



Office of the
Deputy Prime Minister

Creating sustainable communities



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2004 (IEG4)

“Realising the benefits from our investment in e-government”

Proforma – for esd-toolkit entry

This the proforma for IEG4 returns. A copy of this proforma will be published for online data entry via www.esd-toolkit.org from October 2004. Please note that the deadline for IEG4 submissions via the esd-toolkit is midnight on Monday 20 December 2004.

IMPLEMENTING ELECTRONIC GOVERNMENT RETURNS 2004 (IEG4)

Introduction

This IEG4 return is an essential part of the national monitoring process for assessing electronic local service delivery capability against the 2005 target and supports the delivery of priority outcomes for local e-government. It is an important feedback mechanism for assessing progress towards realising the benefits from our investment in e-government and the use of IEG funding in individual local authorities. It is also an effective mechanism to help us identify national support and capacity needs for local authority e-government activity.

A key objective of the Office of the Deputy Prime Minister's (ODPM) SR2002 Public Service Agreement (PSA) involves improving delivery and value for money of local services within a framework of national targets and policies. This includes:

- assisting local government to achieve 100% capability in electronic delivery of priority services by 2005, in ways that customers will use.

Building on the work undertaken by Sir Peter Gershon in his independent review of public sector efficiency¹, SR2004 sets the ODPM a new PSA target on local government:

- by 2008, improve the effectiveness and efficiency of local government in leading and delivering services to all communities

This equates to a target for local services of achieving 2.5% efficiency gains per year, amounting to at least £6.45bn per annum by 2007/08. Clearly, e-government will make a substantial contribution towards the achievement of this target. The ODPM is working in partnership with local authorities and their representative national organisations to help achieve the specified objectives, including a new request in this year's IEG4 return to provide a summary of efficiency gains arising from the implementation of local e-government.

The format of the IEG return is subject to extensive consultation. Last year, this helped to achieve a 100% return rate of IEG3 submissions from local authorities. As last year, the format of the IEG4 return is intended to simplify the return process for local authorities through a self-assessment approach. In order to maintain consistency with the statistical elements of IEG3, the table on BVPI 157 remains unchanged from last year. Successful completion of the IEG4 return also demands awareness of the ODPM's National Strategy for Local e-Government published in November 2002, deliverables from the National Project programme and the priority outcomes for local e-government². Further details on all of these areas can be found at the ODPM's local e-government portal website www.localgov.gov.uk.

E-Government is a key tool in delivering local services. Within the CPA process, those councils that have not done well in achievement, investment, capacity or performance management may particularly need to consider the role that e-government can play in delivering improvements as part of a wider strategy for improvement planning.

The proforma format for IEG4 returns complies with Government commitments to reduce service plan requirements for local authorities, whilst balancing the need for authorities to supply statistical information for the purpose of monitoring national progress on the implementation of local e-government. From this year through to 31 March 2006, all authorities will be able to input and maintain IEG data in real time via the esd-toolkit (www.esd-toolkit.org) allowing them to sign-off completion against the IEG self-assessment traffic lights as projects are actually

¹ See http://www.hm-treasury.gov.uk/media/879E2/efficiency_review120704.pdf

² See http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2004_0112

implemented. For funding and risk management purposes, the ODPM will continue to set key dates in the calendar at which it intends to inspect the extent of progress and take action accordingly. These will include:

- June 2004 mid term IEG snapshot
- autumn 2004 deadline for approval of IEG4 funding in 2005/06.

“Excellent” CPA authorities are requested to continue to comply with requests for IEG data in order to assist in benchmarking national progress, to demonstrate their commitment to e-government and appropriate use of IEG capital grant. In particular, the fourth year of IEGs represents a crucial point of reference as local authorities move from the investment to the delivery phase of their local e-government programmes.

This proforma is intended to standardise Implementing Electronic Government (IEG) returns for 2004. It has been prepared for English County, District, Unitary Councils, London Boroughs, the Corporation of London, the Greater London Authority, London Development Agency, Transport for London who are subject to the Best Value Performance Indicator 157 and have been requested to prepare these statements. An amended version of this IEG4 proforma is available to National Park Authorities reflecting their different priority outcome responsibilities. Please note that Fire & Rescue authorities are not required to submit an IEG4 return, although county councils with responsibility for this service should include fire and rescue data as part of their general return.

Priority Outcomes

Self-assessment against the priority outcomes for local e-government appears in this year's IEG proforma for the first time³. The priority outcomes provide a focus for priority working within the Prime Minister's target to reach 100% e-enablement of Government services by December 2005 (as measured by BVPI 157 for local government services). They do not seek to add to the requirements measured by BVPI 157, but rather ensure that the e-enablement of local authority services is delivered in a way that enhances the quality, convenience and availability of these services. Practitioner guidance on the interpretation of the priority outcomes is available from http://www.idea.gov.uk/transformation/?id=priority_outcomes. All enquiries on policy matters relating to the priority outcomes should be addressed to the local e-government team at the ODPM.

Funding

You should complete the IEG4 return on the basis that it will inform the distribution of a further £150,000 of local e-government capital funding from the ODPM to each local authority in 2005/06.

Completeness

Failure to complete any elements of the IEG4 proforma may result in the withholding of IEG4 funding for 2005/6. You should consult with relevant members of the ODPM's local e-government team for clarification of what is required or to request assistance.

