

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2004 (IEG4)

*"Realising the benefits from our
investment in e-government"*

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Local Context

The District's **2020 Vision** and **Community Strategy 2002-2007** both identify the need to promote excellence in public services, so that customers know that they will receive high quality service that is responsive and appropriate to them.

2020 also outlines a vision of a Connected District, where making communication easier through new technology improves people's lifestyles and opens up opportunities for people to engage more with local democracy. It commits to working towards enhancing the ICT skills of all communities across the District to enable people to make the most of new technology at home and at work.

Customer Services and e-Government provides a framework to draw together a programme of activities across the Council to transform both service planning and service delivery. By using modern, secure delivery channels such as websites and Contact Centres, by increasing the efficiency of our business processes, and by promoting the availability and accessibility of new technology, we can re-align the Council to make it a much more customer-focused organisation.

Bradford has delivered within the last twelve months:

- The multi agency **bdirect** Customer Service Centre which was short-listed as a finalist for the Municipal Journal Local Government Achievement Awards 2004. This was in the category of "Transforming Customer Services Achievement of the Year" and was in recognition of the innovation contained in the first multi agency one stop shop in England. An award has also been received, from the Association for Public Excellence, for **bdirect's** use of video conferencing.

- **bdirect** online (www.bdirect.org.uk). This website launched in October 2003, allows people to obtain information they need on a wide range of local national public & voluntary sector services via the Internet. The website is available to all staff at the customer service centre and the new multi agency call centre. Recent statistics show an average of 7,500 hits per day, with around 1,500 page views per day.
- Access to **bdirect** online, for Council employees, using mobile technologies Staff, visiting the housebound can link into their office based systems, by using notebook PCs with air-cards, enabling benefits claims to be dealt with at the point of contact without reference to further back office systems.
- Investment, across the district to enable voluntary sector advice centres to upgrade their ICT infrastructure, install broadband connectivity & receive training to allow the access to the information resource available on the **bdirect** website. Working with **bconnected**, Bradford Council is maximising joint resources across the district to ensure equity of access to services, information and learning opportunities.
- A new inter-agency issue led call centre, November 20'04, that brings together many of the telephony functions of the Council. Discussions have begun to extend this across the council & involve other public sector organisations eg Bradford South PCT - Patient Advice & Liaison Service (PALS) telephone line.

Bradford Council recognises that it needs to use its resource more effectively. In the **Community Strategy 2002-2007** we have set ourselves the goal to invest in ICT linked with business change processes to improve our service delivery and back office systems.

However, the level of investment, both financial and technical, that is required to deliver the necessary step change is significant and requires private sector assistance. The Bradford-i vision is of a strategic partnership for the delivery of a fully modernised front- and back-office services over a ten-year period. Bradford-i will review and re-engineer services to drive quality and efficiency and meet future organisational service delivery demands. A key element of the strategic partnership will be expert input from the partner (IBM has preferred partner status), working with the Council to identify and implement re-engineering opportunities and to inform future technological investments.

The major early strands of activity of Bradford-i are:

- Design & re-launch Bradford Council's website, including the implementation of a Content Management System (Jan – March 2005)
- Customer Relations Management (Jan - Dec 2005), with provision for
 - Extension of opening hours
 - Executive query systems
 - Complaints
 - First Contact (face to face)
 - Access to planning processes

- Enterprise Resource Planning (Jan 2005 - May 2006), with provision for
 - Consistent data and information management systems
 - Real-time ledger / budgeting / reporting
 - Integrated Human Resources / Payroll systems with self-service portal access
 - e-commerce, Strategic Sourcing / "on contract" procurement.
 - Movement to full BACS payments
- Flexible / Out of Hours Working (Jan 2005 – Nov 2006)
 - Increase staff productivity
 - Aligned to Customer Service & e-Government priorities
 - Environmental benefits
 - Social: Inclusion, carers, skills, crime
 - Financial Benefits: reduction in absenteeism, more effective recruitment & selection
 - Mobile office services (Social Services)
- New Revenues & Benefits System (Sept 2004 – March 2006)
 - More accurate and timely recording
 - Speed up claim processing times
 - Improve quality of service
 - Reduce system complexity

The initial phase of Bradford-i develops the enabling process that will offer a range of options and capabilities to Council service departments. This will enable Bradford's Council to fully deliver its e-Government agenda and demonstrates the Council's determination to plan and invest in service improvement and change.

