



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG6)

"Meeting the targets for e-government"

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Local Context

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Our Local and National Priorities

Our plans, including our e-government plans, focus on making improvements in council priority areas. Despite the city's economic success over the last decade, there are neighbourhoods in Leeds where there is evidence of a two-speed economy, with some being amongst the most deprived in the UK. Our overarching priority is to 'narrow the gap' between the most disadvantaged communities and the rest of the city. Our main focus will be on improving service quality, accessibility and citizen choice, from which efficiencies will follow. More detail on our local priorities is available in our community strategy at <http://www.leedsinitiative.org>.

Our Corporate Plan 2005-8 places customer needs at the heart of our plans to transform our services, using our e-government actions to achieve citizen-focused outcomes. Our partnership working extends beyond Leeds and across West Yorkshire, through for example, the Yorkshire & Humber Centre of Excellence, the West Yorkshire IEG Partnership and Gershon/Efficiency Group. Reflecting customer preferences, our programme has established a corporate contact centre, to handle the majority of high volume telephone and email customer contact by summer 2006. This programme is supported by our IT and infrastructure, which converts pilots into mainstream business solutions, such as developing wireless capacity in the district, and a range of mobile and remote working solutions, including digital pens and smart forms, to e-enable and support a range of Council staff visiting citizens in their own homes.

To close the gap, we have set local priorities around our seven strategic outcomes.

Leeds Strategic Outcome We want to make sure that:	National Vision:
All neighbourhoods are safe, clean, green and well maintained	Promoting healthier communities by targeting key local services, such as health and housing
All communities are thriving and harmonious	Creating safer and stronger communities Promoting the economic vitality of localities
Our children and young people are healthy, safe and successful	Raising standards across our schools
At each stage of life, people are able to live healthy, fulfilling lives	Improving the quality of life of children, young people, families at risk and older people

Leeds is a highly competitive, international city	Transforming our local environment Meeting transport needs more effectively
Our staff perform well and are constantly learning and there is effective leadership at all levels	
Our customers receive excellent services which are efficient and effective and meet their needs	

Our priorities reflect the broad themes of the seven national priorities, as shown by the examples below.

Raising standards across our schools:

- The Leeds Learning Network (<http://www.intra.leedslearning.net/>) links schools and libraries, to provide more than 400 outlets where pupils can access their schoolwork.
- Education Leeds (<http://www.educationleeds.co.uk/>) has introduced a central pupil records system, providing key information on more than 85,000 pupils.
- E-enabled admissions and other parent-focused services streamlines administration of schools admissions and support (e.g. free school meals, clothing and transport grants).
- We are improving pupils' access to learning through broadband-enabled schools and new ways of delivering the curriculum and engaging a wider group of young people in the learning process.

Improving the quality of life of children, young people, families at risk and older people:

- The council has 545 public access computers across its network of 55 public libraries, giving citizens the chance to gain ICT skills. In 2005/06, over 5,000 people attended learning sessions, with over 750,000 individual sessions booked. Every Early Years Centre also has a public access PC.
- Our 'Leodis' system offers users a chance to explore the City's past, whilst gaining ICT skills, via an electronic archive of 40,000 photographs, documents and maps.
- Our integrated Council Tax and Benefits system gives customers online access to their personal Council Tax, benefits and accounts.
- Children Leeds will be piloting the Common Assessment Framework in West Leeds in April 2006. The new standardised approach to assessing children's needs for services will help practitioners in all agencies to identify and tackle problems before they become serious.

Promoting healthier communities by targeting key local services, such as health and housing:

- Our Contact and One Stop Centres provide e-enabled front line support services for Social Services, Housing, Revenues, Benefits, Environmental Services and Housing ALMO customers, as well as a broader set of partners. We will deliver the majority of other front-line service contact in this way by mid-2006 integrating mediated service with smart online forms to enable self-service.
- Our online housing Choice Based Lettings system service improves customers' access to information about available properties at <http://www.leedshomes.org.uk/>.

Creating safer and stronger communities:

- Key council documents and news, agendas and minutes of council meetings, are available on our website (<http://www.leeds.gov.uk/>). Our recently enhanced website enables direct e-mail contact to Councillors, improving communications and strengthening accountability.
- Community Websites at <http://www.leedscommunities.org/> support the local work of our area managers on community and council information, a learning line, and community governance.

