



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 (IEG5)

"Meeting the targets for 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. This aim is reflected in the Council's Vision and Values, which states "within 5 years we aim to be one of the UK's top performing local authorities, recognised by the District's residents for excellence in the way we perform, and recognised by the world for having led the District's regeneration".

The '2020 Vision' envisages 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 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 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.

In June 2005, Bradford Council contracted with IBM and Serco and launched Bradford-i; with the vision of a strategic partnership for the delivery of fully modernised front- and back-office services over a ten-year period. Bradford-i is focused on improving how the Council delivers services to our customers, underpinned by the introduction of new technology and innovative ways of working. The partnership 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 the expert input from IBM and Serco, working with the Council to identify and implement re-engineering opportunities and to inform future technological investments.

Service Transformation

The Customer Relationship Management project (CRM) within the Bradford-i programme will deliver a consistent and improved customer experience and service across a wide range of Council, and possibly partner, services. These services may be delivered face to face, over the phone or

electronically; however in each case, the objective is to answer as many enquiries and service as many transactions as possible at the customer's first point of contact with the Council.

The benefits associated with this project include:

- Improved access - a greater range of services will be accessible through the contact centre and face to face access points and electronically over the web.
- Improved customer service - consistency of service across a broad range of services, greater understanding of customer interactions.
- Increased customer satisfaction - more enquiries resolved at the first point of contact, increasing use of self service.
- Improved accountability through the use of Case management tools and audit trails.
- Full integration to Council back office systems.

Phases 1 & 2 of the CRM deployment during 2006 will focus on:

- Expanding the scope of the Council's Frontline implementation and integration (e.g. Highways and Planning);
- Deploying CRM support across more of the Council's customer service teams in face to face contact;
- Enabling self service through deployment of the Lagan Self Service option.

Phases 3 & 4 into 2007 will focus on:

- Making front/back office integration more efficient;
- Integrating with other key customer service environments (e.g. Revenues and Benefits);
- Measurement and process improvement.

Anticipated Efficiency Gains

The key driver for our anticipated efficiency gains come from the introduction of Enterprise Resource Planning (ERP) across the organisation.

Project Objectives Bradford-i will implement, during 2006, an ERP solution for the following back office processes:

- Finance
- Procurement
- HR
- Payroll
- Debt Management

It is estimated that the ERP project will deliver cash realisable benefits to the Council of £30 million, as well as delivering the required functionality to meet the needs of the above back office business processes. It will also provide the capability to extend the scope of the system over time, which in turn could deliver additional efficiencies and benefits.

Project Benefits

Benefits identified, during the Bradford-I pre-contract phase, split into two main categories, viz: those flowing from:

Process Efficiencies

These have been determined from an analysis of the Council's as-is transactional back office processes. The level of savings have been identified as between £10m – £14m over 10 years, depending upon the level of organisational re-design the Council is prepared to undertake.

Improved Strategic Sourcing

Improved Strategic Sourcing will deliver cash realisable savings of £16m. These will be achieved through greater on contract coverage and supply base consolidation.

All the efficiency savings identified as part of the pre-contract phase have been further underpinned and confirmed by work during the Business Blueprint phase.

The efficiency savings underpin not only the ERP project but the wider Bradford-i programme including:

- Customer Relationship Management
- Integrated Revenues & Benefits
- Enterprise Information Portal
- Content Management
- Local Land Charges
- Waste Management
- Geographical Information Systems, and
- Access to Information

The Digital Divide

Whilst many people, in the Bradford District, do have access to the internet from their homes we are aware that many people, for whatever reason, do not. These include economic reasons, or they do not see the benefits of or lack the confidence to use these technologies.

To address this 'real' divide Bradford Council has:

- Provided access to over 200 free public access computers available through its network of 31 libraries across the District
- Opened a 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. Based on the success of **bdirect** a new One Stop Shop is scheduled to open at Keighley Town Hall in June 2006
- Enabled Council employees visiting the house-bound, to link into their office based systems, by using notebook PCs with air-cards. Benefits claims can be dealt with at the point of contact without reference to further back office systems.
- Enabled 22 voluntary sector advice centres, including the Citizen Advice Bureau, to access funding to enable them to upgrade their ICT infrastructure, install broadband connectivity & receive training to access relevant on-line information resource.
- Opened a new inter-agency issue led call centre, that brings together many of the telephony functions of the Council. Discussions have begun to extend this facility across the Council &

involve other public sector organisations e.g. Bradford South PCT - Patient Advice & Liaison Service (PALS) telephone line.

