

# IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 MID TERM (IEG4.5)

*"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](http://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.

- Twenty two voluntary sector advice centres, including the Citizen Advice Bureau, have accessed funding to enable them 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.
- Amongst the various online services that the Council has achieved since the IEG 4 statement are:
  - The design & re-launch Bradford Council's website, including the implementation of a Content Management System (Jan – March 2005)
  - The council's planning back-office systems are fully accessible online. An individual is able to check the progress of any planning application received by the Council via the Council's website. This service will shortly be enhanced to allow for the online submission of planning applications.
  - Members of the Public can join Bradford Libraries, check the catalogue and reserve a book or a PC all online

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.

Contract signature with IBM is imminent, with full implementation set to start through the summer. Substantial pre-contractual mobilisation is already underway. The major early strands of activity of Bradford-i are

- Customer Relations Management (9 phased implementations from July 2005 to October 2006),
  - Extension of opening hours
  - Executive query and case management systems
  - Complaints
  - First Contact (face to face)

- Access to planning processes
- Access to planning processes- First Contact (face to face)
- Self Service
- Enterprise Resource Planning (3 phased implementations from July 2005 to January 2007), 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
- New Revenues & Benefits System (September 2004 to July 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 And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<b>R1</b> 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 01/01/2004	Red 01/01/2004	Amber 31/12/2005	Amber 31/12/2005
<b>Comment:</b>				
<b>R2</b> Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<b>Comment:</b>				
<b>G1</b> 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 01/01/2004	Amber 01/01/2004	Amber 01/01/2004	Green 31/03/2006
<b>Comment:</b>				
If already 'green' on R1, R2 & G1 above please comment on <b>E1</b> Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.	<b>Comment:</b>			
<b>R3</b> 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 <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b>				
<b>R4</b> 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.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<b>Comment:</b>				
<b>G2</b> 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 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b> DIVA ( <a href="http://www.divabradford.org.uk">www.divabradford.org.uk</a> ) is maintained by the individual organizations supported by Bradford Libraries.				
If already 'green' on R3, R4 & G2 above please comment on <b>E2</b> Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. Otherwise you may leave this row blank.	<b>Comment:</b>			
<b>R5</b> Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b>				
<b>R6</b> 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.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<b>Comment:</b>				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<b>G3</b> 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.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<b>Comment:</b>				
<b>G4</b> Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<b>Comment:</b>				
If already 'green' on R5, R6, G3 & G4 above please comment on <b>E3</b> Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. Otherwise you may leave this row blank.	<b>Comment:</b>			
<b>R7</b> 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 01/01/2004	Amber 01/01/2004	Amber 01/01/2004	Green 31/03/2006
<b>Comment:</b>				
<b>R8</b> Online receipt and processing of planning and building control applications.	Amber 01/01/2004	Amber 01/01/2004	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> Planning Applications will be Green as at March 2005				
<b>G5</b> Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b>				
<b>G6</b> Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<b>Comment:</b>				
<b>G7</b> 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.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<b>Comment:</b>				
If already 'green' on R7, R8, G5, G6 & G7 above please comment on <b>E4</b> Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	<b>Comment:</b>			
<b>R9</b> Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<b>Comment:</b>				
<b>G8</b> 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).	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<b>Comment:</b>				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<b>G9</b> Regional co-operation on e-procurement between local councils.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	<b>Comment:</b>			
If already 'green' on R9, G8 & G9 above please comment on <b>E5</b> Access to virtual e-procurement 'marketplace';	<b>Comment:</b>			
<b>E6</b> 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;	<b>Comment:</b>			
<b>E7</b> Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).  Otherwise you may leave these rows blank.	<b>Comment:</b>			
<b>R10</b> 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 01/01/2004	Amber 01/01/2004	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> Banking Universal Payment Gateway used to process e-payments.			
<b>R11</b> 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.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	<b>Comment:</b> No current plans exist to use touch-tone telephone dialling			
<b>G10</b> Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	<b>Comment:</b> 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)			
<b>G11</b> Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/01/2004	Amber 01/01/2004	Amber 01/01/2004	Green 31/03/2006
	<b>Comment:</b>			
If already 'green' on R10, R11, G10 & G11 above please comment on <b>E8</b> Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	<b>Comment:</b>			
<b>E9</b> Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	<b>Comment:</b>			
<b>E10</b> Agreed baseline and targets for reductions in unit costs of payment transactions.  Otherwise you may leave these rows blank.	<b>Comment:</b>			
<b>R12</b> Online renewal and reservations of library books and catalogue search facilities.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	<b>Comment:</b>			
<b>R13</b> Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 01/01/2004	Amber 01/01/2004	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b>			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<b>G12</b> 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 01/01/2004	Red 01/01/2004	Amber 31/12/2005	Amber 31/12/2005