•The Community Safety Partnership has extended CCTV into district towns. A central unit and three area-based teams tackle antisocial behaviour, through prevention, enforcement and resettlement. Our Anti-Social Behaviour Unit uses a centralised database to support information sharing and effective joint working with W Yorks Police.

Transforming our local environment:

- Our Corporate Contact Centre provides information and encourages citizen participation on key services such as refuse collection and street scene, environmental health and highways.
- Improvements in the scope of planning related advice and information available electronically will give citizens greater access to information on planning issues affecting them and their local community.
- Citizens can submit Building Regulations applications and Planning applications online at the Planning Portal (<http://www.planningportal.gov.uk/>). We are implementing a new planning system and further enhancements this year will enable citizens to make payments for planning services online.
- Telephone payment facilities are in place for a range of fixed penalty notices. Full e-payment facilities are in place for key services, with more services accepting online payments during 2006/07.

Meeting transport needs more effectively:

- Our website (<http://www.leeds.gov.uk/>) provides a variety of transport information, including web links to all local coach, bus, train and airport services.
- Our 'Online Helpline' allows citizens to report faults, make comments or enquiries about highways and traffic issues.
- A home-working pilot across West Yorkshire authorities has been run to test and develop a solution that will allow secure access by Council officers and elected members to internal ICT systems from remote locations. This will be extended across the Council during 2006 as part of our infrastructure programme.

Promoting the economic vitality of localities:

- The Leeds Initiative is the City's strategic partnership led by the City Council. Supported by a website (<http://www.leedsinitiative.org/>) it encourages collaboration and development in the city towards common goals, sharing knowledge and resources, developing trust and raising the city's profile.
- Leeds is well established as a favourite location for business (<http://www.no-ordinary-city.co.uk/>) and for visitors (<http://www.leedsliveitloveit.com>). e-HQ Leeds (<http://www.ehqleeds.co.uk/>) is a cross-sector initiative involving major public and private sector partners in the city. It promotes Leeds as a leading location for e-business, where companies can access everything they need to do business online.
- The Leeds Electronic Tendering System is accessible through <http://www.counciltenders.net>. The benefits of this system include improved user access, satisfaction, better communication, transparency and accountability, and a reduction in advertising, overheads and paper costs.
- The Networking Academy is a joint initiative between the Council and Leeds College of Technology, and addresses the shortage of higher level IT skills and e-business skills. Information about council job vacancies is available at <http://www.leeds.gov.uk>, and we accept electronic job applications.

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. See <http://www.odpm.gov.uk/index.asp?id=1002882&PressNoticeID=1546> and <http://www.idea.gov.uk/knowledge>.

