

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

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

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Local Context

Since Oxford City Council submitted IEG 4, work on the IEG programme has continued at a considerable pace. In addition to the IEG Projects, the Prince 2 Project Management Methodology has been adopted corporately, and a Project Support Office has been set up.

The Key IEG Projects are listed below:

CRM

CRM is currently being implemented in City Works (responsible for Streetscene issues) and Customer Services. A Project Board has been set up to facilitate the next stage of the corporate roll out of CRM. This stage will involve enlarging the current housing repairs contact centre so that it will have the capacity to take telephone customer contact that is currently directed through the local housing offices, thus releasing housing officers and estate managers to spend more time on critical issues.

The Council expects CRM to deliver multiple benefits, some of which are listed below:

Consistent corporate customer delivery across all communication channels

Promotion of social inclusion through the marketing of Council Services

Increase customer satisfaction within the benefits office to 81% in line with the CPA improvement plan

Delivery of a seamless joined-up service within the Council and alongside partners and community groups

Productivity gains through a significant reduction in training time and external costs

Increased customer and employee satisfaction

IEG Infrastructure

Oxford City Council has successfully implemented a remote access solution. Benefits of this solution include:

An increase in officers productive time through the use of mobile devices, for example assessing benefits claims in the homes of vulnerable people or improved stock ordering via handheld devices whilst officers are on site.  
The ability for officers (who establish a need) to work remotely with full access to the councils systems.  
This project has been well received across Oxford City Council and is saving the Council a significant amount in terms of productive time.

#### Kiosks

4 kiosks have been installed at 4 very different venues. Oxford Town Hall has a kiosk that has a special feature that gives citizens access to virtual tours. There is a tour of Oxford Museum, which enables disabled access to this facility. Another kiosk was installed at Blackbird Leys Local Housing Office. This kiosk is currently the most frequently used, with citizens preferring to access Oxford City Council Housing web pages via this access channel. The third kiosk is located at Ramsay House and is predominantly being used by citizens to access the planning website. The final kiosk is a partnership project with the Citizens Advice Bureau and has been installed at the local CAB.

#### Oxford City Council Website

This project has come to an end of the first phase and delivered an attractive and transactional, easy to use product.

#### PARSOL

Oxford City Council is the leading authority in Oxfordshire regarding the implementation of planning and regulatory services online.

The Oxon IEG partnership has successfully delivered 4 projects funded by the LGOL partnership programme. The Gateway is being steadily developed using partners funding.

#### Further planned IEG Projects:

Telephony - Development of a telecommunications strategy and the implementation of that strategy

e-Procurement - implementing a system to achieve true corporate e-Procurement

Town Hall Wireless - procuring and implementing a solution that enables wireless working in Oxford City Council's premier listed civic building

