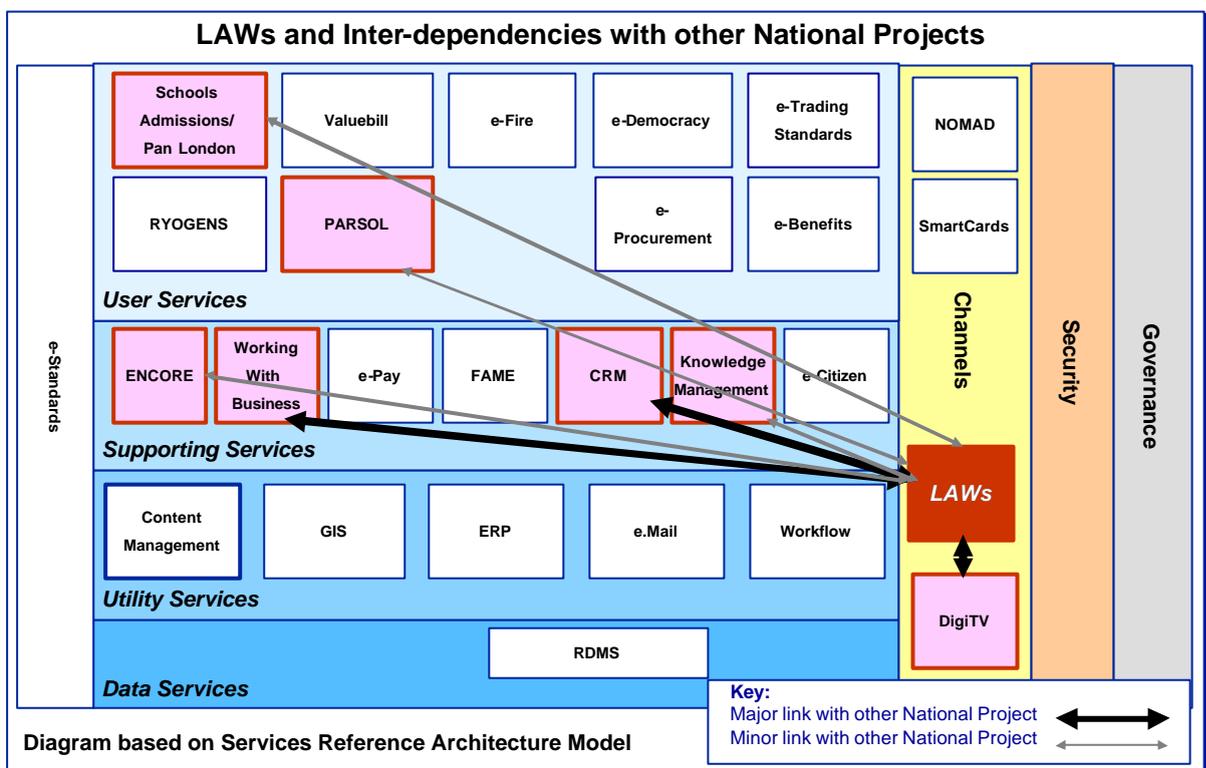
## Funding

- Insufficient IT resources / funding prevent effective implementation of the LAWs programme

## 10. How does LAWs fit in with the other National Projects?

The LAWs National Project is related to a number of other National Projects. It is important to take these interdependencies into account to optimise costs and benefits over time. Figure 8 illustrates these linkages, presented in the context of an overall reference Services (technology) Architecture. It is recommended that authorities implementing mobile computing should familiarise themselves with the scope and products of related National Projects.

Figure 8: LAWs Linkages with other National Projects



The project has strong links with the DigiTV National Project because the APLAWS+ content management system can be used to populate the service information for digital TV.

## 11. Where can I get further information?

Following the completion of LAWs Phase 1 in March 2004, the ODPM requested that the project continue to maintain its products in the short-to-medium term, culminating in LAWs Phase 2. The products from the LAWs Phase 1 project can be downloaded from the project website <http://www.laws-project.org.uk>. This website contains further information on LAWs objectives and project plans. The Project team can be contacted for further information at: [info@laws-project.org.uk](mailto:info@laws-project.org.uk)

A website providing information about all the National Projects is available at: <http://www.localegovnp.org.uk>

## Appendix 1: Detailed LAWs Benefits and Metrics

The following table includes a detailed list of suggested benefits (and associated metrics) for LAWs. They are listed by ODPM national strategy for e-Government priority area. They include the cost reduction and efficiency savings and service improvements built into the indicative savings figures within the body of the guide, together with strategic and intangible benefits.

