



Office of the  
Deputy Prime Minister  

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Creating sustainable communities



**local e-gov**

# **IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 (IEG4.5)**

local and regional government • housing • planning • fire • regeneration • social exclusion • neighbourhood renewal

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## Local Context for the GLA Group

The GLA, LDA, and TfL (and LEFPA and the MPS) will continue to work together towards delivering the Mayor's vision for London, that is for London to be one of the world's leading centres of technology adoption and innovation, and to maximise the opportunities that e-government presents for the capital city and its people. For this reason the three organisations have agreed this joint opening statement for their separate IEG4.5 statements. The GLA group is leading some of the UK's most significant technology related public service innovations – for example Oyster and the central London congestion charge. The Mayor has published a number of strategies to support his vision for an e-London including an ICT policy statement (January 2004) setting out a clear view of the role of new technology in public service delivery. ICT solutions are also integrated in other Mayoral strategies for London such as the London Plan and the Thames Gateway project.

The IEG proforma does not neatly permit the GLA, TfL or LDA to describe their work on e-government. Local authority services are the main focus of the proforma and none of the GLA group organisations are conventional local authorities. TfL, LDA and the GLA have worked together to co-ordinate the production of their IEG4.5 statements. These are, however, published separately. Each organisation's individual statement contains a significant number of 'not applicables'.

The GLA Group is engaged in regional e-government work through LondonConnects in partnership with the Association of London Government, London Boroughs and other cross-London service providers and agencies. The GLA, TfL and LDA provide funding to LondonConnects and all GLA group organisations are active supporters. Where appropriate the GLA's statement flags strategic London-wide activity that are being led by LondonConnects.

Many ODPM priority service outcomes are not the direct responsibility of GLA Group organisations. The GLA and the LDA do not have major public service responsibilities. TfL has huge direct services. However the Mayor and the GLA group recognise the importance of e-government to delivering the Mayor's priorities for London and the potential for new technology to deliver new services or existing services more efficiently. Despite the mis-match between IEG and GLA group activities, all GLA group organisations expect to be at or near one hundred percent compliance with the 2005 target by the due date for those services that fit the framework.

**Take-up** - In April 2005 London Connects launched the London Portal on behalf of the Mayor and the London boroughs (see [www.yourlondon.gov.uk](http://www.yourlondon.gov.uk)). The Mayor is taking a strategic lead in supporting and promoting the Portal, and both TfL and LDA have provided significant support to the project. The Portal should enable all London organisations to meet the IEG requirements for deep linking to services for which they are not responsible. GLA group organisations (including Visit London, London's tourism agency) will work together over the next year to make the London Portal a single, joined-up point of access to London public services. The Portal should also make a major contribution to the take up of e-government services across the capital because of the high visibility of some of the core London brands with which it will be associated. The Mayor is already responsible for several of the UK's most used public sector web sites ([tfl.gov.uk](http://tfl.gov.uk) and [visitlondon.com](http://visitlondon.com) for example).

**Efficiency savings** – Government's vision for efficiency savings from technology investment primarily relates to re-engineering services to streamline processes and reduce costs (presumably staff) in back office transaction processing. Neither the LDA nor the GLA operate any major transaction based services so the opportunities to achieve e-government related efficiency savings are severely limited. TfL are already making world-leading investments in new technologies to improve service quality and efficiency (the Oyster cashless ticketing systems is the most visible example). TfL is reporting considerable efficiency savings under Department of Transport mandate. For other GLA strategic projects – for example investment in a new London Development Database, and in the London Portal, savings should be generated for London boroughs through reducing their costs or improving their service efficiencies.

The GLA group is exploring potential opportunities with key partners for the provision of London city-wide multi-function smart cards and a broad scale single non-emergency number for Londoners.. Both of these projects would require investment at the city scale that could lead to both citywide benefits and reduced operating costs locally.

In light of the above, the GLA group organisations are not in a position to identify and commit to separate e-government related savings on this IEG proforma.

## **The Transport for London statement – TfL expects to achieve 100 percent compliance with Government's IEG target by 2005.**

This year has seen a lot of consolidation in our e-products as well as improvement in our BVPI157 measure to 95.8%. TfL has continued driving innovative and leading solutions in provision of timely and accurate information to the travelling public. Furthermore it is using new ways of informing the public such as iDTV and services on mobile phones to increase the accessibility and convenience of travel information.