GIS Strategy - secure the funds to implement a corporate GIS solution

## Section 1 - Priority Outcomes (self-assessment)

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

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
	<b>Comment:</b> Awaiting update from Oxfordshire County Council. Status dependent on action from Oxfordshire County Council. Oxford City Council will deep link. County will lead by producing a timetable and protocol.			
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Red 01/12/2004	Red 01/12/2004	Red 01/12/2004	Red 01/12/2004
	<b>Comment:</b> Awaiting update from Oxfordshire County Council - no project defined as yet			
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	Red 01/12/2004	Red 01/12/2004	Red 01/12/2004	Red 01/12/2004
	<b>Comment:</b> Awaiting update from Oxfordshire County Council - no project defined as yet			
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.	<b>Comment:</b>			
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 <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Green 01/09/2004	Green 01/09/2004	Green 01/09/2004	Green 01/09/2004
	<b>Comment:</b> This service is provided through the Oxfordshire Gateway, the Oxon councils shared portal.			
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 31/12/2004	Green 31/12/2004	Green 31/12/2004	Green 31/12/2004
	<b>Comment:</b> The Oxford Safer Communities Partnership has a secure area of their website that is currently being developed to enable this priority.			
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 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	<b>Comment:</b> Oxfordshire Community Information Database enables groups to maintain their own entries online and have the ability to have url's on their entry page. This service does not currently enable the advertisement of job vacancies.			
If already 'green' on R3, R4 & G2 above please comment on  E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.  Otherwise you may leave this row blank.	<b>Comment:</b> Work has not started on this yet			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003
	<b>Comment:</b> This is available to the public via Oxford City Council's website. Management of the website is the responsibility of a web editor, who ensures regular content updates.			
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 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> Each Councillor has their own page on the Council's website. The page contains a minimum of their content details, surgery dates and general information.			
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 30/11/2003	Amber 30/11/2003	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> Oxford City Council holds regular consultation on topical local issues and provides citizens with the ability to feedback their opinions to the Council. An SMS pilot has been carried out within the housing unit and it is aimed at tenants. The IEG partnership is considering a joint consultation database.			
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	<b>Comment:</b> Virtual tours of Oxford City, Oxford Town Hall and the Museum of Oxford are available via the Oxford City Council website.			
If already 'green' on R5, R6, G3 & G4 above please comment on  E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.  Otherwise you may leave this row blank.	<b>Comment:</b>			
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).	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	<b>Comment:</b> Forms are available on the website to facilitate this priority. The Oxon IEG partnership is also enabling this priority via the Gateway.			
R8 Online receipt and processing of planning and building control applications.	Amber 01/09/2004	Amber 01/09/2004	Green 31/10/2005	Green 31/10/2005
	<b>Comment:</b> This will be available via Oxford City Council's planning website by September 2005.			
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Red 01/10/2004	Red 01/10/2004	Amber 31/12/2005	Green 31/03/2006
	<b>Comment:</b> Available to citizens through accessing the digital local plan. A strategy is in place and funding is currently being sought to achieve this priority			
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Red 30/11/2004	Red 30/11/2004	Amber 31/12/2005	Green 31/03/2006
	<b>Comment:</b> Awaiting update from Oxfordshire County Council. Oxford City Council will provide deep links.			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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 31/12/2005	Green 31/12/2005
<b>Comment:</b> Work is continuing on this priority and it will be achieved early next year.				
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.	<b>Comment:</b>			
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> This is in place for areas such as stationary, recruitment and cleaning materials. The council is trialling P-Cards. The Council's procurement strategy has been agreed.				
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	Amber 31/03/2005	Green 31/03/2006
<b>Comment:</b> A network of officers is being set up to act as a virtual one stop shop for business. SBA, as envisaged by the ODPM is dependent on the evolution of CRM. Meetings are planned with the business community over the next month to see what is possible and what this community actually wants.				
G9 Regional co-operation on e-procurement between local councils.	Green 01/10/2004	Green 01/10/2004	Green 01/10/2004	Green 01/10/2004
<b>Comment:</b> The Strategic Procurement Partnership for Oxfordshire has been set up. The group has undertaken 2 joint contract tendering exercises, including the facilitation of e-Auctions.				
If already 'green' on R9, G8 & G9 above please comment on  E5 Access to virtual e-procurement 'marketplace';	<b>Comment:</b>			
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;	<b>Comment:</b>			
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVP1 8).  Otherwise you may leave these rows blank.	<b>Comment:</b>			
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 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<b>Comment:</b> The Oxford City Council new website was launched in February 2005 and achieves this priority.				
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Amber 01/09/2004	Amber 01/09/2004	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> CRM is currently being implemented and will achieve this priority.				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber 01/02/2005	Amber 01/02/2005	Green 31/12/2005	Green 31/12/2005
Comment: e-Payment levels are being monitored and are steadily increasing.				
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 04/01/2005	Amber 04/01/2005	Amber 04/01/2005	Green 31/03/2006
Comment: There are currently no plans to implement this before the deadline.				
If already 'green' on R10, R11, G10 & G11 above please comment on	Comment:			
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.	Comment:			
Otherwise you may leave these rows blank.				
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment: Deep links are provided to the County's libraries pages via the A-Z.				
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Red 31/03/2004	Red 31/03/2004	Amber 31/12/2005	Amber 31/12/2005
Comment: A strategic decision has been taken to delay this project until after a Best Value Review has taken place in the Leisure and Parks Business Unit.				
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 01/11/2004	Amber 01/11/2004	Green 31/12/2005	Green 31/12/2005
Comment: The infrastructure is in place, but requires enhancing.				
If already 'green' on R12, R13 & G12 above please comment on	Comment:			
E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings.	Comment:			
Otherwise you may 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 31/05/2004	Green 31/05/2004	Green 31/05/2004	Green 31/05/2004
Comment: There are deep links to travel websites from the tourism website, however links to the government journey planner are imminent.				
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.	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
Comment: This is an Oxfordshire County Council function, which is currently only available in text format. When this service is available, Oxford City Council will deep link. Oxford City Council does consult on residents schemes.				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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 31/12/2005	Green 31/12/2005
<b>Comment:</b> These are not currently available on Oxfordshire County Council website, however, links are in place via the Gateway in anticipation.				
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> There is information on roadworks available on the Oxfordshire County Council website, however, this information is not GIS based - purely in text format. Oxford City Council will deep link.				
If already 'green' on R14, R15, G13 & G14 above please comment on  E12 Agreed baseline and targets for customer satisfaction and efficiency savings.  Otherwise you may leave this row blank.	<b>Comment:</b>			
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 01/11/2004	Amber 01/11/2004	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> There is a dedicated phone team in operation, however, the CRM solution will be implemented in this area by December 2005.				
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Green 09/11/2004	Green 09/11/2004	Green 09/11/2004	Green 09/11/2004
<b>Comment:</b> This facility is currently available on the Council's website.				
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<b>Comment:</b> Mobile devices are deployed in some business units. The infrastructure is in place to support mobile working.				
If already 'green' on R16, R17 & G15 above please comment on  E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	<b>Comment:</b>			
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.  Otherwise you may leave these rows blank.	<b>Comment:</b>			
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Amber 31/03/2004	Amber 31/03/2004	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> This is available for the Council's homelessness service and will be extended to County services.				
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.	Amber 31/03/2004	Amber 31/03/2004	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> This is available for the Homelessness service and will be further extended.				



Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G16 Systems to support joined-up working on children at risk across multiple agencies.	Red 31/03/2005	Red 31/03/2005	Red 31/03/2005	Red 31/03/2005
Comment: Awaiting reponse from Oxfordshire County Council - no project defined as yet				
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red 01/11/2004	Red 01/11/2004	Red 01/11/2004	Red 01/11/2004
Comment: Awaiting response from Oxfordshire County Council - no project defined as yet				
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 01/09/2004	Green 01/09/2004	Green 01/09/2004	Green 01/09/2004
Comment: This is in place.				
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber 04/01/2005	Amber 04/01/2005	Green 31/12/2005	Green 31/12/2005
Comment: The Council's Homeworking policy is currently in draft format and at the consultation stage.				
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 04/01/2005	Amber 04/01/2005	Green 31/12/2005	Green 31/12/2005
Comment: Home/remote working is facilitated. The Council Homeworking policy is undergoing internal consultation.				
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 01/08/2004	Green 01/08/2004	Green 01/08/2004	Green 01/08/2004
Comment: The ECDL is available to all staff that establish a need for this qualification. An e-skills programme is currently being investigated by Human Resources.				
If already 'green' on R20, R21, R22 & G18 above please comment on  E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.  Otherwise you may leave this row blank.	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).	Amber 01/11/2004	Amber 01/11/2004	Green 31/12/2005	Green 31/12/2005
Comment: This already exists for some services (e.g. cash office and emergency housing repairs) the Council is constantly assessing how to further extend these services.				
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 09/11/2004	Green 09/11/2004	Green 09/11/2004	Green 09/11/2004
Comment: Successfully launched in November last year.				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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 <a href="http://www.pro.gov.uk/about/foi/map-local.rtf">www.pro.gov.uk/about/foi/map-local.rtf</a> ).	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> Document Imaging is in place in several areas of the Council. Work continues in consultation with the FOI officer.			
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see <a href="http://www.w3.org/WAI">www.w3.org/WAI</a> ).	Amber 01/06/2004	Amber 01/06/2004	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> Oxford City Council is working towards this conformance and will have achieved it by the end of the year.			
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see <a href="http://www.egifcompliance.org">www.egifcompliance.org</a> & <a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a> ).	Amber 31/03/2004	Amber 31/03/2004	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> Oxford City Council is working towards this conformance and will have achieved it by the end of the year.			
If already 'green' on R23, R24, G19, G20 & G21 above please comment on  E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.  Otherwise you may leave this row blank.	<b>Comment:</b>			
R25 Online publication of internet service standards, including past performance and commitments on service availability.	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> The Web-Editor is currently drawing up service standards, which will be published before the end of the year.			
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	Green 01/01/2004
	<b>Comment:</b> Page impressions and other measures are in place, however, security settings on the website do not currently allow the measurement of unique users.			
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 31/12/2005	Green 31/12/2005
	<b>Comment:</b> Please refer to R25, this is being considered as part of the above project and also within CRM implementation.			
G23 Adoption of recognised guidelines for usability of website design (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Green 31/01/2005	Green 31/01/2005	Green 31/01/2005	Green 31/01/2005
	<b>Comment:</b> The web editor adheres to these guidelines.			
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.	<b>Comment:</b>			
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.	Amber 01/11/2004	Amber 01/11/2004	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> The CRM solution that will facilitate this priority will be operational in the pilot areas by 31/12/2005.			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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 31/12/2005	Green 31/12/2005
	<b>Comment:</b> This will be achieved through CRM and through authentication tracking on the website.			
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	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> This is in place for citizens emailing the website, but not for other emails.			
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 01/11/2004	Amber 01/11/2004	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> This will begin to be achieved by December 2005, with the integration of Anite through CRM.			
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	Amber 31/03/2005	Amber 31/03/2005
	<b>Comment:</b> It is doubtful that Oxford City Council will hit the April 2006 deadline for this priority outcome. It is included in the planned rollout of CRM.			
If already 'green' on R27, R28, R29, G24 & G25 above please comment on  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.  Otherwise you may leave this row blank.	<b>Comment:</b>			