<b>Comment:</b> Total integration across the whole Council will be complete by April 2007				
If already 'green' on R12, R13 & G12 above please comment on  <b>E11</b> Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings.  Otherwise you may leave this row blank.	<b>Comment:</b>			
<b>R14</b> 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 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b>				
<b>R15</b> 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.	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b>				
<b>G13</b> 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.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<b>Comment:</b>				
<b>G14</b> GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<b>Comment:</b>				
If already 'green' on R14, R15, G13 & G14 above please comment on  <b>E12</b> Agreed baseline and targets for customer satisfaction and efficiency savings.  Otherwise you may leave this row blank.	<b>Comment:</b>			
<b>R16</b> 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 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b>				
<b>R17</b> 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 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b>				
<b>G15</b> Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b>				
If already 'green' on R16, R17 & G15 above please comment on  <b>E13</b> Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	<b>Comment:</b> KPI - BV78a Average Time for processing new claims: 2004 - 2005: 33 days 2005 - 2006: 31 days 2006 - 2007: 29 days 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 KPI BV78c % of Renewal claims processed on time 2004 - 2005: 86.35% 2005 - 2006: 88.08% 2006 - 2007: 89.84%			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p><b>E14</b> 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.</p> <p>Otherwise you may leave these rows blank.</p>	<p><b>Comment:</b> 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</p>			
<p><b>R18</b> Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.</p>	Amber 01/01/2004	Amber 01/01/2004	Green 31/12/2005	Green 31/12/2005
<p><b>Comment:</b></p>				
<p><b>R19</b> 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.</p>	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<p><b>Comment:</b></p>				
<p><b>G16</b> Systems to support joined-up working on children at risk across multiple agencies.</p>	Amber 01/01/2004	Amber 01/01/2004	Amber 01/01/2004	Green 31/03/2006
<p><b>Comment:</b> Bradford is member of national Pilot Project (Liquid Logic)</p>				
<p><b>G17</b> Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.</p>	Amber 01/01/2004	Amber 01/01/2004	Amber 01/01/2004	Green 31/03/2006
<p><b>Comment:</b></p>				
<p>If already 'green' on R18, R19, G16 &amp; G17 above please comment on</p> <p><b>E15</b> Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).</p> <p>Otherwise you may leave this row blank.</p>	<p><b>Comment:</b></p>			
<p><b>R20</b> Email and Internet access provided for all Members and staff that establish a need for it.</p>	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<p><b>Comment:</b></p>				
<p><b>R21</b> ICT support and documented policy for home/remote working (teleworking) for council members and staff.</p>	Amber 01/01/2004	Amber 01/01/2004	Green 31/12/2005	Green 31/12/2005
<p><b>Comment:</b></p>				
<p><b>R22</b> 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.</p>	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
<p><b>Comment:</b></p>				
<p><b>G18</b> 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").</p>	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<p><b>Comment:</b></p>				
<p>If already 'green' on R20, R21, R22 &amp; G18 above please comment on</p> <p><b>E16</b> Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.</p> <p>Otherwise you may leave this row blank.</p>	<p><b>Comment:</b></p>			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<b>R23</b> 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).	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
<b>Comment:</b> Call centre currently operates Monday to Friday 8am-6pm. All priority services will accessible by October 2006				
<b>R24</b> Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 30/04/2005	Green 30/04/2005	Green 30/04/2005	Green 30/04/2005
<b>Comment:</b>				
<b>G19</b> 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 <a href="http://www.pro.gov.uk/about/foi/map-local.rtf">www.pro.gov.uk/about/foi/map-local.rtf</a> ).	Amber 01/01/2004	Amber 01/01/2004	Amber 01/01/2004	Green 31/03/2006
<b>Comment:</b>				
<b>G20</b> Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see <a href="http://www.w3.org/WAI">www.w3.org/WAI</a> ).	Amber 01/03/2005	Green 31/07/2005	Green 31/07/2005	Green 31/07/2005
<b>Comment:</b>				
<b>G21</b> Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see <a href="http://www.egifcompliance.org">www.egifcompliance.org</a> & <a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a> ).	Amber 01/03/2005	Green 31/07/2005	Green 31/07/2005	Green 31/07/2005
<b>Comment:</b>				
If already 'green' on R23, R24, G19, G20 & G21 above please comment on  <b>E17</b> Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.  Otherwise you may leave this row blank.	<b>Comment:</b>			
<b>R25</b> Online publication of Internet service standards, including past performance and commitments on service availability.	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b>				
<b>R26</b> 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 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b>				
<b>G22</b> Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<b>Comment:</b>				
<b>G23</b> Adoption of recognised guidelines for usability of website design (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b>				
If already 'green' on R25, R26, G22 & G23 above please comment on  <b>E18</b> 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.  Otherwise you may leave this row blank.	<b>Comment:</b>			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<b>R27</b> 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.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
<b>Comment:</b> Fully operational Q4 2006				
<b>R28</b> All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b>				
<b>R29</b> 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.	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b>				
<b>G24</b> 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.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<b>Comment:</b>				
<b>G25</b> 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.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<b>Comment:</b>				
If already 'green' on R27, R28, R29, G24 & G25 above please comment on	<b>Comment:</b>			
<b>E19</b> 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.				
Otherwise you may leave this row blank.				