- Journey Planner, Oyster card ticketing and congestion charging have been embellished and refined with improvements in quality, depth, reliability and coverage.
- Strategic partnerships have been forged with mobile operators, tourism industry and digital television broadcasters to deliver extensive and innovative forms of access to the market. They have extended the reach of electronic information to London citizens.
- By introducing new customer databases we are now able to provide travel information delivered selectively and proactively by emails to those customers likely to be affected by service changes.
- Continuing work on real-time network reporting will result in more accurate and up-to-date information for the travelling public
- We are actively working within the GLA community and with the London boroughs to enhance the joined-up information available to the London citizen, visitor and business.
- A major Customer Services Integration Programme is underway that will allow modes within TfL to share customer information and workload to provide a single view of the customer and provide a much better experience for customers.
- Currently a project is underway which aims to provide real-time travel information to customers from all TfL modes.
- Several pilots are being funded through the e-gov budget, which are exploring new technology and will prime TfL towards the implementation for a programme that facilitates e-gov objectives within a business requirement and will assist TfL deliver better and efficient electronic services.
- 15 millions maps were downloaded for TfL website last year as opposed to 9 million that were printed by TfL which was not only a great efficiency saving but also an assessment of an e-channel take-up for this purpose.
- London Buses' 8000-strong fleet will be upgraded with GPRS data (mobile phone technology), GPS location (satellite based) and WiLAN (short-range, high-speed data) systems to improve our real-time service information and providing a better-regulated service.
- A new service from TfL allows LU and DLR customers to access information about planned engineering works on their mobile phones up to a month in advance.
- TfL is also working towards the provision of mobile phone and new technology services, such as DAB digital radio, DVB digital video broadcasting and wireless Internet on the Tube at London Underground (LU) stations from mid-2008.
- LondonWorks has been designed to deliver a pan-London view of works activity, improving co-ordination between all parties involved in road and street works in London. It will also enable those planning and co-ordinating works to do so with greater visibility of works occurring in neighbouring areas. The Highway authorities, TfL and London's boroughs handle around 1.2 million notices of works which are supplied using Electronic transfer of notice (EtoN) systems for key stages.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Current Status As at 18 July 05	Anticipated Status at 30/09/05	Anticipated Status at 31/12/05	Anticipated Status at 31/03/06	Comment
<p><b>Local e-organisation:</b></p> <p><b>Red</b> = Preparation &amp; planning – to include projects that are being planned or being piloted</p> <p><b>Amber</b> = Implementation stage – roll out of approved projects</p> <p><b>Green</b> = Fully implemented – projects completed &amp; implemented</p> <p>e.g. for progress against a particular element you might enter:</p>					<p>e.g. “<b>red</b>” 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. “<b>amber</b>” 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. “<b>green</b>” 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 “<b>green</b>” by 31 December 2005 and 31 March 2006 respectively. This includes a requirement for deep-linking in relation to non-statutory functions.</p>
	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Green</b>	

## Section 1 – Priority Outcomes (self-assessment)<sup>1</sup>

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

Outcome & Transformation Area Description	Current Status As at 18 July 05	Anticipated Status at 30/09/05	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>
<b>R1</b> Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry <sup>2</sup>	N/A				
<b>R2</b> Online access to information about educational support services that seek to raise the educational attainment of Looked After Children <sup>3</sup> .	N/A				
<b>G1</b> Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	N/A				
<b>E1</b> 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.					
<b>R3</b> One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List <sup>4</sup> (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	AMBER	AMBER	GREEN		Tf's web site has comprehensive links to all services. The London Portal (See <a href="http://www.yourlondon.gov.uk">www.yourlondon.gov.uk</a> ), commissioned by LondonConnects on behalf of the Mayor and the London boroughs, includes a deep linking A-Z of services as well as much other rich functionality intended to help Londoners find the service they are looking for, whoever delivers it. The portal uses the LGCL and integrates other taxonomies. Through the LondonConnects involvement in the Local DirectGov project, there will also be links to local services nationwide from mid-

<sup>1</sup> See [http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn\\_id=2004\\_0112](http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2004_0112) and <http://www.idea.gov.uk/knowledge>

<sup>2</sup> Owing to the long lead-in time, school admissions systems will need to be in place by March 2006 at the latest.