## Section 2 - Change Management (self-assessment)

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

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> <li>Appointment of people to the following key local e-government functions in your Council (see <a href="http://www.idea-knowledge.gov.uk/idk/jaiol/206757">http://www.idea-knowledge.gov.uk/idk/jaiol/206757</a>):</li> </ul>				
i) Member & officer e-champions	Green 31/12/2001	Green 31/12/2001	Green 31/12/2001	Green 31/12/2001
	Comment: This has been in place since the first IEG submission. Member Champion = Councillor Bob Price Officer Champion = Mark Luntley, Strategic Director			
ii) e-government programme manager	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
	Comment: Interim Programme Manager = Herbie Burwood			
iii) customer services management	Green 01/03/2001	Green 01/03/2001	Green 01/03/2001	Green 01/03/2001
	Comment: This post has been in place for many years. Customer Service Manager = Ian Barrett			
<ul style="list-style-type: none"> <li>Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning</li> </ul>	Green 31/10/2003	Green 31/10/2003	Green 31/10/2003	Green 31/10/2003
	Comment: Member and staff training has been an integral part of our IEG programme.			
<ul style="list-style-type: none"> <li>Establishment of an e-delivery programme board</li> </ul>	Green 01/08/2004	Green 01/08/2004	Green 01/08/2004	Green 01/08/2004
	Comment: Oxford City Council has had an e-Government Steering Group ever since the first IEG submission. An ICT Programme Board was set up at the beginning of August 2004.			
<ul style="list-style-type: none"> <li>Use of formalised programme &amp; project management methodologies (e.g. PRINCE2) to support e-delivery programme</li> </ul>	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004
	Comment: Prince 2 was adopted by Business Systems in June 2005, with IEG project managers undergoing Prince 2 foundation and practitioner training. It has since been adopted corporately. A corporate Project Support Office has been set up.			
<ul style="list-style-type: none"> <li>Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures</li> </ul>	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004
	Comment: Risk management has been a key element in all Oxford City Council's corporate project work, especially the Prince 2 run IEG projects.			