Approval & Publication

It is important that the information contained in your completed IEG4 proforma is approved by the Council before submission and that adequate time for this is built into the timetable. Please note that the esd-toolkit entry process allows you to save a pdf copy of your IEG4 return to facilitate its

³ see www.local.gov.uk/Nimoi/sites/ODMP/resources/Priority%20Outcomes%20for%202005.pdf

approval by Members. You are also reminded to note any requirements for disclosure of this information on your public website, in line with your authority's approved Publication Scheme under the requirements of the Freedom of Information Act 2000.

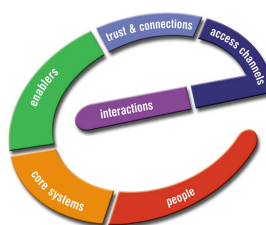
Submission

Please note that this year submissions will only be accepted online via the Electronic Service Delivery (ESD) toolkit supported by the Improvement & Development Agency (IDEA) (www.esd-toolkit.org)⁴. Councils must make individual submissions – partnership returns are not acceptable.

If your authority is not already an active user of the esd-toolkit, then you should allow adequate time to register and acquaint yourself with this facility prior to the submission deadline. Registration is free, and is both sufficient for the purposes of IEG4 submission and for obtaining a copy of the local Government Services List (LGSL) needed for BVPI 157 calculation.

Please do not hesitate to contact relevant members of the ODPM local e-government team should you require further information or clarification. Contact details can be found on the last page of this guidance.

PROFORMA CONTENT



You are asked to summarise the plans and progress of your local authority according to the information requested below, as follows:

Section 1 – Priority Outcomes (self-assessment)

Section 2 – Change Management (self-assessment)

Section 3 – BVPI 157

Section 4 – Access Channel Take-Up

Section 5 – Local e-Government Implementation Costs

Section 6 – Local e-Government Programme Efficiency Savings

Please refer to www.localgov.gov.uk for further background information, including details of the priority outcomes guidance paper. Information on National Projects is available at www.localgovnp.org. Further information about local e-government is also available from the IDEA's Knowledge website at www.idea-knowledge.gov.uk.

In relation to Section 1 below, it is recognised that local authorities in two-tier areas may not have a statutory responsibility for service delivery in some of the areas listed. It is not the intention to

⁴ IEG4 returns submitted by email will only be accepted for National Park Authorities, the Greater London Authority, the London Development Agency and Transport for London who are not catered for through esd-toolkit arrangements.

ask district councils to deliver service provision outcomes for schools, or for county councils to deliver outcomes for benefits. However, a minimum requirement in terms of meeting a priority outcome for an authority with no direct statutory service responsibility is to offer appropriate (deep) hyperlinks to the relevant web pages of the local district or county councils that do provide the service. In practice, authorities in two-tier areas will need to work in partnership to establish protocols covering the deep linking responsibilities within the ODPM's Priority Outcomes. This information should then be 'traffic-lighted' on the proforma accordingly.

Please add any explanatory or qualifying notes in the comment column, as appropriate.

Not all the elements in the proforma checklist in Section 2 below will necessarily be a part of your local e-government strategy, but you are expected to be aware of all of these elements and have taken a corporate position in relation to them. It is recognised that your IEG strategy will reflect local priorities and customer preferences, but you are asked specifically to provide accompanying commentary on any areas of the proforma checklist that remain "red" in 2005/06.

Name of Authority: Darlington Borough Council

Contact Name: Ken Walker, Assistant Director - ICT

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Telephone No: 01325 388370

Local Context

You may enter free text here to summarise the current stage of development of your authority's local e-government programme and your delivery plans up to and beyond December 2005, including the benefits that citizens will see as a result of e-government investment. It is suggested that this section be utilised to set the local context for the information contained in this return avoiding the use of technical jargon.

Darlington is the third smallest Unitary Authority in terms of population and is also geographically very compact. This does mean that we do not have some of the problems that other councils have with large rural areas or multiple urban centres. Our approach to services is tailored to Darlington's specific requirements.

Darlington B.C. produced its e-government strategy in late 2000 with it being adopted in early 2001. This outlined its approach to meeting the Government's 2005 target. This strategy identified the requirement for a well developed, well publicised transactional website as the key component to enable the 2005 target to be achieved.

In 2001 the council commissioned consultants to assist it in developing an invitation to tender document and produce an analysis of the required content, phasing and other requirements of the Council. A European tender process commenced at the start of 2002 and this resulted in our web development partner, Waterstons being appointed in June. A completely new website was successfully launched in September 2002 and in the first four months the number of distinct users doubled to 5,000 per month. This figure is now at 9,400 per month. The site was also recognised by SOCITM as one of the 15 most improved websites in their Better Connected report 2003. The site has continued to develop and now contains electronic forms and some self-serve capability. The development plans include increased self-service, SMS messaging capability, a new design to reflect the government category list and accessibility standards. The site has recently been awarded the Royal National Institute for the Blind's (RNIB) 'see it right' accessibility award.

In addition to the Council's own website, our LSP, Darlington Partnership has also developed a website assisted with funds from the Local e-Government Partnerships initiative. The Council played an active role in the bidding process and also managed the project on behalf of the Partnership. This site continues to develop beyond the end of the project and is seen as the main channel for delivering the G2 Priority Outcome.