Benefits Category	Benefits	Metrics
<b>Service quality</b> <ul style="list-style-type: none"> <li>• <i>Quick/easy/joined up service</i></li> <li>• <i>Personalized services meeting expectations of citizens</i></li> <li>• <i>Accessible service</i></li> </ul>	1. Enhances the functionality of traditional channels through the complementary use of online channel	<ul style="list-style-type: none"> <li>• The number of pre-populated forms for service request received by the LA through mail/service centre</li> <li>• Reduction in time in recording a service request because of readily available information with the customer</li> </ul>
	2. Increases the use of services that were hitherto unknown to the citizens through the online dissemination of information about the services	<ul style="list-style-type: none"> <li>• Increase in the number of requests for services which are not commonly requested by the citizens</li> </ul>
	3. Provides standardised information, based on government category list, on the websites of LAs	<ul style="list-style-type: none"> <li>• Search for standard information on different LAs' websites</li> <li>• Website evaluation against SOCITM Better Connected Survey</li> </ul>
	4. Improves the delivery of service through the use of an improved channel	<ul style="list-style-type: none"> <li>• A survey of customers who receive services through websites</li> </ul>
	5. Offers more seamless services to the customers in the value chain and the local businesses	<ul style="list-style-type: none"> <li>• The number of transactional services (services which can be completed from request to delivery) available online</li> </ul>
	6. Focus on the web-enabled channel raises the ante of quality of services	<ul style="list-style-type: none"> <li>• A consistent increase in the published standards of services quality</li> </ul>
	7. Provides a medium for getting the feedback of citizens on the quality of services which helps improvement in the quality of service	<ul style="list-style-type: none"> <li>• Number of customers who provide feedback on the quality of online services</li> </ul>
	8. Acts as a single point of access to obtain local services efficiently and quickly	<ul style="list-style-type: none"> <li>• Reduction in cycle time from request to delivery of service</li> <li>• The total number of services available online as a percentage of total number of services</li> </ul>

Benefits Category	Benefits	Metrics
		<ul style="list-style-type: none"> <li>Reduction in the number of calls to call centre in respect of services available online</li> <li>Scenario testing by selecting a number of standard services used by the customers</li> </ul>
	9. Enables customers to request services at a time and place of their choice	<ul style="list-style-type: none"> <li>Number of service request received outside the normal working hours of the council</li> </ul>
	10. Enables LAs to reach the 2005 target of 100% enablement of local services	<ul style="list-style-type: none"> <li>BVPI-157 indicator</li> </ul>
<b>Economic vitality</b> <ul style="list-style-type: none"> <li>Infrastructure development</li> <li>Employment generation</li> <li>Skills development</li> <li>Simplifying regulatory regime</li> <li>Promoting tourism and inward investment</li> </ul>	1. Provides a platform for increasing the engagement of small businesses in the local economic activity e.g. publicising procurement information on the websites enables wider number of businesses to engage in the business with council	<ul style="list-style-type: none"> <li>Increase in the number of tenders for providing goods and services from small businesses</li> </ul>
	2. Provides wider employment opportunities for the citizens and a bigger pool of candidates for the council	<ul style="list-style-type: none"> <li>Increase in the number of applications for a job advertised online</li> </ul>
	3. Enables local businesses to access Single Business Account (SBA) and receive targeted services	<ul style="list-style-type: none"> <li>Number of SBA accounts set up on the LA websites</li> </ul>
	4. Provides a secure environment for sharing sensitive information and legal data reducing the time in decision making and provision of services	<ul style="list-style-type: none"> <li>The number of communications per month in which sensitive information is accessed by the authorised officers through the website</li> </ul>
	5. Enables communication between the department within a LA	<ul style="list-style-type: none"> <li>Increase in the number of communications between the two departments of the local council in respect of their services complemented by the service of the other department</li> </ul>
	6. The LAWs products are available to local businesses which help them to build web presence and save costs on development of website	<ul style="list-style-type: none"> <li>The number of businesses registered as users who downloaded the products available on LAWs project site</li> </ul>
	7. Provides an efficient channel for online	<ul style="list-style-type: none"> <li>Total number of payments made through the LA website</li> </ul>

Benefits Category	Benefits	Metrics
	payment for services thus reducing the burden on the council to pursue non-payments of fees/costs from the customers	<ul style="list-style-type: none"> <li>Reduction in the number of non-payment of fees of LAs</li> <li>Interest rate on the amount collected before the delivery of service calculated over a period equal to the average days receivable</li> </ul>
<b>Democratic engagement/ inclusion</b> <ul style="list-style-type: none"> <li>Participation in local governance</li> <li>Dialogue across and within communities</li> <li>Involvement in decision-making between elections</li> </ul>	<ol style="list-style-type: none"> <li>Increases communication between the LAs and central government</li> <li>Online benefits application/entitlement checking enables beneficiaries to receive necessary help anonymously</li> <li>Engages the local communities and organisations in the local governance by offering community portals</li> <li>The availability of information on the LA websites facilitates openness and freedom of information</li> <li>Provides access to information held by the LA on customers</li> <li>Engages citizens by soliciting their opinions and suggestions on policy issues</li> <li>Increases the capability of the LA to monitor the penetration of Intranet in the local areas thus leading to policy initiatives which increases the take up of Intranet services</li> <li>Free availability of LAWs products helps civil society organisations</li> </ol>	<ul style="list-style-type: none"> <li>Increase in the number of communications between the local council and the central government</li> <li>The number of applications for benefits made through the LA website</li> <li>The number of local organisations that use the community portal</li> <li>The number of downloads of published policy documents and minutes of meetings</li> <li>The number of citizens who access their information through LA websites</li> <li>The number of suggestions received from the public on a request for opinions publicised on the website</li> <li>Evidence of use of data collected through LA website for policy formulation</li> <li>Number of civil society organisations registered as users of the LAWs project website</li> </ul>
<b>Efficiency</b> <ul style="list-style-type: none"> <li>Same for less</li> <li>Reduction in waste</li> <li>Value for money</li> <li>Effective staff time</li> </ul>	<ol style="list-style-type: none"> <li>More seamless and consistent service through the web channel, and link to APLAWS+ reduces front and back office transaction time</li> </ol>	<ul style="list-style-type: none"> <li>Reduction in cycle time from request to delivery of service</li> </ul>