## 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	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> <li>Appointment of people to the following key local e-government functions in your Council (see <a href="http://www.idea-knowledge.gov.uk/idk/aio//206757">http://www.idea-knowledge.gov.uk/idk/aio//206757</a>):</li> </ul>				
i) Member & officer e-champions	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b> Member e-champion - Cllr. Malcolm Sykes (current portfolio holder) Officer e-champions - Kersten England, Director - Policy & Performance / Steve Morris, Finance Director				
ii) e-government programme manager	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b> Steve Watson, Chief Information Officer				
iii) customer services management	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b> Tony Burns, Interim Customer Services Director				
<ul style="list-style-type: none"> <li>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</li> </ul>	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b> The Corporate Induction Programme for all new employees includes an element on Customer Focus				
<ul style="list-style-type: none"> <li>Establishment of an e-delivery programme board</li> </ul>	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b> Bradford-I Programme Board				
<ul style="list-style-type: none"> <li>Use of formalised programme &amp; project management methodologies (e.g. PRINCE2) to support e-delivery programme</li> </ul>	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<b>Comment:</b>				
<ul style="list-style-type: none"> <li>Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures</li> </ul>	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<b>Comment:</b>				
<ul style="list-style-type: none"> <li>Use of customer consultation/research to inform development of corporate e-government strategy</li> </ul>	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b>				
<ul style="list-style-type: none"> <li>Establishment of policy for addressing social inclusion within corporate e-government strategy</li> </ul>	Amber 01/01/2004	Amber 01/01/2004	Amber 01/01/2004	Green 31/03/2006
<b>Comment:</b> bConnected				
<ul style="list-style-type: none"> <li>Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)</li> </ul>	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b>				