In parallel with the Council's website development the Council carried out an Access to services BVR from which an Improvement Plan was created that produced a programme of work that encompasses the following projects:

- The creation of a Customer Services Division for the whole Council (including the appointment of a Head of Customer Services)
- The procurement and implementation of a Customer Relationship Management (CRM) system, together with inter-related Business Process Re-engineering (BPR) and change management
- The procurement of suitable telephony to link with the CRM
- The physical creation of a Contact Centre

This programme of work is well advanced. The Council has made available both capital and revenue funds and there is a target launch date for the Contact Centre of September 2005. It should be noted that the procurement of the CRM system is being jointly undertaken with a neighbouring council, Stockton-on-Tees B.C. This approach has proved to be extremely beneficial to both councils and has resulted in financial savings, joint BPR exercises and greater staff resources being available.

The website development and Access to Services Improvement Plan have a strong synergy and are both linked to the Council's vision for service delivery contained in our IEG Statement in 2001 "that citizens in the Borough will be able to reach the services they want at times and in places that are convenient to them". This synergy will be further enhanced with the implementation of the CRM system, as the linkages between this and the website and Intranet are very strong. It is anticipated that these shared processes, information and electronic forms will deliver great benefits.

The publication of the Priority Services Outcomes is welcomed by the Council as they provide a very substantial match to the Council's own planned development areas, with only G4 – Multimedia and G12 Smart cards not in our immediate plans. However, we are aware of the great potential of smart cards and are constantly reviewing the potential of these and other initiatives/methods to deliver real improvements in services and their delivery for our citizens.

The success of our e-government programme is shown by our progress against BVPI 157, now at 94%. We are however acutely aware of the need to promote the use of electronic channels thus capitalising on the investment made both locally and by national Government.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/12/05	Anticipated Status at 31/03/06	Comment

Local e-organisation:	2003/04	2004/05	2005/06		
<p>Red = Preparation & planning – to include projects that are being planned or being piloted</p> <p>Amber = Implementation stage – roll out of approved projects</p> <p>Green = Fully implemented – projects completed & implemented</p> <p>e.g. for progress against a particular element you might enter:</p>					<p>e.g. “red” status should be applied to all elements on the proforma where work is at a primary or research stage, being piloted before wider rollout across the authority/partnership, or planned but not yet approved for funding.</p> <p>e.g. “amber” status should be applied to all elements on the proforma where work has been approved for funding and is actively being implemented.</p> <p>e.g. “green” status should be applied to all elements on the proforma where projects have been actioned and implemented or particular standards achieved with plans for extended rollout on an enterprise-wide basis, i.e. across the authority/partnership. Please note that all “R” and “G” numbered priority outcomes listed in Section 1 are expected to be “green” by 31 March 2006 and 31st December 2005 respectively. This includes a requirement for deep-linking in relation to non-statutory functions.</p>
<p>Section 1 – Priority Outcomes (self-assessment)⁵</p> <p><i>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</i></p>					

⁵ See http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2004_0112 and <http://www.idea.gov.uk/knowledge>

Outcome & Transformation Area Description	Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/12/05	Anticipated Status at 31/03/06	Comment <i>You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area</i>
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 ⁶	AMBER	AMBER	GREEN	GREEN	An electronic form is already available on the website which can either be printed off and mailed in or completed on line and submitted electronically. The Education Department will shortly be placing an order for the on-line module of Capita's EMS system that will allow applications to be made directly into the system
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children ⁷ .	RED	AMBER	GREEN	GREEN	A significant amount of information is already available on the website, although not particularly labelled 'looked after children'. The Education and Social Services departments have jointly developed a strategy on children in public care. A new Children's Services Directorate will replace these two departments from 1 st April 2005.
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	AMBER	AMBER	GREEN	GREEN	Please refer to comment in R1 above. A Council Contact/Call Centre is planned to be opened in September 2005 and this service will be amongst those included. The relevant service areas will be responsible for preparing scripts, information, etc for the public and staff to process applications and answer enquiries.
E1 If already 'green' on R1, R2 & G1 above, please comment on agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children in comment column opposite. Otherwise, leave this row blank.					
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 ⁸ (see www.laws-project.org.uk).	AMBER	AMBER	GREEN	GREEN	The Council website currently contains an A to Z of services, which at the moment does not comply with the standard. We are planning to develop the A to Z within the

⁶ Owing to the long lead-in time, school admissions systems will need to be in place by March 2006 at the latest.

⁷ i.e. young people who cannot live with their families and are in the care of Social Services (referred to by the DfES as Children in Public Care).

⁸ Authorities using alternative service taxonomies (e.g. seamlessUK) should plan for migration to the LGCL by December 2005.

					selected CRM system and export this to the website.
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	GREEN	GREEN	GREEN	Darlington operates a multi agency Youth Offending Team that includes Social Services, Police, Education, Health, Probation and other agencies. All of the participants have access to a common IT system 'Careworks' and can both enter and retrieve information. In addition they have implemented secure e-mail using the CJIT (Criminal Justice Board) system. The XHIBIT system has also been implemented that allows access to Crown Court information and also facilitates requests for information. We are aware of the RYOGENS project and will be monitoring this for its suitability.
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	AMBER	AMBER	GREEN	GREEN	The Darlington Partnership website www.darlington.org.uk already provides some of these requirements, further development is planned.
E2 If already 'green' on R3, R4 & G2 above, please comment on agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives in the comment column opposite. Otherwise, leave this row blank.					
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	AMBER	GREEN	GREEN	GREEN	Further enhancements are planned and the North East Connect e-Democracy Suite will also enhance this area.
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.	AMBER	GREEN	GREEN	GREEN	Further enhancements are planned and the North East Connect e-Democracy Suite will also enhance this area.
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.	AMBER	AMBER	GREEN	GREEN	It is already possible to register for some information updates via e-mail (e.g. planning applications). Questionnaires can be placed on the website and responses automatically downloaded into our SPSS statistical package. SMS messaging capability is currently under development.