Outcome And Transformation Area Description	Status at 31/12/2005	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.	Green 01/10/2005	Green 01/10/2005
	Comment: In place. Education Leeds' online school admissions pilot commenced in October 2005. The system will be fully operational from September 2006 for 2007 entry.	
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 01/09/2005	Green 01/09/2005
	Comment: In place. Current intranet facility for Education Leeds and Leeds City Council is in place. This will be enhanced by new web portal and contact centre provision during 2006/07.	
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Amber 02/08/2005	Green 03/03/2006
	Comment: On target. Education Leeds telephone contact team already in place to assist with admissions. This team will be incorporated in the new corporate contact centre in mid 2006. Our pilot of new online admissions systems has been in place from October 2005, with full integration between contact centre and back office in spring 2006. The system will be fully operational from September 2006 for 2007 entry.	
If already 'green' on R1, R2 & G1 above please comment on E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.	Comment: The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Green 03/08/2005	Green 03/08/2005
	Comment: In place. The council uses Integrated Public Sector Vocabulary. Our new site search facility implemented August 2005 has improved user navigation.	
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Green 01/10/2005	Green 01/10/2005
	Comment: In place. Secure email for Youth Offending teams has been developed. Shared access is being used for some information exchange. Permission has been obtained for specified staff in ASBU working with young people to have access to the secure messaging environment.	
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 03/09/2004	Green 03/09/2004
	Comment: In place. Community groups and organisations can set up their own website via www.leedscommunities.org and the Enquiry Express service, using our website creator package. This provision will be developed further in 2006.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>If already 'green' on R3, R4 & G2 above please comment on</p> <p>E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.</p>	
<p>R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.</p>	<p>Green 03/09/2004</p>	<p>Green 03/09/2004</p>
	<p>Comment: In place via www.leeds.gov.uk. Future enhancements which will be in place in 2006 will include improved access to reports, search facility and extended diary.</p>	
<p>R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.</p>	<p>Green 03/09/2004</p>	<p>Green 03/09/2004</p>
	<p>Comment: In place via www.leeds.gov.uk. Councillor web page facilities will be enhanced in 2006 through an externally-procured system.</p>	
<p>G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.</p>	<p>Amber 02/08/2005</p>	<p>Green 30/03/2006</p>
	<p>Comment: In place. The council consults on a regular basis with residents, specific service users, businesses, user groups (such as disabled people or ethnic minority groups), local area groups, individual local communities or various third party and representative bodies. We also consult with the Council's Citizens' Panel and via an Annual Survey. We have implemented a corporate consultation database which will capture all citizen engagement activity, and enable details to be published for public involvement. We have contracted ROL to provide an initial 12-month managed service of the Acknowledge product to assess its applicability and reliability.</p>	
<p>G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).</p>	<p>Green 01/09/2005</p>	<p>Green 01/09/2005</p>
	<p>Comment: In place via www.leeds.gov.uk, where we are using video clips. Our future plans will further exploit use of multimedia resources via the website.</p>	
<p>If already 'green' on R5, R6, G3 & G4 above please comment on</p> <p>E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.</p>	
<p>R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
	<p>Comment: In place via 'Online Helpline' e-form for key environmental services. Mediated access to all environmental services is currently available through the corporate contact centre. Online e-forms are currently being developed, with out-of-hours self-service reporting available through email. Our new integration architecture will be introduced in spring 2006 to enable end-to-end customer tracking.</p>	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R8 Online receipt and processing of planning and building control applications.	Amber 02/09/2004	Amber 02/09/2004
	Comment: Citizens can currently apply online via the Planning Portal. The council's new CAPS system will be live for new applications in January 2006, with existing applications being migrated in February 2006. Public access was put in place March 2006, with full end-to-end tracking available by mid-2006.	
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber 01/08/2005	Green 31/03/2006
	Comment: In place. The Local View solution was implemented in March 2006.	
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Amber 01/04/2005	Green 01/03/2006
	Comment: In place. In the West Yorkshire sub-region, Trading Standards is administered by West Yorkshire Joint Services and not by individual councils. Information about the service is available on www.leeds.gov.uk .	
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 02/09/2004	Green 31/03/2006
	Comment: In place. The new licensing system is already live. Integration with planning is via the new CAPS system, which went live during January 2006. Public and consultee access was made available in March 2006.	
If already 'green' on R7, R8, G5, G6 & G7 above please comment on E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment: The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green 03/09/2004	Green 03/09/2004