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> <li>Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see <a href="http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf">http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf</a> &amp; <a href="http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf">http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf</a>) and designation of an Information Sharing Officer</li> </ul>	Amber 01/01/2004	Amber 01/01/2004	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b>				
<ul style="list-style-type: none"> <li>Establishment of partnerships for the joint (aggregated) procurement of broadband services</li> </ul>	Red 31/03/2006	Red 31/03/2006	Red 31/03/2006	Green 31/03/2006
<b>Comment:</b> Broadband services will be procured via the Bradford-L				
<ul style="list-style-type: none"> <li>Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see <a href="http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf">http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf</a> &amp; <a href="http://www.govconnect.gov.uk/ccm/portal">http://www.govconnect.gov.uk/ccm/portal</a>)</li> </ul>	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<b>Comment:</b> Social Services Smartcard scheme uses Post offices as intermediaries. Twenty two Community Channels to online services have been established (including Bradford, Shipley & Keighley Citizen Advice Bureaux)				
<ul style="list-style-type: none"> <li>Compliance with BS 7799 on information security management</li> </ul>	Amber 01/01/2004	Amber 01/01/2004	Amber 01/01/2004	Green 31/03/2006
<b>Comment:</b> Compliance only, will not seek certification. The Council has implemented a series of auditable key controls for managers, based on BS7799.				
<ul style="list-style-type: none"> <li>Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives</li> </ul>	Amber 01/01/2004	Amber 01/01/2004	Amber 01/01/2004	Green 31/03/2006
<b>Comment:</b>				
<ul style="list-style-type: none"> <li>Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see <a href="http://www.esd.org.uk/standards/lgs/lgs.doc">http://www.esd.org.uk/standards/lgs/lgs.doc</a> &amp; <a href="http://www.authentication.org.uk/levels.asp">http://www.authentication.org.uk/levels.asp</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc</a>)</li> </ul>	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b>				
<ul style="list-style-type: none"> <li>Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal">http://www.govconnect.gov.uk/ccm/portal</a>)</li> </ul>	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b>				
<ul style="list-style-type: none"> <li>Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see <a href="http://www.tscheme.org">www.tscheme.org</a>) and which will work with Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>)</li> </ul>	Amber 01/01/2004	Amber 01/01/2004	Amber 01/01/2004	Green 31/03/2006
<b>Comment:</b>				
<ul style="list-style-type: none"> <li>Use of Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>) to support: <ul style="list-style-type: none"> <li>i) personalisation &amp; registration for services categorised at security levels '0' and '1' through the citizen account</li> </ul> </li> </ul>	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Amber 31/03/2006
<b>Comment:</b>				
<ul style="list-style-type: none"> <li>ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect</li> </ul>	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Amber 31/03/2006
<b>Comment:</b>				
<ul style="list-style-type: none"> <li>iii) the bereavement journey &amp; closing of accounts (see <a href="http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp">http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp</a>)</li> </ul>	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Amber 31/03/2006
<b>Comment:</b>				

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
iv) citizen & business authentication for services for services categorised at security levels 0-3	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Amber 31/03/2006
<b>Comment:</b>				
v) registration & authentication of employees for internal and cross-agency services	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Amber 31/03/2006
<b>Comment:</b>				
vi) corporate approach to collection of e-payments	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Amber 31/03/2006
<b>Comment:</b>				
vii) cross agency secure transactions (Government to Government)	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Amber 31/03/2006
<b>Comment:</b>				
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Amber 31/03/2006
<b>Comment:</b>				
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Amber 31/03/2006
<b>Comment:</b>				
x) GC Register (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a> )	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Amber 31/03/2006
<b>Comment:</b>				
xi) GC Exchange (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a> )	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Amber 31/03/2006
<b>Comment:</b>				
• Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a> ) back office connection in place (Department Interface Server)	Red 01/01/2004	Red 01/01/2004	Red 01/01/2004	Amber 31/03/2006
<b>Comment:</b>				
• Connection to Directgov (see <a href="http://www.direct.gov.uk">http://www.direct.gov.uk</a> ) from corporate website and partnership portal(s)	Red 01/01/2004	Red 01/01/2004	Red 01/01/2004	Amber 31/03/2006
<b>Comment:</b>				
• Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see <a href="http://www.lcd.gov.uk/foi/foidpunit.htm">http://www.lcd.gov.uk/foi/foidpunit.htm</a> & <a href="http://www.pro.gov.uk/recordsmanagement/access/default.htm">http://www.pro.gov.uk/recordsmanagement/access/default.htm</a> )	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<b>Comment:</b>				
• Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see <a href="http://www.nlpg.org.uk">http://www.nlpg.org.uk</a> )	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b> Weekly Updates Sent				
• Connection to National Land Information Service (NLIS) at Level 3 (see <a href="http://www.nlis.org.uk">http://www.nlis.org.uk</a> )	Amber 01/01/2004	Amber 01/01/2004	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> 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 <a href="http://www.dfes.gov.uk/isa">http://www.dfes.gov.uk/isa</a> )	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
<b>Comment:</b>				