<sup>3</sup> 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).

<sup>4</sup> Authorities using alternative service taxonomies (e.g. seamlessUK) should plan for migration to the LGCL by December 2005.

					2006. The GLA group identifies the portal as a core strategic investment that enables more detailed exploration of a number of other e-government possibilities. It makes delivering a single call centre for London more viable, and could add value to a London citizens card scheme.
<b>R4</b> Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	N/A				All London boroughs are currently connected to the Criminal Justice Secure e-Mail system for use by Youth Offending Teams. LondonConnects are encouraging increased take-up within borough social services, courts, PCTs and local police authorities.
<b>G2</b> Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events	N/A				The London Portal will provide a pan-London search of community and voluntary groups using work pioneered in sub-regions. In addition London Connects will implement a standard referencing for organisations known as the organisation account with the aim for this standard to be adopted nationally by the e-Standards body.
<b>E2</b> 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.					The London Portal will support the development of shared information channels across the city. It is too early to assess the level of any potential future savings to be generated from this collective endeavour.
<b>R5</b> Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	GREEN				<a href="http://www.tfl.gov.uk/tfl/abt_members.shtml">http://www.tfl.gov.uk/tfl/abt_members.shtml</a>
<b>R6</b> Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	N/A				
<b>G3</b> Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	AMBER	AMBER	GREEN		TfL has a well-defined consultation methodology that depends upon the size of any given programme. Some multi-media material has been used as well as email forms. TfL is currently renewing its e-consultation policy.
<b>G4</b> Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	N/A				

<b>E3</b> 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.	N/A				
<b>R7</b> Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	N/A				
<b>R8</b> Online receipt and processing of planning and building control applications.	N/A				TfL planning functions are internal. Consultation programs exist where there is public involvement.
<b>G5</b> Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	N/A				TfL are considering GIS for use by internal property group. The GLA Group is committed to GIS convergence in all areas. The GLA is developing a suite of GIS applications, sharing data across the GLA group and in future with borough policy functions via the GLA's extranet for London.
<b>G6</b> Sharing of Trading Standards data between councils for business planning and enforcement purposes.	N/A				
<b>G7</b> Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	N/A				
<b>E4</b> 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.					
<b>R9</b> Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	GREEN	GREEN	GREEN		SAP solution for e-procurement
<b>G8</b> Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	GREEN	GREEN	GREEN		Separate contractual agreements sometimes require multiple instances of one company. The Government Connect project has a Unique Identifier work stream which is looking at a standard referencing structure for customers, community groups and businesses across Local Authorities. London Connects is planning to implement a pan-London Single Business Index with a unique identifier by December 2005 which will provide the

					foundation for a local or pan-London Single Business Account.
<b>G9</b> Regional co-operation on e-procurement between local councils.	GREEN	GREEN	GREEN		The London Centre of Excellence at the ALG is leading on this work, co-ordinating activity with LondonConnects. ADIT, the London Regional Aggregation Body will re-focus its activity over the next period following the DTI's decision to terminate the National Aggregation Body.
<p>If already 'green' on R9, G8 &amp; G9 above, please comment on progress towards providing:</p> <p><b>E5</b> Access to virtual e-procurement 'marketplace';</p> <p><b>E6</b> Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;</p> <p><b>E7</b> Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8);</p> <p>in the comment column opposite. Otherwise, leave this row blank.</p>					
<b>R10</b> Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	GREEN	GREEN	GREEN		Oyster and paper tickets are available on ticket on line. There is a continuing road-map for ticketing electronic solutions.
<b>R11</b> Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	N/A				
<b>G10</b> Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	GREEN	GREEN	GREEN		Oyster and congestion charging electronic transactions have resulted in improved customer take-up.
<b>G11</b> Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	N/A				
<p>If already 'green' on R10, R11 G10 &amp; G11 above, please comment on progress towards providing:</p> <p><b>E8</b> Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone);</p>					