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

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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.	Amber 01/06/2005	Green 31/12/2005	Green 31/12/2005
	Comment: Education Bradford are responsible for the provision of education support services to the District's schools. The Council has commissioned Education Bradford to implement a system to allow parents to apply for school places online. The system will be fully operational for the 2007 entry		
R2 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
	Comment: Information for and about looked after children has been published on the Council & Education Bradford's website		
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	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: The telephone contact team available within Education Bradford is e-enabled to assist with admissions. Performance information is published on Education Bradford's website, with links to OfSTED reports.		
If already 'green' on R1, R2 & G1 above please comment on E1 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.	Comment:		
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 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: The Council's website, http://www.bradford.gov.uk , has been developed using the Local Government Category List taxonomy, and an A-Z of services have been implemented.		
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.	Green 01/07/2005	Green 01/07/2005	Green 01/07/2005
	Comment: Bradford is engaged with the National Roll Out of the Criminal Justice IT System. Secure email is being used for agreed workflows. Sharing of information is being rolled out in line with the priorities of the West Yorkshire partners which is informed by the national programme.		
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 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: DIVA, a Voluntary Organisation database for the Bradford District (www.divabradford.org.uk), provides information about voluntary and community groups across the District. DIVA is maintained by the individual organisations supported by Bradford Libraries.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R3, R4 & G2 above please comment on</p> <p>E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: The Council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing targets during 2006.</p>		
<p>R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.</p>	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<p>Comment: Committee reports, minutes and agendas are published online at http://www.bradford.gov.uk/councillors</p>			
<p>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.</p>	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
<p>Comment: Each Councillor has a set of public web pages that are maintained for them and published at http://www.bradford.gov.uk/councillors</p>			
<p>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.</p>	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<p>Comment: The Council consults with the public regularly using a 2,500 'Speak Out' panel and a 'Sound it Out' panel of 400 young people. Approximately 10% of the 'Speak Out' panel and 50% of the 'Sound it Out Panel' respond to the consultation on-line. We are currently considering adoption of the consultation database product developed by Kirklees MDC, which will enable citizens to sign up for SMS text alerts on nominated subjects.</p>			
<p>G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).</p>	Green 01/11/2005	Green 01/11/2005	Green 01/11/2005
<p>Comment: An introduction, by the Leader of Bradford Council, to the key priorities of the Council's Corporate Plan is video streamed at http://www.bradford.gov.uk/government_politics_and_public_administration/public_administration/corporate_plan_video.htm</p>			
<p>If already 'green' on R5, R6, G3 & G4 above please comment on</p> <p>E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment:</p>		
<p>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).</p>	Amber 01/01/2004	Green 31/12/2005	Green 31/12/2005
<p>Comment: Online forms created & linked to Council CRM system. Prototype for 'self service' tracking of environmental services has been developed & is being tested for full deployment in Feb '06.</p>			
<p>R8 Online receipt and processing of planning and building control applications.</p>	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
<p>Comment: Online receipt and submission of Planning Applications is available via the Planning Portal. Building Control applications are submitted via the CAPS / Resolution system.</p>			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
	Comment: Various map based information can be accessed at http://www.bradfordinfo.com/maps/maps.cfm . Maps showing the locations of planning applications received by Bradford Council can be accessed at http://www.bradford.gov.uk/environment/land_and_premises/Planning/public_access_for_planning.htm .		
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Green 31/08/2005	Green 31/08/2005	Green 31/08/2005
	Comment: The Trading Standards function is carried out sub regionally by West Yorkshire Joint Services. Links to the Trading Standards website are available from the Council's website		
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.	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	Comment: The Council is in the process implementing the LalPac Enterprise solution to enable the Police and Fire Services to share information. GIS is also used to target 'problem hotspots' around licenced venues.		
If already 'green' on R7, R8, G5, G6 & G7 above please comment on E4 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.	Comment:		
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
	Comment: Final Business Blueprinting of a corporate Enterprise Resource Planning (ERP) has commenced as part of Bradford-i. Bradford Council already operates a number of e-procurement solutions. However the corporate ERP project will deliver a system that rationalises and integrates the individual procurement procedures. Systems will be introduced that allows electronic orders to be generated, invoices to be accepted in an electronic form, and the payment of those invoices.		
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).	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	Comment: The West Yorkshire Partnership is working with the WY Joint Services to identify a sub-regional approach to the single business account. The Partnership has registered with Government Connect which will impact on significantly on the development of the Single Business Account.		
G9 Regional co-operation on e-procurement between local councils.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: Work has been undertaken within the West Yorkshire Partnership to ensure consistency between tendering procedures and a guide has been produced to assist businesses to comply. Joint tender procurements have also taken place together with neighbouring councils. Bradford is a partner in, and tenders via the Regional Electronic Tendering System http://www.counciltenders.net/		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