<p>G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).</p>	<p>RED</p>	<p>RED</p>	<p>AMBER</p>	<p>GREEN</p>	<p>Darlington Partnership and DBC provide information on local policy priorities and progress against these on their respective websites.</p> <p>However, the authority and its partners are conscious that the written form is not easily accessible to all citizens. <i>Information for All</i>, a multi-agency project is in the process of commissioning a video that will contain information on local services and priorities. Target groups identified are, inter alia, people whose first language is not English, people with sensory impairments, and people with low levels of literacy. The project team will identify the best mechanism for marketing this product and this is expected to include use of the Internet.</p> <p>Other options, including web casting are being considered, our requirements need to be further defined</p>
<p>E3 If already 'green' on R5, R6, G3 & G4 above, please comment on agreed baseline and targets for e-participation activities, including targets for citizen satisfaction in the comment column opposite. Otherwise, leave this row blank.</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>	<p>AMBER</p>	<p>AMBER</p>	<p>GREEN</p>	<p>GREEN</p>	<p>The majority of environmental service requests can be made on-line via e-forms, including bulky household waste, fly tipping, etc. Recent implementation of the capability to link on-line payments to e-forms will allow more services to be placed on website. It is also expected that links with the CRM system and e-forms will be created.</p>
<p>R8 Online receipt and processing of planning and building control applications.</p>	<p>AMBER</p>	<p>AMBER</p>	<p>GREEN</p>	<p>GREEN</p>	<p>Building Control applications can be submitted and received on-line now through SubmitaPlan facility. There is already a link to this from the Council's website.</p> <p>Processing & tracking of Building Control applications can take place on –line via TrackaPlan element of SubmitaPlan.</p> <p>Facility in place to extract Planning</p>

					<p>applications information from back office system and publish via a web enquiry. Can also register to receive notification via e-mail of planning applications for specified areas of the Borough.</p> <p>Further development in this area is currently underway.</p>
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	RED	AMBER	GREEN	GREEN	Software has been purchased to create corporate GIS data repository. Software about to be purchased to allow staff and public access to GIS based data. Work to link software to website and Intranet has been defined.
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	RED	RED	AMBER	GREEN	Currently enter data into both in-house systems and external systems, e.g. FSA Samples and DEFRA inspections. Protocols for data sharing to be developed, automated transfer of information to be investigated, Data Protection issues to be considered
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	RED	AMBER	GREEN	GREEN	Capability already exists to link this information together by, for example GIS, as these services are already dealt with within the same back office system, but this has not been developed to its full potential. Software to assist with this is about to be purchased. Further website development has been identified
E4 If already 'green' on R7, R8, G5, G6 & G7 above, please comment on agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank.					
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	AMBER	AMBER	GREEN	GREEN	'How to do business with the Council' guidance booklet accessible via the website. The Council's CedAr Financial system can already handle paperless ordering, invoicing and payment; this functionality will be developed and implemented in line with the Council's e-procurement strategy. The use of procurement cards is currently being piloted with a view to a council wide rollout for all

					low value/high transactional purchases.
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	AMBER	AMBER	GREEN	The Cedar Financial system is a corporate system and each business has been allocated a unique reference that is used in all areas of the Council, We are currently in the process of procuring a CRM system, this will allow all systems to be integrated under the CRM banner.
G9 Regional co-operation on e-procurement between local councils.	AMBER	AMBER	GREEN	GREEN	Darlington BC is an associate member of the North East Purchasing Organisation (NEPO), the Chief Executive is a member of the Steering Group for the North East Regional Centre of Excellence (RCE) in procurement and the Head of Policy is a member of the Procurement Advisory network supporting the RCE Steering Group. A number of regional solutions have been developed, which DBC will be evaluating in line with our e.procurement strategy. We are also working with other Tees Valley authorities and Business Link to promote e-procurement to local SMEs, with a number of initiatives planned to assist them in preparing for it.
If already 'green' on R9, G8 & G9 above, please comment on progress towards providing: E5 Access to virtual e-procurement 'marketplace'; E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community; E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8); in the comment column opposite. Otherwise, leave this row blank.					
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).	GREEN	GREEN	GREEN	GREEN	