<b>E9</b> Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards);					
<b>E10</b> Agreed baseline and targets for reductions in unit costs of payment transactions; in the comment column opposite. Otherwise, leave this row blank.					
<b>R12</b> Online renewal and reservations of library books and catalogue search facilities.	N/A				
<b>R13</b> Online booking of sports and leisure facilities, including both direct and contracted-out operations.	N/A				
<b>G12</b> Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	N/A				LondonConnects will provide a route map for bringing together local authority smart cards and the Transport for London Oyster card programme.
<b>E11</b> 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.					
<b>R14</b> Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	GREEN	GREEN	GREEN		Journey planner and real-time reporting capabilities are extensive throughout all transportation nodes on web, mobile, PDA and digital tv
<b>R15</b> Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	GREEN	GREEN	GREEN		Major projects have interactive consultation facilities. More local projects statutorily require paper-based information though this frequently offers email-based contacts.
<b>G13</b> E-forms for "parking contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	GREEN	GREEN	GREEN		Bus lane charges can be appealed by email. Final parking appeals services is provided by the ALG. An online feedback form is also available for comments and incident reporting. The London Portal will provide e-forms for parking appeals for the ALG in future.
<b>G14</b> GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	GREEN	GREEN	GREEN		Internal systems already developed. Strategy for public deployment via the London Portal is being developed. Current streetworks website is only accessible publicly to registered users. London Connects is establishing a London GIS group, which will include police and Transport for London, to consider the

					potential for using the London Portal as a guide to roadwork information across the capital.
<b>E12</b> 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.					
<b>R16</b> E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	N/A				
<b>R17</b> Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	N/A				
<b>G15</b> Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes.	N/A				
If already 'green' on R16, R17 & G15 above, please comment on progress towards providing:  <b>E13</b> Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals. <b>E14</b> Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. in the comment column opposite. Otherwise, leave this row blank.					
<b>R18</b> Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	N/A				
<b>R19</b> Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	N/A				
<b>G16</b> Systems to support joined-up working on children at risk across multiple agencies.	N/A				
<b>G17</b> Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	N/A				

<b>E15</b> 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.					
<b>R20</b> Email and Internet access provided for all Members and staff that establish a need for it.	GREEN	GREEN	GREEN		Available for all office-based staff
<b>R21</b> ICT support and documented policy for home/remote working (teleworking) for council members and staff.	GREEN	GREEN	GREEN		Remote working technology in place, including blackberry. A company laptop is supplied to staff requiring work from home. Guidelines to be added in the next publication of the employee handbook.
<b>R22</b> Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	GREEN	GREEN	GREEN		Remote working technology in place, including blackberry. A company laptop/blackberry is supplied to staff requiring work from home
<b>G18</b> Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	GREEN	GREEN	GREEN		TfL employs a broad range of learning delivery methods to ensure IT competence for, at least, all those who are required to use computer technology in their roles This includes in-house and externally provided Instructor-led Training, and Instructional Manuals available to all from TfL's in-house Library Service TfL is also currently beginning to trial e-Learning technology as a way of delivering Learning to its employees, which could include support for IT skills learning regardless as to whether they are required for ones' role Some employees with little or no computer experience might aim to achieve certification of their IT competence at an introductory level, and the currently supported certification for this is provided by CLAIT ("Computer Literacy And Information Technology"), although the numbers of these is small
<b>E16</b> 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.					

<p><b>R23</b> Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).</p>	GREEN	GREEN	GREEN		<p>The GLA has had exploratory meetings with a number of key partners about the best way to develop a 'one-number' telephone service for London. There are several projects happening in London that may help inform and provide the potential for such a service for London. For example, the London Portal is a core part of the infrastructure needed to offer a single London telephone service. In addition, London Connects' project to establish a call centre for British sign language video conference based translation services, will also test the viability of offering a common telephone based service across borough boundaries.</p> <p>The GLA is also working with Government on its national project for a single non-emergency number service focussing on responses to low-level crime, anti-social behaviour and quality of life issues.</p>
<p><b>R24</b> Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.</p>	GREEN	GREEN	GREEN		<p>CMS system operating on TfL intranet but pending for publicly accessible web. London portal also based on CMS. The London portal provides an industry strength CMS on which pan-London information sharing projects can be developed.</p> <p>The London Portal development is built on content management technology. It offers standard XML interfaces to search and integrate content across local government sites.</p>
<p><b>G19</b> Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see <a href="http://www.pro.gov.uk/about/foi/map-local.rtf">www.pro.gov.uk/about/foi/map-local.rtf</a>).</p>	AMBER	AMBER	AMBER	GREEN	<p>On target to comply with FOIA requirements including EDM</p>
<p><b>G20</b> Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see <a href="http://www.w3.org/WAI">www.w3.org/WAI</a>).</p>	AMBER	GREEN	GREEN		<p>Currently A to AA depending upon site. In light of business needs, sites that are frequently used by public are AA.</p> <p>The London Portal is a leading site in terms of accessibility and attractiveness.</p>
<p><b>G21</b> Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see <a href="http://www.egifcompliance.org">www.egifcompliance.org</a> &amp; <a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a>).</p>	AMBER	AMBER	GREEN		<p>Currently ensuring our baseline contractual T&amp;Cs incorporate e-gif requirements.</p> <p>The XML interfaces for the London Portal, which support content integration, are based on the e-GMS standards using the GCL and the LGCL where appropriate. For other</p>