If already 'green' on R9, G8 & G9 above please comment on E5 Access to virtual e-procurement 'marketplace';	Comment:		
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;	Comment:		
E7 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.	Comment:		
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 01/01/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Bradford Council uses the Banking Universal Payment Gateway is used to process e-payments. An automatic transaction ID number is generated when the payment is made and sent to the individual by email.		
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.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: Bradford Council has no current plans to introduce touch-tone telephone dialling facilities. Council Tax, Business Rates balances can be checked on line at http://www.bradford.gov.uk/asp/onlineforms/accountbalance/acnt-balance-ct.asp		
G10 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
	Comment: In the period April 05 to Dec 05 online payments of Council Tax are 4,825 the estimated projection to 31/03/06 is 6,433 up from last years 3,381 (i.e. a projected growth of 47.44%) Business Rates for the period April 05 to Dec 05 are 96, estimated projection to 31/03/06 is 128 up from last years 102 (i.e. a projected growth of 20%)		
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/01/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Direct Debit payers are able to register, via a mediated service, for Business Rates e-billing. A Revenues and Benefits project is being implemented, through Bradford-i, that will deliver a new, integrated solution to manage Council Tax, Business Rates and Benefits. The new Revenues and Benefits process and technology design is complete and the system is scheduled to go live August 2006.		
If already 'green' on R10, R11, G10 & G11 above please comment on E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	Comment:		
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment:		
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment:		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: Bradford libraries catalogue can be accessed at http://www.bradford.gov.uk/information_and_communication/library_and_information_services/libraries_catalogue.htm		
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: Tickets for events and concerts, such as Bradford's International Orchestral Concert Season can be booked and paid for online. Sports and leisure facilities can be booked over the telephone, and we are currently expanding the use of our booking system to cover additional locations prior to enabling the booking online functionality of the software		
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.	Amber 31/07/2005	Amber 31/07/2005	Amber 31/07/2005
	Comment: This outcome is being delivered in partnership with our West Yorkshire partners. Procurement of the smartcard management system incorporating agreed local authority requirements will be completed by the end of 2005. Local Authority legal and technical preparations will be completed in the 1st quarter of 2007. A 12 month library, leisure and car parks pilot will commence early in the 3rd quarter 2006. Rollout including transport functionality from our transport partners (Metro) will occur in 2007/08		
If already 'green' on R12, R13 & G12 above please comment on E11 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.	Comment:		
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 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: Web links to local transport timetables and information have been established at http://www.bradford.gov.uk/i_am_looking_for_another_site.htm		
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.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: In addition to the more traditional survey tools online consultations and analysis are undertaken using SNAP Survey software.		
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.	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	Comment: Bradford Council has not yet decided to introduce decriminalised parking. Should a decision be taken then an e-form will be developed and deployed as part of the self service option of our CRM system & integrated with the relevant back office systems.		
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Amber 01/09/2005	Amber 01/09/2005	Amber 01/09/2005
	Comment: The GIS supplement of Bradford-i is evaluating the options available to the Council. As an interim measure a 'Roadworks Ahead Schedule' can be downloaded from the Council's website		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R14, R15, G13 & G14 above please comment on</p> <p>E12 Agreed baseline and targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	Comment:		
<p>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.</p>	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: bDirect the Council's "one stop" shop and the Council Contact Centre use workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office. Following the success of the Bradford "one stop" shop a similar centre will open in Keighley in 2006.		
<p>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.</p>	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: A benefits Ready Reckoner is available online at http://www.bradford.gov.uk/asp/benefits/ready_reckoner/ready_reckoner.asp		
<p>G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.</p>	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: Mobile technology is used by the Council's face to face benefits team enabling them to resolve claims direct from an individual's home		
<p>If already 'green' on R16, R17 & G15 above please comment on</p> <p>E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.</p>	<p>Comment: 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%</p>		
<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.</p> <p>Otherwise you may leave these rows blank.</p>	Comment: Customers are able to 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>R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.</p>	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005
	Comment: Information provided about access to local care services are available via the web & Council Contact Centre		
<p>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.</p>	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: Mediated access is in place via Social Services Emergency Duty Team		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G16 Systems to support joined-up working on children at risk across multiple agencies.	Amber 01/01/2004	Amber 01/01/2004	Green 31/03/2006
	Comment: Bradford was the lead authority in the FAME (Phase 1) project West Yorkshire Child Protection System. Work on the Bradford pilot project contributed to the FAME Generic Framework for Multi-Agency Environments. The online Service Directory for Bradford is based on the Children's Information Link (CIL) online directory and work is currently going on to develop this directory further to provide a more comprehensive directory of service providers.		