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> <li>Use of customer consultation/research to inform development of corporate e-government strategy</li> </ul>	Green 01/12/2003	Green 01/12/2003	Green 01/12/2003	Green 01/12/2003
<p><b>Comment:</b>Partnership consultation has taken place. Oxford City Council has specifically consulted on preferred access channels and use the UKonline centres as a regular source of consultation.</p>				
<ul style="list-style-type: none"> <li>Establishment of policy for addressing social inclusion within corporate e-government strategy</li> </ul>	Green 01/12/2004	Green 01/12/2004	Green 01/12/2004	Green 01/12/2004
<p><b>Comment:</b>Oxford City Council is in partnership with the City's UKonline centres, making ICT accessible to vulnerable members of the population.</p>				
<ul style="list-style-type: none"> <li>Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)</li> </ul>	Green 01/09/2004	Green 01/09/2004	Green 01/09/2004	Green 01/09/2004
<p><b>Comment:</b>The new Head of Legal &amp; Democratic Services has taken over the title of Freedom of Information Officer.</p>				
<ul style="list-style-type: none"> <li>Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see <a href="http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf">http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf</a> &amp; <a href="http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf">http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf</a>) and designation of an Information Sharing Officer</li> </ul>	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
<p><b>Comment:</b></p>				
<ul style="list-style-type: none"> <li>Establishment of partnerships for the joint (aggregated) procurement of broadband services</li> </ul>	Green 31/01/2005	Green 31/01/2005	Green 31/01/2005	Green 31/01/2005
<p><b>Comment:</b>Oxford City Council did not enter into partnership to achieve this priority.</p>				
<ul style="list-style-type: none"> <li>Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see <a href="http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf">http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf</a> &amp; <a href="http://www.govconnect.gov.uk/ccm/portal">http://www.govconnect.gov.uk/ccm/portal</a>)</li> </ul>	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<p><b>Comment:</b>Oxford City Council have entered into a partnership project involving information kiosks.</p>				
<ul style="list-style-type: none"> <li>Compliance with BS 7799 on information security management</li> </ul>	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
<p><b>Comment:</b>Oxford City Council has an information management security policy.</p>				
<ul style="list-style-type: none"> <li>Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives</li> </ul>	Amber 01/03/2005	Amber 01/03/2005	Green 31/12/2005	Green 31/12/2005
<p><b>Comment:</b>This is a key element of the IEG workplan following the implementation of the projects.</p>				
<ul style="list-style-type: none"> <li>Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see <a href="http://www.esd.org.uk/standards/lgs/lgs.doc">http://www.esd.org.uk/standards/lgs/lgs.doc</a> &amp; <a href="http://www.authentication.org.uk/levels.asp">http://www.authentication.org.uk/levels.asp</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc</a>)</li> </ul>	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
<p><b>Comment:</b></p>				
<ul style="list-style-type: none"> <li>Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal">http://www.govconnect.gov.uk/ccm/portal</a>)</li> </ul>	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
<p><b>Comment:</b>Oxford City Council is working towards this.</p>				