					applications where it has been necessary to go to a lower level of taxonomy detail than proposed in the standards, the GLA group have liaised over common extensions to the taxonomy.
<b>E17</b> 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.					
<b>R25</b> Online publication of Internet service standards, including past performance and commitments on service availability.	GREEN	GREEN	GREEN		TfL monitors all its sites. London Connects will publish London (regional) Portal performance statistics
<b>R26</b> Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	GREEN	GREEN	GREEN		London Connects will publish London (regional) Portal performance statistics The London Portal will be monitored for its impact on take up and traffic to all London web sites.
<b>G22</b> Establishment of internal targets and measures for customer take-up of e-enabled access channels.	GREEN	GREEN	GREEN		Regular reports issued. London Connects will also provide targets, measures and statistics for the London Portal.
<b>G23</b> Adoption of recognised guidelines for usability of website design (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	GREEN	GREEN	GREEN		Annual research and frequent user surveys used to ensure high usability. TfL standards have changed where necessary. The London Portal is adopting recognised guidelines for website design from the LAWS project.
<b>E18</b> 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.					
<b>R27</b> Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customer's records, to deliver services across different channels, and enabling joined-up and automated service delivery.	AMBER	AMBER	GREEN		Information systems include all modes for joined-up delivery CRM programmes under constant review to ensure best fit to changing customer needs London portal will further enhance CRM The diverse activities of the GLA Group do not allow a common technology or approach to be adopted across the entire Group. However, the Group has recognized that there are synergies between some members in terms of engaging with 'stakeholders' rather than 'customers' and that many relationships exist between Group members. A future GLA group project has been identified where each organization submits its own up-to-date list of

					employees to a 'contact hub' from which other members may automatically update the information contained in their respective CRM systems. The Mayor has begun to explore the potential for consolidated call centre services for London.
<b>R28</b> All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	AMBER	AMBER	GREEN		Currently rationalising CRM response via web & email. All uniquely identifiable.
<b>R29</b> 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies	GREEN	GREEN	GREEN		Based on individual mode systems at present. Corporate standard being implemented. Customer complaint policy has been published. Automatic acknowledgement of complains/incident reporting is generated on receiving the online feedback form.
<b>G24</b> Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	AMBER	AMBER	GREEN		Further enhancements being made to existing high level of back office integration.
<b>G25</b> Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	AMBER	AMBER	GREEN		Systems run by PFI do not share databases with TfL
<b>E19</b> 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.					

## 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.

<ul style="list-style-type: none"> <li>• Appointment of people to the following key local e-government functions in your Council (see <a href="http://www.idea-knowledge.gov.uk/idk/aio/206757">http://www.idea-knowledge.gov.uk/idk/aio/206757</a>):             <ul style="list-style-type: none"> <li>i) Member &amp; officer e-champions</li> <li>ii) e-government programme manager</li> <li>iii) customer services management</li> </ul> </li> <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> <li>• Establishment of an e-delivery board<sup>5</sup></li> <li>• Use of formalised programme &amp; project management methodologies (e.g. PRINCE2) to support e-delivery programme</li> <li>• Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures</li> <li>• Use of customer consultation/research to inform development of corporate e-government strategy</li> <li>• Establishment of policy for addressing social inclusion within corporate e-government strategy</li> <li>• Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)</li> <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>	<p>N/A</p> <p>GREEN</p> <p>GREEN</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>GREEN</p> <p>GREEN</p> <p>GREEN</p> <p>N/A</p>				<p>e-government in TfL works within normal business processes and informs the various groups about standards, opportunities and partnership work. As such an e-delivery board is not considered appropriate at this time.</p> <p>Largely adhering to PRINCE2 principals TfL may use its own overlay of processes in project management Any e-gov specific risks are captured in project business risk logs.</p> <p>Part of normal business process</p>
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<sup>5</sup> i.e. the board that has overall responsibility for all the e-programmes in an authority as well as other governance issues such as overseeing the general management processes and the ICT architecture to deliver e-government.