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	GREEN	GREEN	GREEN	
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	AMBER	GREEN	GREEN	GREEN	In our opinion the method of payment selected does not affect the level of outstanding debt, but will impact on processing costs. No savings will be generated by moving from cheque payment to credit card via the Internet as the average payment of £100 will generate a commission payable to the bank of about 1% (or £1). The cost of processing a cheque is estimated to also be £1 and a Girobank transaction is about 39p. The savings that accrue are in not processing manual cheques. It is estimated that between 2002/3 and 2003/4 the Council is received 6,000 fewer cheques annually, this is estimated to save 0.25 fte.
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	RED	RED	AMBER	GREEN	The Council uses the SX3 First Revenues system and we are waiting for the development and delivery of their e-billing module. Registration will be offered when this is available.
If already 'green' on R10, R11 G10 & G11 above, please comment on progress towards providing: E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone); E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards); E10 Agreed baseline and targets for reductions in unit costs of payment transactions; in the comment column opposite. Otherwise, leave this row blank.					
R12 Online renewal and reservations of library books and catalogue search facilities.	GREEN	GREEN	GREEN	GREEN	
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	AMBER	AMBER	GREEN	GREEN	We will be purchasing the on-line booking module for our Civic Theatre and Art Centre system Galitheia before the end of this financial year. For our Recreation system 'Torex' we have placed an order for the on-

					line booking module and the Council is to be involved with the Torex working group who are further developing this module.
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	AMBER	AMBER	NOT KNOWN	<p>Awaiting confirmation of status</p> <p>The Council has an integrated WAN and telephone system supported by a central ICT Division. The level of e-enablement of back office systems varies but will improve when the CRM system is implemented.</p> <p>Converged technologies will be considered as part of the Contact Centre, CTI and other capability will be introduced into the Contact Centre and back office integration is also part of this project.</p> <p>The position with regard to smart cards needs to be considered.</p>
E11 If already 'green' on R12, R13 & G12 above, please comment on agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank.					
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	GREEN	GREEN	GREEN	GREEN	The Council website links to transport sites to offer access to public transport information. Details of road works are shown on the Council website. The Tees Valley Transport Plan will create direct links to buses for real time updates on position and times to further enhance this facility.
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	RED	AMBER	GREEN	GREEN	Questionnaires can be placed on the website and responses automatically downloaded into our SPSS statistical package. As yet no specific consultation via this method has been carried out for the specific areas mentioned
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.	GREEN	GREEN	GREEN	GREEN	
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	RED	AMBER	GREEN	GREEN	There is a possibility of joint working with other transport authorities through NEHAUC to provide this. GIS software to assist with this is about to be purchased.

					Further website development has been identified.
E12 If already 'green' on R14, R15, G13 & G14 above, please comment on agreed baseline and targets for customer satisfaction and efficiency savings in the column opposite. Otherwise, leave this row blank.					
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.	AMBER	AMBER	GREEN	GREEN	A one stop shop resolution of Housing and Council Tax Benefits is already implemented via the telephone and face to face at Town Hall. A CRM system will be implemented in 2005 and Benefits will be included within its phase one implementation.
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.	AMBER	GREEN	GREEN	GREEN	Claim forms are on-line and a Benefits calculator is also available.
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes.	RED	RED	AMBER	GREEN	There is to be a demonstration of the SX3 module for this purpose to Darlington in December 2004. We will then assess its suitability and consider funding issues. Remote working capability form an ICT view point is currently underway and the CRM system will also offer this capability.
If already 'green' on R16, R17 & G15 above, please comment on progress towards providing: E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals. 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. in the comment column opposite. Otherwise, leave this row blank.					
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	AMBER	AMBER	GREEN	GREEN	Comprehensive social service and ISA information is available on the Council's website and this continues to be developed and maintained. Related information is also available on the Tees Care (Health and Social Care) website and on the Darlington partnership website. Information is available over the telephone from Social Services staff and a Council wide Contact centre is

					to be available from September 2005
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.	GREEN	GREEN	GREEN	GREEN	
G16 Systems to support joined-up working on children at risk across multiple agencies.	RED	RED	RED	AMBER	With regard to a National database (which will have the potential to identify children deemed to be at risk and will be shared by agencies) We are currently waiting for the Children' Act legislation to pass through Parliament and for the 'Trailblazer ' authorities to report on their findings around the practicalities of any system. We are aware that the Act will require the sharing of information and a duty to co-operate in the interests of the child. Locally we will be piloting the sharing of information for disabled children through family held paper records through the Early Support Scheme (2005/6)
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	RED	NOT KNOWN	NOT KNOWN	NOT KNOWN	Awaiting confirmation of status
E15 If already 'green' on R18, R19, G16 & G17 above, please comment on agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57) in the column opposite. Otherwise, leave this row blank.					
R20 Email and Internet access provided for all Members and staff that establish a need for it.	GREEN	GREEN	GREEN	GREEN	
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	RED	AMBER	GREEN	GREEN	A draft policy has been prepared and is expected to be endorsed and implemented by Summer 2005
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	AMBER	GREEN	GREEN	Although there is currently no formal policy in place, many senior managers and some other staff and all Members who have requested it, already have access from home, subject to business case and funding. When the draft policy is adopted

					we will become GREEN, (see R21 above)
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").	AMBER	GREEN	GREEN	GREEN	A corporate ICT training programme has been in place since 1997 and is linked to the Council's Personal Development Review (PDR) process that covers all staff. The Council ensures that relevant training is identified and delivered to a standard that is at least equivalent to ECDL. The Council considers that this approach to training is the most effective for both employees and employer.
E16 If already 'green' on R20, R21, R22 & G18 above, please comment on agreed targets for baseline and efficiency savings arising from the introduction of new ways of working in the column opposite. Otherwise, leave this row blank.					
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).	AMBER	AMBER	GREEN	GREEN	Several services are already available via the website and these continue to be developed. Emergency telephone numbers are available out of office hours. The Contact centre will operate extended opening hours, the exact nature of these is still to be determined.
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	GREEN	GREEN	GREEN	GREEN	
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	AMBER	AMBER	GREEN	GREEN	The ISO 15489 standard forms part of the Council's Record Management Policy. An audit of Record systems has been undertaken and a Corporate Information Governance Group created that is responsible for producing an action plan for Records Management in particular with relation to the Data Protection, FOI and Environmental Information Regulations
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	AMBER	AMBER	GREEN	GREEN	We are reviewing the website to determine what additional work is required to meet this standard, in the meantime we have been awarded the RNIB's 'see it right' accessibility standard.