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> <li>Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see <a href="http://www.tscheme.org">www.tscheme.org</a>) and which will work with Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>)</li> </ul>	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
Comment: Penetration testing is planned for September 2005.				
<ul style="list-style-type: none"> <li>Use of Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>) to support: <ul style="list-style-type: none"> <li>i) personalisation &amp; registration for services categorised at security levels '0' and '1' through the citizen account</li> </ul> </li> </ul>	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005
Comment:				
<ul style="list-style-type: none"> <li>ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect</li> </ul>	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005
Comment:				
<ul style="list-style-type: none"> <li>iii) the bereavement journey &amp; closing of accounts (see <a href="http://www.cabinetoffice.gov.uk/regulation/pst/projects/md/bereave.asp">http://www.cabinetoffice.gov.uk/regulation/pst/projects/md/bereave.asp</a>)</li> </ul>	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005
Comment:				
<ul style="list-style-type: none"> <li>iv) citizen &amp; business authentication for services for services categorised at security levels 0-3</li> </ul>	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005
Comment:				
<ul style="list-style-type: none"> <li>v) registration &amp; authentication of employees for internal and cross-agency services</li> </ul>	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005
Comment:				
<ul style="list-style-type: none"> <li>vi) corporate approach to collection of e-payments</li> </ul>	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005
Comment:				
<ul style="list-style-type: none"> <li>vii) cross agency secure transactions (Government to Government)</li> </ul>	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005
Comment:				
<ul style="list-style-type: none"> <li>viii) account structures for citizens, businesses, property, voluntary &amp; community bodies, schools and parishes</li> </ul>	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005
Comment:				
<ul style="list-style-type: none"> <li>ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)</li> </ul>	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005
Comment:				
<ul style="list-style-type: none"> <li>x) GC Register (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a>)</li> </ul>	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005
Comment:				
<ul style="list-style-type: none"> <li>xi) GC Exchange (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a>)</li> </ul>	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005
Comment:				
<ul style="list-style-type: none"> <li>Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>) back office connection in place (Department Interface Server)</li> </ul>	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005
Comment: Oxford City Council does not feel that the product is ready yet.				

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> <li>• Connection to Directgov (see <a href="http://www.direct.gov.uk">http://www.direct.gov.uk</a>) from corporate website and partnership portal(s)</li> </ul>	Green 09/11/2004	Green 09/11/2004	Green 09/11/2004	Green 09/11/2004
Comment: This is available.				
<ul style="list-style-type: none"> <li>• Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see <a href="http://www.lcd.gov.uk/foi/foidpunit.htm">http://www.lcd.gov.uk/foi/foidpunit.htm</a> &amp; <a href="http://www.pro.gov.uk/recordsmanagement/access/default.htm">http://www.pro.gov.uk/recordsmanagement/access/default.htm</a>)</li> </ul>	Green 31/12/2004	Green 31/12/2004	Green 31/12/2004	Green 31/12/2004
Comment: Oxford was fully compliant by 1st January 2005.				
<ul style="list-style-type: none"> <li>• Regularly-maintained link from Local Land &amp; Property Gazetteer (LLPG) to National Land &amp; Property Gazetteer (NLPG) (see <a href="http://www.nlpg.org.uk">http://www.nlpg.org.uk</a>)</li> </ul>	Green 31/10/2004	Green 31/10/2004	Green 31/10/2004	Green 31/10/2004
Comment: This is in place.				
<ul style="list-style-type: none"> <li>• Connection to National Land Information Service (NLIS) at Level 3 (see <a href="http://www.nlis.org.uk">http://www.nlis.org.uk</a>)</li> </ul>	Green 31/10/2004	Green 31/10/2004	Green 31/10/2004	Green 31/10/2004
Comment: This is in place.				
<ul style="list-style-type: none"> <li>• Introduction and maintenance of an online service directory for Children's services for professionals working with children &amp; young people, and allowing public access where possible (for further information see <a href="http://www.dfes.gov.uk/isa">http://www.dfes.gov.uk/isa</a>)</li> </ul>	Red 31/03/2005	Red 31/03/2005	Amber 31/12/2005	Green 31/03/2006
Comment: This is being discussed within the Oxon IEG partnership.				