<sup>6</sup> Areas where benefits may be identified include policy or legal requirement (required), quality of service, internal management, process improvement (productivity or efficiency), Personnel or HR management, risk reduction, flexibility, economy, revenue enhancement or acceleration, strategic fit.

<ul style="list-style-type: none"> <li>• Establishment of partnerships for the joint (aggregated) procurement of broadband services</li> <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> <li>• Compliance with BS 7799 on information security management</li> <li>▪ Implementation of Benefits Realisation Plan<sup>6</sup> for delivery of local e-government programme strategic objectives</li> <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> <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> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc</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> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc</a>)</li> <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> <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> <li>ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect</li> <li>iii) the bereavement journey &amp; closing of accounts (see <a href="http://www.cabinetoffice.gov.uk/regulation/pst/projects/">http://www.cabinetoffice.gov.uk/regulation/pst/projects/</a>)</li> </ul> </li> </ul>	<p>N/A</p> <p>N/A</p> <p>GREEN</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p>				<p>ISO 17790 pt 2</p> <p>Using our own schema at this time</p> <p>Business justification for gateway is unclear at this time. UK Online brand not adopted</p> <p>TfL does not directly handle any e-payment transactions. Transactions are handled by third party agents/companies</p>
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<p><a href="#">mad/bereave.asp</a></p> <p>iv) citizen &amp; business authentication for services for services categorised at security levels 0-3</p> <p>v) registration &amp; authentication of employees for internal and cross-agency services</p> <p>vi) corporate approach to collection of e-payments</p> <p>vii) cross agency secure transactions (Government to Government)</p> <p>viii) account structures for citizens, businesses, property, voluntary &amp; community bodies, schools and parishes</p> <p>ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)</p> <p>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>)</p> <p>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>)</p> <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> <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> <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> <li>• Regularly-maintained link from Local Land &amp; Property Gazetteer (LLPG) to National Land &amp; Property Gazetteer (NLPG) (see <a href="http://www.nlpq.org.uk">http://www.nlpq.org.uk</a>)</li> <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> <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>	<p>N/A</p> <p>GREEN</p> <p>GREEN</p> <p>N/A</p> <p>N/A</p> <p>N/A</p>				<p>Links to London Boroughs on TfL corporate website incl. links to Directgov. TfL feeds information to transport direct</p> <p>FOI request are dealt with as quickly as possible and within the FOI Act's statutory timescales. In some cases, requests may be passed to other partner organisations within the Greater London Authority for some or all of the information requested. See: <a href="http://www.tfl.gov.uk/tfl/foi/index.shtml">http://www.tfl.gov.uk/tfl/foi/index.shtml</a></p>
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### 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<sup>7</sup> 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
		2001/2	2002/3	2003/4	Nov 2004	Jul 2005	2005/6 <sup>8</sup>
<b>Providing information:</b>							
• Total types of interaction e-enabled		80	87	78	84	85	
• % e-enabled	94%	53	78	89	95	98	
<b>Collecting revenue:</b>							
• total types of interaction e-enabled		30	28	20.4	28	30	
• % e-enabled	87%	33	17	64	80	97	
<b>Providing benefits &amp; grants:</b>							
• total types of interaction e-enabled		5	10	5	8.7	11	
• % e-enabled	78%	20	0	45	79	100	
<b>Consultation:</b>							
• total types of interaction e-enabled		14	14	8.4	11.5	13.5	
• % e-enabled	86%	28	38	60	82	96	
<b>Regulation (such as issuing licences):</b>							
• total types of interaction e-enabled		4	4	2	4	4	
• % e-enabled	76%	25	0	40	80	80	
<b>Applications for services:</b>							
• total types of interaction e-enabled		0	2	2	2	2	
• % e-enabled	83%	0	0	40	40	40	
<b>Booking venues, resources &amp; courses:</b>							
• total types of interaction e-enabled		5	2	3.5	3.5	4	
• % e-enabled	78%	20	50	88	88	100	
<b>Paying for goods &amp; services:</b>							
• total types of interaction e-enabled		14	20	20	20	20	
• % e-enabled	80%	7	100	100	100	100	
<b>Providing access to community, professional or business networks:</b>							
• total types of interaction e-enabled		4	5	8	9	9	
• % e-enabled	82%	0	65	76	81	85	
<b>Procurement:</b>							
• total types of interaction e-enabled		16	20	30	30	30	
• % e-enabled	73%	31	0	100	100	100	
• TOTAL: TYPES OF INTERACTION E-ENABLED		172	192	220	223	218	All at
• % E-ENABLED	<b>REVISED FIGURES EXPECTED 86%</b>	38	43	80	90	95.8	100%