### 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 of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit ([www.esd-toolkit.org](http://www.esd-toolkit.org)). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	Actual				Forecast
		01/02	02/03	03/04	04/05	05/06
<b>Providing information:</b> ● Total types of interaction e-enabled ● % e-enabled	94 %	● 167 ● 39.76 %	● 197 ● 46.90 %	● 267 ● 63.57 %	● 305 ● 72.62 %	● 420 ● 100.00 %
<b>Collecting revenue:</b> ● Total types of interaction e-enabled ● % e-enabled	87 %	● 2 ● 25.00 %	● 4 ● 50.00 %	● 4 ● 50.00 %	● 4 ● 50.00 %	● 8 ● 100.00 %
<b>Providing benefits &amp; grants:</b> ● Total types of interaction e-enabled ● % e-enabled	78 %	● 0 ● 0.00 %	● 5 ● 71.43 %	● 5 ● 71.43 %	● 5 ● 71.43 %	● 7 ● 100.00 %
<b>Consultation:</b> ● Total types of interaction e-enabled ● % e-enabled	86 %	● 5 ● 12.82 %	● 6 ● 15.38 %	● 8 ● 20.51 %	● 8 ● 20.51 %	● 39 ● 100.00 %
<b>Regulation (such as issuing licenses):</b> ● Total types of interaction e-enabled ● % e-enabled	76 %	● 10 ● 20.41 %	● 10 ● 20.41 %	● 10 ● 20.41 %	● 10 ● 20.41 %	● 49 ● 100.00 %
<b>Applications for services:</b> ● Total types of interaction e-enabled ● % e-enabled	83 %	● 52 ● 22.91 %	● 81 ● 35.68 %	● 87 ● 38.33 %	● 90 ● 39.65 %	● 227 ● 100.00 %
<b>Booking venues, resources &amp; courses:</b> ● Total types of interaction e-enabled ● % e-enabled	78 %	● 0 ● 0.00 %	● 1 ● 5.26 %	● 1 ● 5.26 %	● 1 ● 5.26 %	● 19 ● 100.00 %
<b>Paying for goods &amp; services:</b> ● Total types of interaction e-enabled ● % e-enabled	80 %	● 1 ● 2.63 %	● 2 ● 5.26 %	● 5 ● 13.16 %	● 5 ● 13.16 %	● 38 ● 100.00 %
<b>Providing access to community, professional or business networks:</b> ● Total types of interaction e-enabled ● % e-enabled	82 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 1 ● 4.55 %	● 2 ● 9.09 %	● 22 ● 100.00 %
<b>Procurement:</b> ● Total types of interaction e-enabled ● % e-enabled	73 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 1 ● 16.67 %	● 1 ● 16.67 %	● 6 ● 100.00 %
<b>Total:</b> ● Total types of interaction e-enabled ● % e-enabled	86 %	● 237 ● 28.38 %	● 306 ● 36.65 %	● 389 ● 46.59 %	● 431 ● 51.62 %	● 835 ● 100.00 %

## Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, 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. Click on the light bulb icons for industry definitions of page impressions and unique users.