Section 1 - Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005 and will inform the release of IEG capital funding in 2005/06

Outcome & Transformation Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Red	Red	Amber	Green	
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Amber	Green	Green	Green	
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Amber	Amber	Amber	Green	
E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.					
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Green	Green	Green	Green	
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Red	Amber	Amber	Green	
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Green	Green	Green	Green	DIVA (www.divabradford.org.uk) is maintained by the individual organizations supported by Bradford Libraries.
E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.					

R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green	Green	Green	Green	
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Red	Amber	Amber	Green	
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Red	Amber	Amber	Green	
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Red	Amber	Amber	Green	
E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.					
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Amber	Amber	Amber	Green	
R8 Online receipt and processing of planning and building control applications.	Amber	Amber	Green	Green	Planning Applications will be Green as at March 2005
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Red	Amber	Green	Green	
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Red	Amber	Amber	Green	
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Red	Amber	Amber	Green	

E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.					
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Red	Amber	Amber	Green	
G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Red	Amber	Amber	Green	
G9 Regional co-operation on e-procurement between local councils.	Amber	Green	Green	Green	
E5 Access to virtual e-procurement 'marketplace';					
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;					
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).					
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Amber	Amber	Green	Green	Banking Universal Payment Gateway used to process e-payments.
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Amber	Green	Green	Green	No current plans exist to use touch-tone telephone dialling
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber	Green	Green	Green	In the last year online payments of Council Tax has increased from 2,105 to 3,381 (i.e. 61% growth) Business Rates payments have increased from 63 to 102 (i.e. 62% growth)

G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber	Amber	Amber	Green	
E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).					
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).					
E10 Agreed baseline and targets for reductions in unit costs of payment transactions.					
R12 Online renewal and reservations of library books and catalogue search facilities.	Amber	Green	Green	Green	
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber	Amber	Green	Green	
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Red	Red	Amber	Amber	Total integration across the whole Council will be complete by April 2007
E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings.					
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green	Green	Green	Green	
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Red	Amber	Green	Green	
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Red	Amber	Amber	Green	

G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Red	Amber	Amber	Green	
E12 Agreed baseline and targets for customer satisfaction and efficiency savings.					
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Green	Green	Green	Green	
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Green	Green	Green	Green	
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Green	Green	Green	Green	
E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	<p>KPI - BV78a Average Time for processing new claims: 2004 - 2005: 33 days 2005 - 2006: 31 days 2006 - 2007: 29 days</p> <p>KPI - BV78b Average time for processing notifications of changes of circumstances 2004 - 2005: 8 days 2005 - 2006: 7.84 days 2006 - 2007: 7.68 days</p> <p>KPI BV78c % of Renewal claims processed on time 2004 - 2005: 86.35% 2005 - 2006: 88.08% 2006 - 2007: 89.84%</p>				

E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms.	Customers apply for Housing Benefit, Council Tax Benefit, Free School Meals and School Clothing Allowance on a unified claim form and entitlement for all these benefits are automatically assessed together				
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Amber	Amber	Green	Green	
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Red	Amber	Amber	Green	
G16 Systems to support joined-up working on children at risk across multiple agencies.	Amber	Amber	Amber	Green	Bradford is member of national Pilot Project (Liquid Logic)
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber	Amber	Amber	Green	
E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).					
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green	Green	Green	Green	
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber	Amber	Green	Green	
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Red	Amber	Green	Green	
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Red	Amber	Amber	Green	
E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.					

R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Red	Amber	Amber	Amber	Call centre currently operates Monday to Friday 8am-6pm. All priority services will accessible by October 2006
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Red	Amber	Green	Green	
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Amber	Amber	Amber	Green	
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Red	Amber	Green	Green	
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Red	Amber	Amber	Green	
E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.					
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Red	Amber	Green	Green	
R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Green	Green	Green	Green	
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Red	Amber	Amber	Green	

G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green	Green	Green	Green	
E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings.					
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Red	Amber	Amber	Amber	Fully operational Q4 2006
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Red	Amber	Green	Green	
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Red	Amber	Green	Green	
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Red	Amber	Amber	Green	
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Red	Amber	Amber	Green	
E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology.					

Section 2 - Change Management (self-assessment)

Authorities are asked to provide information on advisory good practice outcomes relating to the internal organisation and management practices of the council that are required to help deliver the people, systems and service management changes necessary for e-government. Information supplied here will be used to inform national policy, but does not fall within the remit of the December 2005 target.