<sup>7</sup> This updates Version 2.0 to include National Park Authority services and represents the 'core' list which will remain unchanged until April 2006 and will provide a common baseline for calculating BVPI 157 and reporting figures in IEG returns.

<sup>8</sup> It is anticipated that authorities will base their annual BVPI 157 actuals/estimates on the position at the 31<sup>st</sup> March in each financial year (i.e. year end), with the exception of 2005/6 when the position at 1<sup>st</sup> January 2006 is required.

## 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 impressions<sup>9</sup> and unique users<sup>10</sup> are given in the footnotes below.

E-enablement & Main E-Access Channel Take-Up	Actual ('000s)		Forecast			Comment
	03/04	04/05	05/06	06/07	07/08	
<b>Local Service Websites</b> <ul style="list-style-type: none"> <li>Page impressions (annual)</li> <li>Unique users, i.e. separate individuals visiting website (annual)</li> <li>Number of e-enabled payment transactions accepted via website</li> <li>Number of change of address notifications accepted via website</li> </ul>	115,000* 3,250* 97.5 N/A	236,000 6,500 4,948 N/A				All at a fairly mature stage so not heading to any particular target that can be represented in future years. Figures cover April 1 <sup>st</sup> – Mar 31 <sup>st</sup> for www.tfl.gov.uk (incl. Journey Planner). *Revised figures Approx. 500,000 oyster transactions have taken place via the website since launch.
<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> <ul style="list-style-type: none"> <li>Number of e-enabled payment transactions accepted by telephone</li> <li>Number of change of address notifications accepted via telephone</li> </ul>	13.75 -	3,752				Not able to separate-out on-line and telesales figures for the period. Approx. 86,000 oyster transactions have taken place via telephone since launch.
<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> <ul style="list-style-type: none"> <li>Number of e-enabled payment transactions accepted via personal contact</li> <li>Number of change of address notifications accepted via personal contact</li> </ul>	30.1 -	24,687				Statistics for station are based on an 8 week sample as only previous 8 weeks of data is available on the system at the time of extraction of data. Cannot distinguish the method of payment at retail outlets, as TfL does not process transactions. Transactions at stations could not be separated in terms of Personal contact or Ticket/oyster machine usage for Ticket sale/Oyster balance top-up.
<b>Other Electronic Media</b> <i>(e.g. BACS, text messaging):</i> <ul style="list-style-type: none"> <li>Number of e-enabled payment transactions accepted via BACS</li> <li>Number of e-enabled payment transactions accepted via text message or other electronic form</li> <li>Number of change of address notifications accepted via other electronic media</li> </ul>	4.4	92.2 3,566				Not able to separate-out on-line and telesales figures for the period.
<b>Non Electronic</b> <i>(e.g. cash office, post)</i> <ul style="list-style-type: none"> <li>Number of payments accepted by cheque or other non-electronic form</li> <li>Number of change of address notifications accepted via non-electronic form</li> </ul>	- -	74,497 -				Cash transactions at stations could not be separated in terms of Personal contact or Ticket/oyster machine usage for Ticket sale/Oyster balance top-up. Statistics for station are based on an 8 week sample as only previous 8 weeks of data is available on the system at the time of extraction of data. Other Non-electronic form of payment includes warrants ('corporate travel vouchers') and cheques. Includes retail transactions (see comment above).

<sup>9</sup> **Unique User** (industry audit definition): According to IFABC Global Web Standards ([www.ifabc.org](http://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.

<sup>10</sup> **Page Impression** (industry audit definition): According to IFABC Global Web Standards ([www.ifabc.org](http://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.