### Section 3 - BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01 of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit ([www.esd-toolkit.org](http://www.esd-toolkit.org)). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	Actual				Forecast
		01/02 0	02/03 0	03/04 0	04/05 0	05/06 0
<b>Providing information:</b> • Total types of interaction e-enabled • % e-enabled	94 %	• 0 • 0.00 %	• 250 • 75.30 %	• 250 • 75.30 %	• 282 • 84.94 %	• 332 • 100.00 %
<b>Collecting revenue:</b> • Total types of interaction e-enabled • % e-enabled	87 %	• 1 • 2.70 %	• 3 • 8.11 %	• 3 • 8.11 %	• 21 • 56.76 %	• 37 • 100.00 %
<b>Providing benefits &amp; grants:</b> • Total types of interaction e-enabled • % e-enabled	78 %	• 0 • 0.00 %	• 5 • 29.41 %	• 8 • 47.06 %	• 10 • 58.82 %	• 17 • 100.00 %
<b>Consultation:</b> • Total types of interaction e-enabled • % e-enabled	86 %	• 0 • 0.00 %	• 8 • 42.11 %	• 9 • 47.37 %	• 16 • 84.21 %	• 19 • 100.00 %
<b>Regulation (such as issuing licenses):</b> • Total types of interaction e-enabled • % e-enabled	76 %	• 0 • 0.00 %	• 29 • 85.29 %	• 30 • 88.24 %	• 33 • 97.06 %	• 34 • 100.00 %
<b>Applications for services:</b> • Total types of interaction e-enabled • % e-enabled	83 %	• 6 • 3.82 %	• 79 • 50.32 %	• 120 • 76.43 %	• 142 • 90.45 %	• 157 • 100.00 %
<b>Booking venues, resources &amp; courses:</b> • Total types of interaction e-enabled • % e-enabled	78 %	• 1 • 11.11 %	• 4 • 44.44 %	• 5 • 55.56 %	• 7 • 77.78 %	• 9 • 100.00 %
<b>Paying for goods &amp; services:</b> • Total types of interaction e-enabled • % e-enabled	80 %	• 0 • 0.00 %	• 3 • 30.00 %	• 5 • 50.00 %	• 8 • 80.00 %	• 10 • 100.00 %
<b>Providing access to community, professional or business networks:</b> • Total types of interaction e-enabled • % e-enabled	82 %	• 0 • 0.00 %	• 5 • 50.00 %	• 6 • 60.00 %	• 7 • 70.00 %	• 10 • 100.00 %
<b>Procurement:</b> • Total types of interaction e-enabled • % e-enabled	73 %	• 0 • 0.00 %	• 1 • 33.33 %	• 2 • 66.67 %	• 3 • 100.00 %	• 3 • 100.00 %
<b>Total:</b> • Total types of interaction e-enabled • % e-enabled	86 %	• 8 • 1.27 %	• 387 • 61.62 %	• 438 • 69.75 %	• 529 • 84.24 %	• 628 • 100.00 %



## Section 4 - Access Channel Take-Up

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

E-enablement & Main E-Access Channel Take-Up	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
<b>Local Service Websites</b>					
• Page impressions (annual)	1,430,000	2,794,144	6,927,631	7,620,394	8,382,434
• Unique users, i.e. separate individuals visiting website (annual)	0	0	0	0	0
• Number of e-enabled payment transactions accepted via website	1,800	1,500	6,820	7,500	8,250
• Number of change of address notifications accepted via website	0	8	720	1,000	1,500
	<b>Comment:</b> Since making our website more transactional, security settings are preventing the calculation of unique users - a solution to this is being sought.				
<b>Telephone</b> <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>					
• Number of e-enabled payment transactions accepted by telephone	16,600	17,500	15,750	14,175	12,757
• Number of change of address notifications accepted via telephone	0	0	500	500	500
	<b>Comment:</b> It is assumed that approximately 10% of people using the telephone as an access channel will swap to the website.				
<b>Face To Face</b> <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops &amp; home visits)</i>					
• Number of e-enabled payment transactions accepted via personal contact	0	0	3,000	2,000	1,500
• Number of change of address notifications accepted via personal contact	0	0	2,000	1,500	1,000
	<b>Comment:</b> The customer service unit receive over 80,000 face to face enquiries per year, however, as part of the customer contact work, this figure will be broken down further to allow the above measurement.				
<b>Other Electronic Media</b> <i>(e.g. BACS, text messaging)</i>					