Change Management Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757):					
i) Member & officer e-champions	Green	Green	Green	Green	Member e-champion - Cllr. Malcolm Sykes (current portfolio holder) Officer e-champions - Kersten England, Acting Policy and Executive Director and Steve Morris, Finance Director
ii) e-government programme manager	Green	Green	Green	Green	Steve Watson, Chief Information Officer
iii) customer services management	Green	Green	Green	Green	Wallace Sampson, Customer Services Director
Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning.	Green	Green	Green	Green	The Corporate Induction Programme for all new employees includes an element on Customer Focus
Establishment of an e-delivery programme board	Green	Green	Green	Green	Bradford-I Shadow Board
Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme.	Red	Green	Green	Green	
Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures.	Red	Green	Green	Green	
Use of customer consultation/research to inform development of corporate e-government strategy.	Green	Green	Green	Green	
Establishment of policy for addressing social inclusion within corporate e-government strategy.	Amber	Amber	Amber	Green	bConnected
Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)	Green	Green	Green	Green	
Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see	Amber	Amber	Green	Green	

http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf).					
Establishment of partnerships for the joint (aggregated) procurement of broadband services.	Red	Red	Red	Green	Broadband services will be procured via the Bradford-I partnership
Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf).	Amber	Green	Green	Green	Social Services Smartcard scheme uses Post offices as intermediaries Target -20 Community Channels to online services established (including Bradford, Shipley & Keighley Citizen Advice Bureaux)
Compliance with BS 7799 on information security management.	Amber	Amber	Amber	Green	Compliance only, will not seek certification
Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives.	Amber	Amber	Amber	Green	
Completion of mapping of BVPI 157 services against approved security levels (0-3) (see http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc).	Red	Amber	Green	Green	
Planned compliance to HMG Security and authentication frameworks (see http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc).	Red	Amber	Green	Green	
Compliance with an independent trust scheme approval process designed to provide assurance for individuals and	Amber	Amber	Amber	Green	

companies using or relying upon e-business transactions (see www.tscheme.org).					
Use of Government Gateway (see http://www.gateway.gov.uk) to support:					
i) personalisation & registration for services categorised at security level 0	Red	Amber	Amber	Amber	
ii) citizen & business authentication for services for services categorised at security levels 1-3	Red	Amber	Amber	Amber	
iii) authentication of employees for cross-agency services	Red	Amber	Amber	Amber	
iv) corporate approach to collection of e-payments	Red	Amber	Amber	Amber	
v) cross agency secure transactions (Government to Government)	Red	Amber	Amber	Amber	
Government Gateway (see http://www.gateway.gov.uk) back office connection in place (Department Interface Server).	Red	Amber	Amber	Amber	
Connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Red	Amber	Amber	Amber	
Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm)	Amber	Green	Green	Green	
Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)	Green	Green	Green	Green	Weekly Updates Sent
Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk)	Amber	Amber	Green	Green	Currently at level 2, level 3 by 31st December 2005
Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa)	Red	Amber	Amber	Amber	

Section 3 - BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against version 2.01

		Actual			Forecast	
BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	2001/2	2002/3	2003/4	2004/5	2005/6
		0	0	0	0	0
Providing information: Total types of interaction e-enabled e-enabled	94%	0 0	169 39.67	199 46.71	268 62.91	424 99.53
Collecting revenue: Total types of interaction e-enabled e-enabled	87%	0 0	2 25.00	4 50.00	4 50.00	8 100.00
Providing benefits & grants: Total types of interaction e-enabled e-enabled	78%	0 0	0 0	5 71.43	5 71.43	7 100.00
Consultation: Total types of interaction e-enabled e-enabled	86%	1 2.44	5 12.20	6 14.63	8 19.51	40 97.56
Regulation (such as issuing licenses): Total types of interaction e-enabled e-enabled	76%	0 0	10 20.41	10 20.41	10 20.41	49 100.00
Applications for services: Total types of interaction e-enabled e-enabled	83%	0 0	53 22.94	82 35.50	87 37.66	230 99.57
Booking venues, resources & courses: Total types of interaction e-enabled e-enabled	78%	0 0	0 0	1 5.00	1 5.00	19 95.00

Paying for goods & services: Total types of interaction e-enabled e-enabled	80%	0 0	1 2.56	2 5.13	5 12.82	39 100.00
Providing access to community, professional or business networks: Total types of interaction e-enabled e-enabled	82%	0 0	0 0	0 0	1 4.55	22 100.00
Procurement: Total types of interaction e-enabled e-enabled	73%	0 0	0 0	0 0	1 16.67	6 100.00
TOTAL Total types of interaction e-enabled % e-enabled	86%	1 0.12 %	240 28.27 %	309 36.40 %	390 45.94 %	844 99.41 %

Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in up to 2005/6, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Industry definitions of page impressions

	Actual ('000s)	Forecast ('000s)				Comment
		03/04	04/05	05/06	06/07	
E-enablement + Main E-Access Channel Take-Up						
Local Service Websites						
• Page impressions (annual)	11271	12200	16000	20000	24000	
• Unique users, i.e. separate individuals visiting website (annual)	1136	1500	1900	2600	3300	
• Number of e-enabled payment transactions accepted via website	4	7.8	11.8	13.5	15	
• Number of change of address notifications accepted via website	0.22	0.4	0.6	0.8	1	
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>						
• Number of e-enabled payment transactions accepted by telephone	22	29.2	38.8	45	53	
• Number of change of address notifications accepted via telephone	0.16	0.3	0.6	0.6	0.6	
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i>						
• Number of e-enabled payment transactions accepted via personal contact	0.7	1.8	2	2.4	2.4	Figures refer to Corporate One Stop Shops
• Number of change of address notifications accepted via personal contact	0.16	0.3	0.6	0.6	0.6	
Other Electronic Media <i>(e.g. BACS, text messaging)</i>						

• Number of e-enabled payment transactions accepted via BACS or other electronic form	150	140	150	150	150	
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0	
Non Electronic (e.g cash office, post)						
• Number of payments accepted by cheque or other non-electronic form	900	875	850	825	800	Currently unable to quantify change of address notifications received by the Council via the mail.
• Number of change of address notifications accepted via non-electronic form	0	0	0	0	0	

Section 5 - Local e-Government Implementation Expenditure

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements in the table below and brief commentary on the use of IEG money. For 2005/6 onwards, please include best estimates of revenue and capital expenditure even though the council may not have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

Programme Resources	Actual (£'000s)	Forecast (£'000s)				Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
• IEG capital grant	400	350	150			
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	230	222	0	0	0	West Yorkshire IEG Partnership
• financial contribution from public-private partnerships	0	0	0	0	0	
• resources being applied from internal revenue and capital budgets to implement e-government	376.7	3250	3250	3250	3250	Expenditure excludes voice & platform infrastructure costs
• other resources (e.g. training) (please specify)	47.5	0	0	0	0	
• ODPM e-Innovations Fund capital grant	0	0	0	0	0	
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	2965	1115	0	0	0	Invest to Save Budget Round 2 & 3
TOTAL	4019.2	4937	3400	3250	3250	

Section 6 - Local e-Government Programme Efficiency Gains

In order to justify corporate investment in local e-government, it is important to ensure that the benefits will outweigh the costs. In this regard, councils are asked to provide best estimates of efficiency gains arising from the implementation of local e-government. The expectation is that all cashable savings can be recycled in local services, but should be achieved without cutting service quality. Please also note that there is no intention here to add new burdens in terms of the measurement of efficiency gains or to set specific targets for local e-government, but figures should be calculated using existing data and accounting methods where possible. The exercise should also be seen as a starting point for future work on efficiency best practice and rewards. Links to listed websites in the table Notes also offer a key source of support in calculating figures. Please note that you are only required to put total figures in the Actual (01/02 to 03/04) column.

Efficiency Gains	Actual	Forecast (£'000s)				Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
a) Cash Releasing Efficiency Gains						
e-Procurement, of which:						
• achieved through reductions in prices		0	900	1800	1800	
• other gains from e-procurement		0	140	280	280	
Corporate support (back office), of which:						
• e-recruitment		0	0	0	0	
• e-payments		0	0	0	0	
• Other corporate support gains		0	910	1820	1820	
Transactional services		0	80	160	160	
Productive time		0	1350	2710	2710	
Sub total (a) cash releasing efficiency gains	0	0	3380	6770	6770	
b) Non Cash Releasing Efficiency Gains						
non-cash benefits (1) please specify		0	0	0	0	
non-cash benefits (2) please specify		0	0	0	0	
Sub total (b) non cash releasing efficiency gains	0	0	0	0	0	
TOTAL EFFICIENCY GAINS - GROSS	0	0	3380	6770	6770	
LESS e-government implementation expenditure	4019.2	4937	3400	3250	3250	

TOTAL EFFICIENCY GAINS - NET	-4019.2	-4937	-20	3520	3520	
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