G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.eqifcompliance.org & www.govtalk.gov.uk).	AMBER	AMBER	GREEN	GREEN	The website complies with version 5.1 of the standard, further work is underway to meet the latest guidelines. The CRM ITT includes the requirement to be e-GIF compliant, as will any IT systems tenders. Not all our present IT systems comply but none have been procured since the standard was introduced, it is however possible to provide XML format data exchange files for all systems.
E17 If already 'green' on R23, R24, G19, G20 & G21 above, please comment on agreed baseline and targets for efficiency savings based around improved accessibility of services and information in the column opposite. Otherwise, leave this row blank.					
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	AMBER	AMBER	GREEN	GREEN	These are currently being agreed by the Web Project Team for inclusion in the 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	GREEN	GREEN	GREEN	A monitoring tool for the website is in place. Measurement of e-payments, library transactions (renewals, etc), e-services and external e-mails are also monitored
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	AMBER	AMBER	GREEN	GREEN	These are currently being agreed by the Web Project Team and service areas
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	AMBER	AMBER	GREEN	GREEN	Guidelines have already been established for the website and this reflects in the fact that we have achieved the RNIB 'see it right' accessibility standard. The LAWS project guidelines are being considered to inform any changes that may be necessary to our present guidance.
E18 If already 'green' on R25, R26, G22 & G23 above, please comment on 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 in the column opposite. Otherwise, leave this row blank.					
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 customer's records, to deliver services across different channels, and enabling joined-up and automated service delivery.	AMBER	AMBER	GREEN	GREEN	Darlington and Stockton Borough Councils have created a partnership to procure a CRM system and related services. Although the procurement process is a joint one, both councils have reserved the right to make their own determination as to the system

					best suited to their particular council. A final decision on the system to be purchased will be made in early December. Implementation will commence in January 2005 and will be closely linked with the website, Intranet and e-forms
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	AMBER	AMBER	GREEN	GREEN	All on-line payments and e-forms receive a unique reference number within the confirmation. At present e-mails do not. Work is required to determine the requirements of the Council and implement e-mail acknowledgements
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies	RED	RED	GREEN	GREEN	The present standard is for an answer within 2 working days, or an acknowledgement within 2 days and an answer within 10 days. Work is currently underway to define e-government targets as tools such as our 'Flexanswer' intelligent question and answer software system will also have to be included.
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	RED	AMBER	GREEN	GREEN	As part of the process to procure a CRM system (outlined in R27) BPR is also being jointly undertaken and workflow and back office integration are key elements of the ITT and assessment process.
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	RED	AMBER	GREEN	GREEN	This has long been a goal of the Council but the potential problems with the Data Protection Act (note the Shepway case) have to date stopped its implementation. Revised guidance on the DP Act together with the implementation of a CRM system should allow us to meet this requirement.
E19 If already 'green' on R27, R28, R29, G24 & G25 above, please comment on 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 in the column opposite. Otherwise, leave this row blank.					

<ul style="list-style-type: none"> • Establishment of partnerships for the joint (aggregated) procurement of broadband services • Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf) • Compliance with BS 7799 on information security management <ul style="list-style-type: none"> ▪ Implementation of Benefits Realisation Plan¹⁰ for delivery of local e-government programme strategic objectives ▪ Completion of mapping of BVPI 157 services against approved security levels (0-3) (see http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) ▪ Planned compliance to HMG Security and authentication frameworks (see http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc) ▪ 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) ▪ Optional use of Government Gateway¹¹ (see http://www.gateway.gov.uk) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security level '0' ii) citizen & business authentication for services for services categorised at security levels 1-3 iii) authentication of employees for cross-agency services iv) corporate approach to collection of e-payments v) cross agency secure transactions (Government to Government) • Government Gateway (see http://www.gateway.gov.uk) back- 	<p>GREEN</p> <p>GREEN</p> <p>AMBER AMBER</p> <p>AMBER</p>	<p>GREEN</p> <p>GREEN</p> <p>AMBER AMBER</p> <p>AMBER</p>	<p>GREEN</p> <p>GREEN</p> <p>AMBER GREEN</p> <p>GREEN</p>	<p>GREEN</p> <p>GREEN</p> <p>AMBER GREEN</p> <p>GREEN</p>	<p>Use of NGFL, also through ADIT</p> <p>Involved external bodies in Access to Services BVR, LSP Darlington Partnership</p> <p>Gap analysis is underway, likely to adopt standard but not seek formal accreditation</p> <p>Linked to adoption of esd-toolkit</p> <p>Awaiting confirmation of status</p> <p>Awaiting confirmation of status</p> <p>Awaiting confirmation of status</p>
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office connection in place (Department Interface Server)	GREEN	GREEN	GREEN	GREEN	Awaiting confirmation of status
<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	GREEN	GREEN	GREEN	
<ul style="list-style-type: none"> • Regularly maintained link from Local Land & Property Gazetteer (LLPG) to National Land and Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) 	AMBER	AMBER	GREEN	GREEN	
<ul style="list-style-type: none"> • Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	AMBER	AMBER	GREEN	GREEN	Currently at Level 2, Level 3 is dependant upon the LLPG
<ul style="list-style-type: none"> • Introduction and maintenance of an on-line 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	AMBER	GREEN	GREEN	Awaiting confirmation of status