## 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):

	Backward Look (£)		Forward Look (£)			Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
<b>Programme Resources</b>						
• IEG capital grant	400,000	350,000	150,000			
• ODPM Local e-Government Support & Capacity Programme capital grant						
• <b>your council's nominal pro rata share of</b> ODPM Local e-Government Partnership Programme capital grant allocated in your area						
• financial contribution from public-private partnerships						
• resources being applied from internal revenue and capital budgets <sup>11</sup> to implement e-government						
• other resources (e.g. training) (please specify)						
• ODPM e-Innovations Fund capital grant						
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding						
<b>TOTAL</b>	400,000	350,000	150,000			

<sup>11</sup> Please show the actual capital expended in each year, not the annual cost of servicing the loan.

## Section 6 – Local e-Government Programme Efficiency Gains<sup>12</sup>

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<sup>13</sup>. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

**TfL is working within DfT guidelines on efficiency savings and in so far as e-government is supporting overall business objectives, savings are not specifically attributable against electronically enabled interactions. Since we are subject to separate processes for targets and reports concerning efficiencies, we will be reporting efficiency via the DfT route and audited by that process.**

	Backward Look (£)		Forward Look (£)						Notes
	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	
<b>Corporate services</b> , of which:									Corporate Services includes, but is not limited to, Finance, HR (in respect of training; only the function, not the spend), ICT, Procurement (the function, not the spend), Legal Services, Facilities Management, Travel Services, Security Services and Marketing & Communications).
• e-recruitment									Includes administrative savings on staff time (where staff are reallocated), printing, postage and on advertising expenditure.
• e-payments									See <a href="http://www.epayments.org.uk/preparation/business_case/#doc3026">http://www.epayments.org.uk/preparation/business_case/#doc3026</a> .
• corporate services efficiencies not covered above									
<b>e-Procurement</b> , of which:									Procured goods and services include commodity goods and services as well as professional services, temporary labour and construction. It also includes sector specific markets for areas such as roads, social housing, social care, environmental services and police. See <a href="http://www.nepp.org.uk/">www.nepp.org.uk/</a> & <a href="http://www.idea-knowledge.gov.uk/idk/aio/70780">www.idea-knowledge.gov.uk/idk/aio/70780</a> .

<sup>12</sup> 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. Only efficiency gains arising from investment to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target should be included. Savings arising from cyclical spend related to the maintenance of the existing ICT infrastructure should not be included.

<sup>13</sup> See [http://www.odpm.gov.uk/stellent/groups/odpm\\_localgov/documents/page/odpm\\_locgov\\_032805.pdf](http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_032805.pdf). IEG4.5

• Service Specific									i.e. including Adult Social Services, Children's services, Culture and sport, Environmental services, Local transport, LA social housing, Non-school education services, supporting people.
• Cross-cutting e-procurement efficiencies not covered above									
<b>Productive time</b> , of which:									The focus for this work stream is on increasing the productivity of front line staff and those who support them. Councils are expected to drive through the benefits of e-Government investment in terms of changing working and management practices to maximise the amount of time that existing members of staff are engaged in productive work (with costs reallocated accordingly), e.g. by reducing the time spent by professionals in accessing and handling information, reducing time lost through high staff turnover by introduction of remote working / home working.
• Service Specific									i.e. including Adult Social Services, Children's services, Culture and sport, Environmental services, Local transport, LA social housing, Non-school education services, supporting people.
• Cross-cutting productive time efficiencies not covered above									
<b>Transactions</b>									The transactions work stream applies to those efficiencies that can be gained through such means as combining activities to produce more efficient ways of dealing with customers or streamlining processes, or making a major shift from manual to electronic processing. Transactions includes areas such as council tax collection, housing benefit administration and collection of non-domestic rates, i.e. delivering efficiencies through the migration of appropriate customer groups towards more cost effective channels such as web-based interfaces and telephone contact centres, with staff reallocated accordingly.
<b>Miscellaneous efficiencies not covered above</b>									
<b>TOTAL EFFICIENCY GAINS - GROSS</b>									
<b>LESS e-government implementation expenditure</b>									i.e. as identified above in Section 5 - Local e-Government Implementation Expenditure
<b>TOTAL EFFICIENCY GAINS - NET</b>									