	Comment: In place. E-tendering is in place via www.counciltenders.net . Purchasing cards are being used more widely to allow paperless ordering, invoicing and payment. Our new Procurement Strategy 2005-08 was approved in October 2005, delivering the procurement theme of the Council's Gershon/Efficiency programme. The council is taking the lead in the regional supplier and contract management system.	
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).	Green 01/12/2005	Green 01/12/2005
	Comment: In place. Business Account view established in our CRM system for Jobs & Skills enquiries based on the Rotherham model. A longer term project has been initiated to develop a Universal Customer Master Index for citizens and businesses.	
G9 Regional co-operation on e-procurement between local councils.	Green 03/09/2004	Green 03/09/2004
	Comment: In place via the council working with the Yorkshire and Humber Regional Centre of Excellence. The Council led the procurement and implementation of supplier and contract management system for 22 authorities in the region, and we are now looking to work with the fire and police services in the region. The Council has been shortlisted for Beacon status.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
If already 'green' on R9, G8 & G9 above please comment on E5 Access to virtual e-procurement 'marketplace';	Comment: The council does not currently participate in the Roses Marketplace for e-procurement.	
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;	Comment: In place in our Procurement Strategy 2005-08. We promote procurement from small and medium-sized firms, ethnic-minority businesses, social enterprises, and voluntary and community organisations. This helps us achieve value for money, quality and equality.	
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	Comment: BVPI 8 target for 2005/06 is 92%, with 2004/05 performance at 88.8% of all undisputed invoices paid in 30 days. The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	
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 31/12/2005	Green 31/12/2005
	Comment: In place. Third party online payments have been possible for years via www.leeds.gov.uk for invoiced payments. We have developed a replacement in-house corporate e-payments solution which went live in January 2006. We will migrate other payment types to this solution during 2006/07.	
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 02/09/2004	Green 31/03/2006
	Comment: Citizens can pay Council Tax & national non-domestic rates via telephone, self service web site & touch tone telephone dialling. Online balance information will be available for registered customers via our local authentication solution by April 2006. We are evaluating the technical performance of our online balance system.	
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber 02/09/2004	Green 24/03/2006
	Comment: In place. We have used the model recommended by the national e-payments project and will reflect the planned efficiencies in the council's AES submission.	
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/06/2005	Green 31/03/2006
	Comment: In place. Registration for e-Billing for Council Tax was made available from March 2006. Notifications will be included with 2006/07 bills. Applicability for national non-domestic rates will be reviewed spring 2006.	
If already 'green' on R10, R11, G10 & G11 above please comment on E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	Comment:	
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment:	
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment: The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 03/09/2004	Green 03/09/2004
	Comment: In place via www.leeds.gov.uk/libraries and part of Leeds Learning Network.	
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 02/09/2004	Amber 02/09/2004
	Comment: Tickets for events/concerts, such as the Leeds International and Children's Film Festivals can be booked and paid for online. Sports and leisure facilities can be booked and paid for over the telephone, and we are currently developing the capacity to book and pay online for sports and leisure.	
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 02/09/2004	Amber 02/09/2004
	Comment: The council is working with West Yorks IEG Group and West Yorks Passenger Transport Authority to establish a regional long-term smartcard solution. This is a large scale project and consequently timescales for completion are significantly extended. West Yorkshire authorities are developing a common approach. In the interim, a tactical solution based on the existing card ownership aims to link more closely cards for library, sport and arts. This outcome is being delivered in partnership with our West Yorkshire partners. Procurement of the smartcard management system incorporating agreed local authority requirements to be completed by end 2005. Local authority legal and technical preparations completed 1st quarter 2006. 12 month library, leisure and car parks pilot to commence early 3rd quarter 2006. Rollout including transport functionality from our transport partners (Metro) 2007-8.	
If already 'green' on R12, R13 & G12 above please comment on E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment: The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green 01/07/2005	Green 01/07/2005
	Comment: In place at www.leeds.gov.uk , via a deep link to West Yorkshire Metro.	
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Green 12/12/2005	Green 12/12/2005
	Comment: In place. The traffic signals consultation has been completed. One current Highways scheme is at the consultation stage, using the Internet page. Results will be used to improve subsequent consultations on-line.	
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Green 31/12/2005	Green 31/12/2005