E-enablement & Main E-Access Channel Take-Up	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
• Number of e-enabled payment transactions accepted via BACS	347,255	343,815	347,255	350,695	354,135
• 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
	<b>Comment:</b>				
<b>Non Electronic</b> (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	143,000	165,000	150,000	130,000	120,000
• Number of change of address notifications accepted via non-electronic form	0	0	5,000	4,000	4,000
	<b>Comment:</b> Payments accepted by cheque are expected to decline due to the further promotion of web services and telephone payments. Change of address notifications are not currently measured.				

## Section 5 - Local e-Government Implementation Expenditure

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

Programme Resource	Backward Look (£)		Forward Look (£)		
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	<b>Comment:</b>				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	<b>Comment:</b>				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	74,000	0	0	0	0
	<b>Comment:</b> Funds awarded to Oxfordshire e-Government partnership for a portal project, single point of access and Community Information Database.				
• financial contribution from public-private partnerships	0	0	0	0	0
	<b>Comment:</b>				
• resources being applied from internal revenue and capital budgets to implement e-government	200,000	335,000	275,000	175,000	75,000
	<b>Comment:</b> This includes the e-Government manager post, IEG project management costs, money from building control and the IEG revenue budget.				
• other resources (e.g. training) (please specify)	10,000	20,000	20,000	20,000	20,000
	<b>Comment:</b> Includes ECDL, Prince 2, IEG Infrastructure, website and CRM training.				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	<b>Comment:</b>				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	40,000	0	0	0	0
	<b>Comment:</b> Contribution to planning, for the improvement made to their service				
<b>TOTAL</b>	<b>724,000</b>	<b>705,000</b>	<b>445,000</b>	<b>195,000</b>	<b>95,000</b>

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

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

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	0	0	11,600	2,800	11,900	2,900	12,100	3,000
	<b>Comment:</b> Cashable gains based on the assumption that 33% of all job applicants will apply online.							
• e-payments	0	0	10,500	10,500	11,600	11,600	12,800	12,800
	<b>Comment:</b> 6800 e-Payments are expected to be made through the website this year. Further projections are based on a 10% increase per year.							
• corporate services efficiencies not covered above	0	0	25,000	25,000	0	0	0	0
	<b>Comment:</b> CRM - system replacing the need to procure a replacement system at City Works.							
e-Procurement, of which:								
• Service specific	0	0	77,500	77,500	79,800	79,800	82,200	82,200
	<b>Comment:</b> e-Procurement savings are based on a successful stationary & consumables e-Auction (40000) a new contract negotiated for recruitment (20000) and savings associated with the introduction of P-cards (17500)							
• Cross-cutting e-procurement efficiencies not covered above	0	0	0	0	0	0	0	0
	<b>Comment:</b>							
Productive time, of which:								
• Service specific	0	0	99,200	0	102,200	0	105,200	0
	<b>Comment:</b> Based on: IEG Infrastructure project, the ability to upgrade software centrally. Use of wireless devices that reduce the need for repeated visits. CRM - reduction in staff turnover and associated training and recruitment costs. Kiosks - encouragement of self-service saving .5FTE							

8.22

	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	0	0	0	0	0	0
	Comment:							
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
<b>TOTAL EFFICIENCY GAINS - GROSS</b>	0	0	223,800	115,800	205,500	94,300	212,300	98,000
LESS e-government implementation expenditure	705,000		445,000		195,000		95,000	
	Comment:							
<b>TOTAL EFFICIENCY GAINS - NET</b>	<b>-,705,000</b>		<b>-,221,200</b>		<b>10,500</b>		<b>117,300</b>	

8.23