Benefits Category	Benefits	Metrics
	2. Increases the capacity of staff to deliver the services	<ul style="list-style-type: none"> <li>The reduction in the number of FTEs required to transact a service request</li> </ul>
	3. Reduces the time spent & resources required in providing services to the citizens	<ul style="list-style-type: none"> <li>Reduction in total number of back office and front office FTEs</li> </ul>
	4. LAWs helps the authorities to improve their processes in order to integrate front office and back office services	<ul style="list-style-type: none"> <li>Reduction in time for internal processing of service requests</li> </ul>
	5. Provides quicker access to information for front office staff in the contact and service centres	<ul style="list-style-type: none"> <li>Reduction in time for accessing the information required by front office staff</li> </ul>
	6. Defined processes for content review provides both efficiencies to the organisation and to the customer	<ul style="list-style-type: none"> <li>Process maps for the content review indicating a reduction in steps</li> </ul>
	7. Provides zero cost software to the LAs which reduces the costs of implementation for the authorities	<ul style="list-style-type: none"> <li>Total cost of licence of a similar software</li> </ul>
	8. Products of LAWs can be used to implement other National Projects	<ul style="list-style-type: none"> <li>Total number of times the products of LAWs are used in the implementation of other National Projects</li> </ul>
<ul style="list-style-type: none"> <li>Total savings for a council that uses LAWs products for the implementation of other projects</li> </ul>		
	9. Hub and spoke and middleware offers technology efficiencies	<ul style="list-style-type: none"> <li>Cost of the middle ware for integrating back office applications with the front office channels</li> </ul>
	10. Reduces errors through pre-population of forms utilizing standardised menus	<ul style="list-style-type: none"> <li>Reduction in the number of errors on the forms</li> </ul>
	11. Provides training materials that can be used for upgrading the skills of the staff	<ul style="list-style-type: none"> <li>Number of training courses in which training materials from LAWs are used</li> </ul>

Benefits Category	Benefits	Metrics
<b>Bridging the digital divide – e-Inclusion</b> <i>e-Access for everyone who 'needs' the service</i>	1. LAWs has linked up with DigiTV to provide direct feeds from web pages in order to populate DigiTV channel and therefore reach a wider audience with consistent information	<ul style="list-style-type: none"> <li>The information available on DigiTV populated through the LAWs</li> </ul>
	2. Enables the citizens to obtain information from public access points and libraries without any specific need for access to Intranet from home	<ul style="list-style-type: none"> <li>The number of hits on the website from public access points</li> </ul>
<b>“Liveability”/environmental quality</b> <ul style="list-style-type: none"> <li><i>Greener/safer /cleaner and nicer place to live</i></li> <li><i>Sustainable development</i></li> </ul>	1. Quicker faster transactions through the web channel provide a reduction in time to deal with requests, such as removing graffiti, and clearing waste	<ul style="list-style-type: none"> <li>The reduction in cycle time from service request to removal of abandoned vehicles</li> </ul>
	2. Self-service through the web, and use of on-line forms reduces waste of back office resources	<ul style="list-style-type: none"> <li>The reduction in quantity of paper used</li> </ul>
	3. Readily available information on environmental services (garbage removal, road repair etc.) helps the citizens to source services from right departments	<ul style="list-style-type: none"> <li>Scenario testing by drawing up a hypothetical situation</li> </ul>

## **Guide to the Benefits of LAWs**

### Lead Authority

- West Sussex County Council

### Partner Authorities

- London Borough of Camden
- The Welland Partnership
- Tameside Metropolitan Borough Council

### Pilot Authorities:

- Northampton Borough Council
- King's Lynn Borough Council
- Worthing Borough Council
- Barnsley Metropolitan Borough Council
- Coventry City Council

### Project Management by:

- Roland Mezulis, Project Chair
- Andrea Bryant, Project Manager

### Input to this guide gratefully received from:

- Greater Manchester e-Partnership

### Research and Findings by:

- Capgemini