	Comment: In place. E-forms are a key part of our development programme including providing a unique customer receipt/reference. Integration to Contact Leeds CRM systems will be completed, with integration to back office in our integration development programme.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Amber 01/03/2005	Amber 01/03/2005
	Comment: In place. Online, searchable, text based information is available. Translation to map based presentation is under development, where we are awaiting legislation which will oblige utilities to provide full spatial information in agreed formats.	
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.	Comment: The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	
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.	Green 31/12/2005	Green 31/12/2005
	Comment: In place. Citizens can resolve in one visit or telephone call Housing and Council Tax enquiries at our corporate contact centre or network of 15 One Stop Centres. This service will be improved as a major part of our Technical Development Programme. The next stage is to develop a fully automated end-to-end solution and Contact Leeds CRM systems integration by mid 2006, which will support online resolution of enquiries.	
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 19/12/2005	Green 19/12/2005
	Comment: In place. We have implemented a Benefits calculator which will enable citizens to check their entitlement to benefit for public sector Housing and Council Tax Benefit. We are currently reviewing the Local Housing Allowance calculator and examining integration with claim form and back office systems. Claim forms are available in pdf format at www.leeds.gov.uk .	
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 02/09/2004	Amber 02/09/2004
	Comment: Two pilot solutions, based on tablet PCs and Digital Pens, are being evaluated, as there are technical issues which need to be resolved to ensure that this is compatible with the I T Infrastructure in Leeds. The implementation will now be delayed possibly until 30 June 2006.	
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.	Comment: The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	
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.	Comment:	
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 31/10/2005	Green 31/10/2005
	Comment: In place. Current provision of the Care-Ring service is enhanced by Supporting People National Project outputs. Solution will link to contact centre and Contact Leeds CRM systems solutions.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Green 01/10/2005	Green 01/10/2005
	Comment: In place. Mediated access in place via Social Services Emergency Duty Team.	
G16 Systems to support joined-up working on children at risk across multiple agencies.	Amber 01/10/2005	Green 31/03/2006
	Comment: In place. We are developing an online services directory and have in place ESCR as our Integrated Children's System (ICS). The council is establishing a new Children's Service, and appointed a Director of Children's Services in December 2005. DfES is developing a national child index as part of Every Child Matters, although the national timescales are extended, and so every authority is awaiting detailed guidance. Our interim approach has been to develop a common assessment framework for children in West Leeds - this will include e-solutions. In line with revised guidance on G16 we are able to demonstrate required progress.	
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber 01/05/2005	Amber 01/05/2005
	Comment: We are developing appropriate solutions for vulnerable children, adults and older people. This will link to arrangements for G16 and also to other options, regarding the establishment of Joint Service Centres with health and other partners. Social Services is also developing wide-scale capacity through a digital pens project. In turn this can be reviewed and further developed with partners. Due to the prioritisation on an internal development, joint assessments will not be delivered in all categories by March 2006, although some capacity can be achieved after this date.	
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: The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 03/09/2004	Green 03/09/2004
	Comment: In place for all Councillors and more than 7,000 staff. The council's Network Infrastructure Programme has been underway since 2003, and will be complete by early 2006 to provide improved access and a platform for home/remote working.	
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green 01/06/2005	Green 01/06/2005
	Comment: In place. Our E-net home working system is also in place for senior managers. We are developing a new approach to exploit our new technical infrastructure, and a new council policy will follow. The council's initial project of new home working arrangements for 40 Benefits staff has completed and is currently being reviewed. Learning from this, the policy will be reviewed and updated in 2006.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
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.	Green 31/12/2005	Green 31/12/2005
	Comment: In place - everyone who satisfies the current council policy is entitled to home/remote working. Initial project of new home working arrangements for 40 Benefits staff is currently under way, and will be reviewed in early 2006. Learning from this the policy will be reviewed and updated in 2006, and homeworking will be offered to all staff and members who require it.	
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 03/09/2004	Green 03/09/2004
	Comment: In place.	
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: The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Green 01/12/2005	Green 01/12/2005