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber 01/01/2004	Amber 01/01/2004	Green 31/03/2006
	Comment: Social Services have been piloting the use of mobile technology, but will not be implementing the electronic Common Assessment Framework (CAF) in 2005-06. We intend to wait for revised guidance from the DfES in the light of experience gained by those local authorities who have elected to be the early adopters. Our focus for the implementation of CAF in Bradford is to build awareness of CAF and the Lead Professional Role with all agencies providing services to children and young people and to put in place a mechanism/team for CAF implementation in the district.		
If already 'green' on R18, R19, G16 & G17 above please comment on E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57). Otherwise you may leave this row blank.	Comment:		
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: eMail & Internet access is available to all Elected Members and over 7,000 employees		
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber 01/01/2004	Green 31/12/2005	Green 31/12/2005
	Comment: ICT support & Documented Policy implemented		
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.	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
	Comment: All Elected Members and those members staff who have been authorised to work from home have remote access to the relevant part of the Council's network.		
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").	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: An Open Learning Suite has been established for staff to use to access learn-direct courses, & ECDL. The Council has also subscribed to the national IDeA Learning Pool. The priorities will be a Well-being and Induction e-learning module, which once completed will be piloted within Departments. A regular programme of ICT based training is also run to supplement the above. The Bradford-i programme will also build the capacity of the organisation to deliver the associated key projects.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R20, R21, R22 & G18 above please comment on</p> <p>E16 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>	Comment:		
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).	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005
	Comment: Corporate call centre established, operating Monday to Friday 8am-6pm. Self service option for corporate CRM system implemented and accessible via the Council's website		
R24 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
	Comment: Content Management System implemented, authors and editors identified and trained.		
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 01/01/2004	Amber 01/01/2004	Green 31/03/2006
	Comment: The "Access to Information" supplement of Bradford-i objectives are: - to plan for the adoption by the Council of standards and best practices in records management, particularly improving compliance with legislative measures; - to define and describe the resources needed to achieve this aim, in particular the allocation of formal records management responsibilities and the provision of suitable training; - the construction of a roadmap setting out the technology route towards integrated corporate electronic records management systems.		
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Amber 01/03/2005	Green 31/12/2005	Green 31/12/2005
	Comment: Level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility achieved.		
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Green 31/07/2005	Green 31/07/2005	Green 31/07/2005
	Comment: Corporate website has been designed to be fully compliant with e-GIF & e-GMS		
<p>If already 'green' on R23, R24, G19, G20 & G21 above please comment on</p> <p>E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.</p> <p>Otherwise you may leave this row blank.</p>	Comment:		
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Amber 30/09/2005	Green 31/12/2005	Green 31/12/2005
	Comment: The web site is monitored by third party company as to it's availability. Performance availability will be published on the Council's website.		
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 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: Website performance is tracked using M5 Analyzer software that logs unique visitors as well as page impressions.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	Comment: Internal targets for the take up of access channels are in place for the Council's one stop shop, and the contact centre. targets are being developed for the Council's web site.		
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
	Comment: The guidelines have been adopted for the corporate website		
If already 'green' on R25, R26, G22 & G23 above please comment on 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. Otherwise you may leave this row blank.	Comment:		
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.	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
	Comment: The Council has implemented a CRM system to deliver a consistent and improved customer experience and service across a wide range of of Council, and possibly partner services. These services may be delivered face to face, over the phone or electronically; however in each case the objective is to answer as many enquiries and service as many transactions as possible at the first point of contact with the Council.		
R28 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 01/02/2006
	Comment: All generic email and web forms received by the Council via our CRM system will be acknowledged and a unique reference number allocated for tracking purposes. This functionality will be extended to additional services as they move to the Council's corporate contact centre.		
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.	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
	Comment: The Council has incorporated within our customer standards the promise that all generic email and web forms received by the Council via our CRM system will be acknowledged within one working day.		
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.	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
	Comment: Integration of the corporate CRM system with service departments back office systems is an integral part to the delivery of Bradford-i. Phases 1 & 2, during 2006, will focus on expanding the CRM implementation and integrating it with the Highways and Planning back office. Phase 3 & 4, during 2007, will integrate the CRM with other key customer service environments, including Revenues and Benefits.		
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.	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	Comment: Integration of the CRM with the LLPG to support this outcome is being evaluated as part of the CRM supplement of Bradford-i		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R27, R28, R29, G24 & G25 above please comment on</p> <p>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.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment:</p>		