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 the Version 2001¹² 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 IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	Actual			Forecast	
		2001/2	2002/3	2003/4	2004/5	2005/6 ¹³
Providing information:						
• Total types of interaction e-enabled		50	296	290	290	290
• % e-enabled	94%	16%	96%	100%	100%	100%
Collecting revenue:						
• total types of interaction e-enabled		26	30	52	52	52
• % e-enabled	87%	48%	57%	100%	100%	100%
Providing benefits & grants:						
• total types of interaction e-enabled		7	7	13	13	14
• % e-enabled	78%	39%	39%	93%	93%	100%
Consultation:						
• total types of interaction e-enabled		1	16	12	12	12
• % e-enabled	86%	9%	9%	100%	100%	100%
Regulation (such as issuing licences):						
• total types of interaction e-enabled		0	0	3	3	16
• % e-enabled	76%	0%	0%	19%	19%	100%
Applications for services:						
• total types of interaction e-enabled		3	5	13	16	43
• % e-enabled	83%	5%	9%	26%	37%	100%
Booking venues, resources & courses:						
• total types of interaction e-enabled		7	9	25	25	25
• % e-enabled	78%	26%	32%	100%	100%	100%
Paying for goods & services:						
• total types of interaction e-enabled		60	75	92	92	92
• % e-enabled	80%	66%	81%	100%	100%	100%
Providing access to community, professional or business networks:						
• total types of interaction e-enabled		3	10	27	27	27
• % e-enabled	82%	10%	32%	96%	100%	100%
Procurement:						
• total types of interaction e-enabled		9	15	88	88	88
• % e-enabled	73%	10%	17%	100%	100%	100%
• TOTAL: TYPES OF INTERACTION E-ENABLED		166	463	615	618	659
• % E-ENABLED	86%	25%	59%	92%	94%	100%

¹² It is anticipated that authorities will base their annual BVPI 157 actuals/estimates on the position at the 31st March in each financial year (i.e. year end), with the exception of 2005/6 when the position at 1st January 2006 is required.

¹³

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. Industry definitions of page impressions¹⁴ and unique users¹⁵ are given in the footnote's below.

E-enablement & Main E-Access Channel Take-Up	Actual ('000s)			Forecast ('000s)		Comment
	03/04	04/05	05/06	06/07	07/08	
Local Service Websites <ul style="list-style-type: none"> Page impressions (annual) Unique users, i.e. separate individuals visiting website (annual) Number of e-enabled payment transactions accepted via website Number of change of address notifications accepted via website 	263	290	300	310	320	Not currently available as a service – estimate to be provided
	123	125	130	140	150	
	4	5	6	7	8	
	?	?	?	?	?	
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> <ul style="list-style-type: none"> Number of e-enabled payment transactions accepted by telephone Number of change of address notifications accepted via telephone 	13	14	14	15	15	Not currently recorded – estimate to be provided
	?	?	?	?	?	
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> <ul style="list-style-type: none"> Number of e-enabled payment transactions accepted via personal contact Number of change of address notifications accepted via personal contact 	?	?	?	?	?	Awaiting figures Not currently recorded – estimate to be provided
	?	?	?	?	?	
Other Electronic Media <i>(e.g. BACS, text messaging):</i> <ul style="list-style-type: none"> Number of e-enabled payment transactions accepted via BACS or other electronic form Number of change of address notifications accepted via other electronic media 	850	850	850	850	850	Not currently recorded – estimate to be provided
	?	?	?	?	?	

¹⁴ **Unique User** (industry audit definition): According to IFABC Global Web Standards (www.ifabc.org) a Unique User is an "IP address plus a further identifier. Sites may use User Agent, Cookie and/or Registration ID." Note that where users are allocated IP addresses dynamically (for example by dial-up Internet Service Providers), this definition may overstate or understate the real number of individual Users concerned. A Unique User is at a minimum an IP address + the Browser ID with a unique address entering a website by any page and is counted once for the given period (the minimum audit period is one calendar month). The number of Unique Users is an indicator of a website's audience or reach.

¹⁵ **Page Impression** (industry audit definition): According to IFABC Global Web Standards (www.ifabc.org) a Page Impression is a "file or a combination of files sent to a user as a result of that user's request being received by the server." In effect, one request by a valid User should result in one Page Impression being counted. In most cases, a single request from a User causes the server to send several files to satisfy the request. For example, the server may send a .html file followed by several associated graphic images and audio files. A single request from a user may also cause the server to send additional .html files to build a frameset. The site must ensure that all additional, non-requested files are filtered out and excluded when counting the claimed number of Page Impressions.