	Comment: In place via a combination of telephone and web contact. Telephone access outside normal office hours is already in place for a number of services, and this will be cross-council by mid-2006, when all high volume telephone contact will be in the corporate contact centre. Self-service internet and e-form provision via www.leeds.gov.uk , will be enhanced as telephone contact moves to the contact centre.	
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 03/09/2004	Green 03/09/2004
	Comment: In place.	
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Amber 01/09/2005	Amber 01/09/2005
	Comment: This is a long term project of significant scale and scope. The council's strategy development started September 2005. Short-term priorities focused on utilising ISO 15489 methodology for carrying-out Information Audits. Output from the audits will be used to develop Corporate and departmental DRM programmes including supporting policy, procedure and guidance. Information audits to be completed with DRM programme in place by end of June 2006.	
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Green 03/09/2004	Green 03/09/2004
	Comment: In place. Our website is frequently tested to meet AA level. The upgrade of www.leeds.gov.uk in August 2005 has improved accessibility and user navigation.	
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Amber 02/09/2004	Green 01/02/2006
	Comment: The council's ICT Technical Blueprint ensures that all new systems and applications are implemented in compliance with the framework and standard. As legacy systems are rationalised and replaced, all our systems will comply.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>If already 'green' on R23, R24, G19, G20 & G21 above please comment on</p> <p>E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.</p>	
<p>R25 Online publication of Internet service standards, including past performance and commitments on service availability.</p>	<p>Green 01/06/2005</p>	<p>Green 01/06/2005</p>
	<p>Comment: In place.</p>	
<p>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.</p>	<p>Green 01/03/2005</p>	<p>Green 01/03/2005</p>
	<p>Comment: In place. We are committed to having a user-friendly, transactional website.</p>	
<p>G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.</p>	<p>Amber 01/02/2005</p>	<p>Green 31/03/2006</p>
	<p>Comment: On target. Targets and measures in place for some services. Pre-implementation work in progress - we will deliver council-wide in early 2006, drawing on the e-Citizen and ODPM e-take-up national campaigns.</p>	
<p>G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).</p>	<p>Green 01/07/2005</p>	<p>Green 01/07/2005</p>
	<p>Comment: In place.</p>	
<p>If already 'green' on R25, R26, G22 & G23 above please comment on</p> <p>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.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.</p>	
<p>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.</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
	<p>Comment: In place. The council was an early adopter of a CRM approach. Our change programme to support a Corporate Contact Centre is based on re-engineering processes to resolve enquiries at the the first point of contact 80% of the time. We are developing generic Contact Leeds CRM, LGOL-Net middleware, e-forms solutions and customer information systems which will link to provide a joined-up service delivery and first time fix, irrespective of the access channel. We will phase in council services over 2005/06, with the majority of high-volume citizen contact covered in this way by mid-2006.</p>	
<p>R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
	<p>Comment: In place. Combination of our existing Contact Leeds CRM system and LGOL-Net will deliver acknowledgement and reference number for email and web forms. This feature will be introduced for the onestop@leeds email inbox, and extended to other email accounts in 2006, and for e-forms relating to services as they move to the council's Corporate Contact Centre.</p>	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
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.	Green 31/12/2005	Green 31/12/2005
	Comment: In place. The council has incorporated within our customer standards the promise to acknowledge receipt within one working day, and we will monitor and publish our performance. Our existing CRM system already supports council-wide complaints, compliments and correspondence management to meet existing standards. In combination with LGOL-Net, it can deliver acknowledgement and reference number for email and web form, and this feature will be developed initially for the onestop@leeds.gov.uk email inbox, and then extended to other email accounts in 2006.	
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.	Green 31/12/2005	Green 31/12/2005
	Comment: In place. The council was an early adopter of a CRM approach, and has used CRM systems since 1999 to manage contact for high-volume services. Our Technical Development programme underway developing & integrating Contact Leeds CRM, e-forms, DiP, Workflow and back office applications for services being migrated to the corporate contact centre. Our supporting BPR programme will determine the differing levels of integration proposed dependent on service, interaction type and capability of back office application.	
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.	Green 31/12/2005	Green 31/12/2005
	Comment: On target. Current web form is in place via www.leeds.gov.uk. Further work planned to integrate self-service e-form with iammoving.com and enhance the address search using the LLPG.	
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.	Comment: The council has in place a new high level performance indicator for the percentage of enquiries resolved at the first point of contact. Our target is to resolve 80% of all contact in person or by telephone by 2008. The Council will also develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	