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 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> 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 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: Member e-champion - eGovernment Portfolio Holder Officer e-champions (Joint) - Interim Director - Policy & Performance - Finance Director		
ii) e-government programme manager	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: Chief Information Officer		
iii) customer services management	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: Interim Customer Services Director		
<ul style="list-style-type: none"> 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 (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1) 	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: The Corporate Induction Programme for all new employees includes an element on Customer Focus		
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: The Bradford-i Programme Board		
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
	Comment: The Bradford-i programme standards & procedures are drawn from IBM's project management methodology (Worldwide Project Management Methodology) giving due consideration to PRINCE2		
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: Corporate Risk Management Implemented		
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	Comment: The Council has made use of the Speak Out panel to inform the development of the eGovernment and it's Customer Strategy. Focus groups have been held to inform the development of it's website & an online questionnaire was used to gather feedback when the webiste was launched.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	<p>Comment:The Customer Access Survey formed the basis of the Council's customer relations strategy which encompasses our e-Government strategy. The Customer Services & eGovernment Corporate Priority Board has a responsibility for addressing social inclusion.</p>		
<ul style="list-style-type: none"> Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialinclusion.gov.uk/page.asp?id=583) 	Amber 01/12/2005	Amber 01/12/2005	Green 31/03/2006
	<p>Comment:The opening of a new one stop shop in Keighley, launch of the Bradford & Keighley Youth Parliament website (http://www.bkyp.cco.uk) and the creation of another five community channels are examples of the ways in which the Council and its partners are promoting inclusion within the District through the use of ICT. The Council will continue to work to identify the needs of the socially excluded and address the issues raised in the report 'Inclusion Through Innovation: Tackling Exclusion Through New Technologies'</p>		
<ul style="list-style-type: none"> Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures 	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
	<p>Comment:The corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures is being reviewed as part of the Access to Information Supplement of the Bradford-i programme</p>		
<ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer 	Amber 01/01/2004	Green 31/12/2005	Green 31/12/2005
	<p>Comment:Data sharing protocols are in place with the Police and NHS. The Bradford-i "Access to Information" supplement will develop options associated with Information Sharing.</p>		
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	<p>Comment:The Council is a member of the West Yorkshire e-Government Partnership, comprising the five WY Local Authorities, WY Police, WY Fire, WY Joint Services, WY PTE and Calderdale & Huddersfield NHS Informatics Service. The partners have jointly established a private and secure broadband network infrastructure across the sub region. Broadband services within the Bradford District will be procured via the Bradford-i partnership</p>		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> 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 http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal) 	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	<p>Comment:The Council continues to work with a number of intermediaries relevant to individual service areas. The increasing availability of information and services online, through our website and other access channels, enables partners and intermediaries to support and encourage take up. Examples include: A Social Services Smartcard scheme that uses Post Offices as intermediaries. The creation of community channels located in 22 community & voluntary sector advice centres, each of which has been accredited to the Community Legal Service Quality Mark. The initiative developed the ICT & broadband infrastructure necessary to provide the advice workers with access to relevant advice and support online. The Citizen Advice Bureaux at Bradford, Shipley & Keighley have all participated within this initiative. Whilst this outcome is green, it is anticipated that further progress will be made in 2006, with the opening of a new multi agency one stop shop in Keighley to complement the bdirect Customer Services Centre already operational in Bradford. Further community channels will also be established.</p>		
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Amber 01/01/2004	Amber 01/01/2004	Green 31/03/2006
	<p>Comment:The Council has implemented a series of auditable key controls for managers on information security management based on BS7799. A gap analysis is currently being done on information security. It is anticipated that the Council will aim for compliance with BS 7799 only, and will not seek formal accreditation.</p>		
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Amber 01/01/2004	Amber 01/01/2004	Green 31/03/2006
	<p>Comment:The benefits are clearly identified within the Bradford-i programme</p>		
<ul style="list-style-type: none"> Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgs.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
	<p>Comment:This will be completed in line with the national authentication level risk assessment</p>		
<ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal) 	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
	<p>Comment:The Council is planning compliance. We will work with our West Yorkshire Partners who are looking to become early adopters of the Government Gateway.</p>		
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Amber 01/01/2004	Amber 01/01/2004	Green 31/03/2006
	<p>Comment:The Council is planning compliance. We will work with our West Yorkshire Partners who are looking to become early adopters of the Government Gateway.</p>		
<ul style="list-style-type: none"> Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account 	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	<p>Comment:We will deliver this through the adoption of Government Connect when it becomes available.</p>		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We will deliver this through the adoption of Government Connect when it becomes available.		
iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp)	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We will deliver this through the adoption of Government Connect when it becomes available.		
iv) citizen & business authentication for services for services categorised at security levels 0-3	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We will deliver this through the adoption of Government Connect when it becomes available.		
v) registration & authentication of employees for internal and cross-agency services	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We will deliver this through the adoption of Government Connect when it becomes available.		
vi) corporate approach to collection of e-payments	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We will deliver this through the adoption of Government Connect when it becomes available.		
vii) cross agency secure transactions (Government to Government)	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We will deliver this through the adoption of Government Connect when it becomes available.		
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We will deliver this through the adoption of Government Connect when it becomes available.		
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We will deliver this through the adoption of Government Connect when it becomes available.		
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We will deliver this through the adoption of Government Connect when it becomes available.		
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We will deliver this through the adoption of Government Connect when it becomes available.		
• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We will deliver this through the adoption of Government Connect when it becomes available.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Enable Directgov (see www.direct.gov.uk) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see http://www.local.gov.uk/localdirectgov/ieg5) 	Amber 01/12/2005	Green 31/12/2005	Green 31/12/2005
Comment: In September 2005 the Council launched it's new corporate website. The website URLs are based on the Local Government Service & Interaction lists, standard schemas and formats. The Council is completing the deep linking for the initial set of priority services.			
<ul style="list-style-type: none"> Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s) 	Green 01/11/2005	Green 01/11/2005	Green 01/11/2005
Comment: Reciprocal connections to Directgov have been established at http://www.bradford.gov.uk/i_am_looking_for_another_site.htm			
<ul style="list-style-type: none"> Introduction of Digital Interactive TV services (see http://www.digitv.org.uk) 	Red 01/01/2007	Red 01/01/2007	Red 01/01/2007
Comment: The Council does not, at this time, have any plans to introduce Digital Interactive TV Services			
<ul style="list-style-type: none"> Establishment of dedicated telephone contact centre(s) services 	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005
Comment: As part of the Council's drive to modernise the service provides to our customers the Council opened a Contact Centre in 2003 The Contact Centre is open from 8am to 6pm Monday to Friday and can be contacted via: - Tel: (01274) 431000 - Fax: (01274) 740456 - Text: (07786) 208100			
<ul style="list-style-type: none"> 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) 	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment: The Council endeavours to reply to all Freedom of Information requests within the statutory time scale of twenty working days, subject to clarification and 3rd party permissions.			
<ul style="list-style-type: none"> Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) 	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
Comment: The updates are being sends updates on a weekly basis			
<ul style="list-style-type: none"> Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems 	Amber 01/09/2005	Amber 01/09/2005	Amber 01/09/2005
Comment: As part of Bradford-i phase 1& 2 of CRM deployment will focus on integrating our CRM system to the LLPG			
<ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Amber 01/01/2004	Green 31/12/2005	Green 31/12/2005
Comment: Currently at level 2, level 3 by 31st December 2005			
<ul style="list-style-type: none"> 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) 	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
Comment: The online Service Directory for Bradford is based on the Children's Information Link (CIL) online directory. Work is currently going on to develop this directory further to provide a more comprehensive directory of service providers			