Non Electronic (e.g. cash office, post) <ul style="list-style-type: none"> • Number of payments accepted by cheque or other non-electronic form • Number of change of address notifications accepted via non-electronic form 	23 ?	21 ?	20 ?	19 ?	18 ?	Not currently recorded – estimate to be provided
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Section 5 – Local e-Government Programme Resources

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 2005/06 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 Resources	Forecast (£'000s)					Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
<ul style="list-style-type: none"> IEG capital grant 	400	350	200	350	150	
<ul style="list-style-type: none"> your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area 	25 125 210	100				Smart card pilot project Darlington's contribution to the Social Care records project Darlington Partnership e-Government Partnership funding - Round 2 In addition to the amounts shown the Council has made a considerable contribution in 'kind' , particularly in officer time to the UK on-line centres and kiosk project
<ul style="list-style-type: none"> financial contribution from public-private partnerships 						
<ul style="list-style-type: none"> resources being applied from internal revenue and capital budgets¹⁶ to improve the quality of services through e-enablement 	331	350 120 69 40	100 125 71 40 300	130 73 40 12	140 75 40 12	Social Services IT system replacement AtoS Improvement Plan capital AtoS Improvement Plan revenue Info Manager / Web officer e-Government Programme Management Capital Programme bids & revenue implications
<ul style="list-style-type: none"> other resources (e.g. training) (please specify) 	9	3	3	3	3	MS Office, e-mail, etc for staff
<ul style="list-style-type: none"> ODPM e-Innovations Fund capital grant 						

<ul style="list-style-type: none"> financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding 	750					Home Office crime reduction programme – extended CCTV
	66					SCA Capital Grant for improving electronic access to information for those people suffering from mental health problems
TOTAL	1916	1032	839	608	420	

Section 6 – Local e-Government Programme Efficiency Gains¹⁷

Councils are asked to provide a summary of efficiency gains arising from the implementation of local e-government. (Please note that this refers to savings arising from investment to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Savings arising from cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

Efficiency Gains	Actual (£'000s)			Forecast (£'000s)				Comment
	01/02	02/03	03/04	04/05	05/06	06/07	07/08	
a) Cash Releasing Efficiency Gains¹								
e-Procurement, of which:								
• achieved through reductions in prices ²								This section to be completed
• other gains from e-procurement								This section to be completed
Corporate support (back office) ³ , of which:								
• e-recruitment ⁴								This section to be completed
• e-payments								This section to be completed
Transactional services, of which:								
• Schools admissions								This section to be completed
Productive time, of which:								
• more time spent on contact with customers								This section to be completed
• Other (1) (please specify)								This section to be completed
• Other (2) (please specify)								This section to be completed
Sub total (cash releasing efficiency savings)								This section to be completed

(continued over page)

¹⁷ i.e. Increases in output quality and quantity for the same cost, or sustained outputs for reduced cost, arising from the application of local e-government to automate business processes and improve managerial effectiveness

¹ i.e. Cash savings available for reinvestment

² i.e. Reductions in prices in real terms, after allowing for 2.5% inflation

³ The definition of back office includes Finance, IT, HR (excluding the cost of training)

⁴ Includes savings on staff time and on advertising expenditure

b) Non Cash Releasing Efficiency Gains⁵								
e-Procurement, of which:								
• Achieved through reductions in prices								This section to be completed
• Other gains from e-procurement								This section to be completed
Corporate support (back office), of which:								
• E-recruitment								This section to be completed
• E-payments								This section to be completed
Transactional services, of which:								
• Schools admissions								This section to be completed
Productive time, of which:								
• More time spent on contact with customers								This section to be completed
• Other (1) (please specify)								This section to be completed
• Other (2) (please specify)								This section to be completed
Sub total (non cash releasing efficiency gains)								This section to be completed
Other non-monetary benefits (1) please specify								This section to be completed
Other non-monetary benefits (2) please specify								This section to be completed
TOTAL EFFICIENCY GAINS - GROSS								This section to be completed
Less ICT costs								This section to be completed
Less expenditure on ICT consultants								This section to be completed
TOTAL EFFICIENCY GAINS - NET								This section to be completed

⁵ i.e. freeing up productive time through increased availability and effectiveness of staff and the redeployment of resources. Productivity savings and other beneficial outcomes need to be quantified in the table. If monetary quantification is not possible, then benefits should be quantified numerically (e.g. measure of time saved) using the space provided for non-monetary benefits

SUBMISSION

Please make sure that comments on this draft IEG4 proforma reach us **by noon on Monday 6 September 2004**.

All comments and enquiries regarding the IEG4 consultation should be addressed to:

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FURTHER INFORMATION

Details of the National Strategy for local e-government and Priority Outcomes can be found at www.localegov.gov.uk

Details of national infrastructure projects can be found at www.e-envoy.gov.uk & www.idea.gov.uk/ljih

Your regional IEG4 contacts at the ODPM are:

Yorkshire & Humberside – Anne Wood – anne1.wood@odpm.gsi.gov.uk

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North West, West Midlands - Chris Haynes – chris.haynes@odpm.gsi.gov.uk

PUBLICATION OF IEG RETURNS

The ODPM may wish to publish information in connection with IEG4 proformas in due course or deposit them in its own library or that of the Houses of Parliament. Information may also be published as part of a national database to allow other local authorities to use IEG4 data for benchmarking purposes. Should you wish any element of your proforma to be treated in confidence please clearly indicate this in your response. Nevertheless, all responses will be included in statistical summaries.