E-enablement & Main E-Access Channel Take-Up	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
<b>Local Service Websites</b>					
• Page impressions (annual)	11,271,000	12,200,000	16,000,000	20,000,000	24,000,000
• Unique users, i.e. separate individuals visiting website (annual)	1,136,000	1,500,000	1,900,000	2,600,000	3,300,000
• Number of e-enabled payment transactions accepted via website	4,000	7,800	11,800	13,500	15,000
• Number of change of address notifications accepted via website	220	400	600	800	1,000
<b>Comment:</b>					
<b>Telephone</b> <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	22,000	29,200	38,800	45,000	53,000
• Number of change of address notifications accepted via telephone	160	300	600	600	600
<b>Comment:</b>					
<b>Face To Face</b> <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 &amp; home visits)</i>					
• Number of e-enabled payment transactions accepted via personal contact	700	1,800	2,000	2,400	2,400
• Number of change of address notifications accepted via personal contact	160	300	600	600	600
<b>Comment:</b> Figures refer to Corporate One Stop Shops					
<b>Other Electronic Media</b> <i>(e.g. BACS, text messaging)</i>					
• Number of e-enabled payment transactions accepted via BACS	150,000	140,000	150,000	150,000	150,000
• Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	0	0	0

	Actual		Forecast		
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0
	<b>Comment:</b>				
<b>Non Electronic</b> <i>(e.g. cash office, post)</i>					
• Number of payments accepted by cheque or other non-electronic form	900,000	875,000	850,000	825,000	800,000
• Number of change of address notifications accepted via non-electronic form	0	0	0	0	0
	<b>Comment:</b> Currently unable to quantify change of address notifications received by the Council via the mail.				

## 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 yet 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 Resource	Backward Look (£)		Forward Look (£)		
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	<b>Comment:</b>				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	<b>Comment:</b>				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	230,000	222,000	0	0	0
	<b>Comment:</b> West Yorkshire IEG Partnership				
• financial contribution from public-private partnerships	0	0	0	0	0
	<b>Comment:</b>				
• resources being applied from internal revenue and capital budgets to implement e-government	376,700	3,250,000	3,250,000	3,250,000	3,250,000
	<b>Comment:</b> Expenditure excludes voice & platform infrastructure costs				
• other resources (e.g. training) (please specify)	47,500	0	0	0	0
	<b>Comment:</b>				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	<b>Comment:</b>				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	2,965,000	1,115,000	0	0	0
	<b>Comment:</b> Invest to Save Budget Round 2 & 3				
<b>TOTAL</b>	<b>4,019,200</b>	<b>4,937,000</b>	<b>3,400,000</b>	<b>3,250,000</b>	<b>3,250,000</b>

## Section 6 - Local e-Government Programme Efficiency Gains

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	0	0	0	0	0	0	0	0
	<b>Comment:</b>							
• e-payments	0	0	0	0	0	0	0	0
	<b>Comment:</b>							
• corporate services efficiencies not covered above	0	0	910,000	910,000	1,820,000	1,820,000	1,820,000	1,820,000
	<b>Comment:</b>							
e-Procurement, of which:								
• Service specific	0	0	900,000	900,000	1,800,000	1,800,000	1,800,000	1,800,000
	<b>Comment:</b>							
• Cross-cutting e-procurement efficiencies not covered above	0	0	140,000	140,000	280,000	280,000	280,000	280,000
	<b>Comment:</b>							
Productive time, of which:								
• Service specific	0	0	1,350,000	1,350,000	2,710,000	2,710,000	2,710,000	2,710,000
	<b>Comment:</b>							

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
• Cross-cutting productive time efficiencies not covered above	0	0	0	0	0	0	0	0
	<b>Comment:</b>							
Transactions	0	0	80,000	80,000	160,000	160,000	160,000	160,000
	<b>Comment:</b>							
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
	<b>Comment:</b>							
<b>TOTAL EFFICIENCY GAINS - GROSS</b>	<b>0</b>	<b>0</b>	<b>3,380,000</b>	<b>3,380,000</b>	<b>6,770,000</b>	<b>6,770,000</b>	<b>6,770,000</b>	<b>6,770,000</b>
LESS e-government implementation expenditure	4,937,000		3,400,000		3,250,000		3,250,000	
	<b>Comment:</b>							
<b>TOTAL EFFICIENCY GAINS - NET</b>	<b>-4,937,000</b>		<b>-20,000</b>		<b>3,520,000</b>		<b>3,520,000</b>	