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). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG4.5 % e-enabled position at 31 December 2005	Actual				Forecast
		01/02	02/03	03/04	04/05	05/06
Providing information: ● Total types of interaction e-enabled ● % e-enabled	99 %	● 0 ● 0.00 %	● 167 ● 38.22 %	● 197 ● 45.08 %	● 266 ● 60.87 %	● 394 ● 90.16 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 0 ● 0.00 %	● 2 ● 25.00 %	● 4 ● 50.00 %	● 4 ● 50.00 %	● 4 ● 50.00 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 5 ● 83.33 %	● 5 ● 83.33 %	● 5 ● 83.33 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 1 ● 2.56 %	● 5 ● 12.82 %	● 6 ● 15.38 %	● 8 ● 20.51 %	● 15 ● 38.46 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	94 %	● 0 ● 0.00 %	● 10 ● 22.22 %	● 10 ● 22.22 %	● 10 ● 22.22 %	● 12 ● 26.67 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 0 ● 0.00 %	● 52 ● 23.01 %	● 81 ● 35.84 %	● 87 ● 38.50 %	● 226 ● 100.00 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	93 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 1 ● 5.88 %	● 1 ● 5.88 %	● 1 ● 5.88 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	95 %	● 0 ● 0.00 %	● 1 ● 2.50 %	● 1 ● 2.50 %	● 4 ● 10.00 %	● 40 ● 100.00 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 1 ● 4.00 %	● 21 ● 84.00 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	95 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 1 ● 16.67 %	● 3 ● 50.00 %
Total: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 1 ● 0.12 %	● 237 ● 27.92 %	● 305 ● 35.92 %	● 387 ● 45.58 %	● 721 ● 84.92 %

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. Planning authorities should also complete the Local Service Website line for planning applications. 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
Local Service Websites					
• 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
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	20	150	300
	Comment:				
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	22,000	29,200	38,800	39,000	45,000
• Number of change of address notifications accepted via telephone	160	300	600	600	600
	Comment:				
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	700	1,800	2,000	2,400	2,400
• Number of change of address notifications accepted via personal contact	160	300	600	600	600
	Comment: Figures refer to Corporate One Stop Shops				
Other Electronic Media <i>(e.g. BACS, text messaging)</i>					
• Number of e-enabled payment transactions accepted via BACS	150,000	140,000	150,000	180,000	150,000

	Actual		Forecast		
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
• Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	0	0	0
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0
	Comment:				
Non Electronic (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	900,000	875,000	850,000	845,000	825,000
• Number of change of address notifications accepted via non-electronic form	0	0	0	0	0
	Comment: 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		
	Comment:				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	Comment:				
• 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
	Comment: West Yorkshire IEG Partnership				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
• 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
	Comment: Expenditure excludes voice & platform infrastructure costs				
• other resources (e.g. training) (please specify)	47,500	0	0	0	0
	Comment:				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	Comment:				
• 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
	Comment: Invest to Save Budget Round 2 & 3				
TOTAL	4,019,200	4,937,000	3,400,000	3,250,000	3,250,000

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
	Comment:							
• e-payments	0	0	0	0	0	0	0	0
	Comment:							
• corporate services efficiencies not covered above	0	0	910,000	910,000	1,820,000	1,820,000	1,820,000	1,820,000
	Comment:							
e-Procurement, of which:								
• Service specific	0	0	900,000	900,000	1,800,000	1,800,000	1,800,000	1,800,000
	Comment:							
• Cross-cutting e-procurement efficiencies not covered above	0	0	140,000	140,000	280,000	280,000	280,000	280,000
	Comment:							
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
	Comment:							

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