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	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757): 		
i) Member & officer e-champions	Green 03/09/2004	Green 03/09/2004
	Comment: In place. The Member e-champion is the Leader of the council. The Officer e-champion is the Deputy Chief Executive.	
ii) e-government programme manager	Green 03/09/2004	Green 03/09/2004
	Comment: In place. The programme manager reports to the council's Customer First Board.	
iii) customer services management	Green 03/09/2004	Green 03/09/2004
	Comment: In place. The council has a Customer Services division within the Chief Executive's department, led by the Chief Customer Services Officer.	
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1) 	Green 03/09/2004	Green 03/09/2004
	Comment: Included in Leeds Leadership Programme (LLP). Now extended from 300 senior managers to 1500 middle managers in 2003/4 running through 2005. The council will also use products and guidance from the e-capacity Building Programme in its e-take-up, efficiency and benefits realisation work.	
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 03/09/2004	Green 03/09/2004
	Comment: In place - Customer First Board leads on overall e-delivery, with the Service Transformation Board leading on technical development and Business Process Re-engineering.	
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Green 03/09/2004	Green 03/09/2004
	Comment: In place. PRINCE 2 methodology is used as standard on all ICT related projects. The council is now implementing a programme and project management approach across all projects in the organisation, in line with PRINCE and MSP.	
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green 03/09/2004	Green 03/09/2004
	Comment: In place. Risk management is a key part of all programmes and projects. This is reinforced by corporate project assurance monitoring of all major projects.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 03/09/2004	Green 03/09/2004
	Comment: In place. Consultation guidelines published. Citizens' Panel established and used as part of Access to Services Best Value Review. Knowledge Management National Project is extending consultation process with strong links to e-Leeds collaborative working project. The council is examining use of the Acknowledge product to consult with online citizens.	
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Green 03/09/2004	Green 03/09/2004
	Comment: In place. The council's corporate e-government approach is closely aligned with the 2003 Access to Services Best Value Review and Service Improvement Plan, and the Customer Strategy 2005-08. The Customer First Board which leads on e-government ownership has a clear remit for addressing social inclusion. Web site offers increased foreign language content and addresses other accessibility issues.	
<ul style="list-style-type: none"> Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialexclusion.gov.uk/page.asp?id=583) 	Amber 01/09/2005	Green 31/03/2006
	Comment: On target. The council has a priority of narrowing the gap, and all our plans aim to address the needs of the most disadvantaged groups. The 2003 Access to Services Best Review identifies key disadvantaged groups. Our work programme for 2006 will be aligned with the recommendations of the 'e-Government: Reaching Socially Excluded Groups?' report. This will build on our long-established approach to promote social inclusion and IT skills development in public access computers in our libraries, training on IT and e-citizenship, and advice for groups such as job seekers. For example, our analysis of the citizens attending learning sessions in libraries during April-June 2005 revealed that more than one third had some form of disability, 16.5% were from BME groups, and 11% were unemployed.	
<ul style="list-style-type: none"> Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures 	Green 03/09/2004	Green 03/09/2004
	Comment: In place. Officers in place in Legal and Democratic Services with departmental contacts on specific issues (e.g. Freedom of Information). The council has also recently appointed a Head of Information and Knowledge Management, who will lead on corporate governance and audit.	
<ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer 	Green 01/03/2005	Green 01/03/2005
	Comment: In place. Data sharing protocols and associated training have been in place for some years with Police and NHS, plus other West Yorkshire authorities.	
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Green 01/03/2005	Green 01/03/2005
	Comment: The council supports the West Yorkshire partnership which will jointly procure broadband services. However, Leeds is large enough to procure its broadband services independently.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal) 	Amber 01/09/2005	Green 31/03/2006
	Comment: On target. Take up and efficiency are major themes in our e-government work programme 2006. Trusted partnership working proven through Social Services Demonstrator Project. Work ongoing with Community Legal Service Partnership. The West Yorkshire Partnership has applied to be an early adopter of Government Connect.	
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Green 01/03/2005	Green 01/03/2005
	Comment: The council does not plan formal accreditation, but we will use BS 7799 as the standard to which the council aspires, and we are currently reviewing our information security management against the standard.	
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Amber 01/01/2005	Green 31/03/2006
	Comment: On target. The council will co-ordinate through Customer First and Service Transformation programmes, and a revised Better Business Case methodology. This will align with our broader approach to efficiency and benefits realisation.	
<ul style="list-style-type: none"> Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgs.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Amber 02/09/2004	Amber 02/09/2004
	Comment: On target. This project will now be completed through the national authentication level risk assessment. The council completed the risk assessment of its bundle of LGSL services in August 2005 and submitted the results to Government Connect. However, the programme timescales for this national project are extended as Government Connect has not yet secured the commitment of all local authorities, and there is significant work outstanding on agreeing security levels for LGSL services.	
<ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal) 	Red 30/04/2004	Green 31/03/2006
	Comment: In place. The council has applied to become an early adopter of Government Connect and expects to make the transition to the Government Connect authentication framework once established.	
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Red 01/09/2004	Amber 31/03/2006
	Comment: On target. The council expects to make the transition to the Government Connect Code of Connection solution once it becomes established and plan to introduce an independent trust scheme alongside for all five West Yorkshire authorities.	
<ul style="list-style-type: none"> Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account 	Red 01/06/2005	Amber 31/03/2006
	Comment: In place. A local solution has been put in place for levels 0 & 1 in line with the Government Connect guidelines. The council expects to make the transition to the Government Connect solution once it becomes established.	






Change Management Area	Status at 31/12/2005	Status at 31/03/2006
ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect	Red 01/06/2005	Green 31/03/2006
	Comment: In place. Our local solution allocates a UID to citizens registering for online services. We are awaiting guidance on the format for Government Connect for citizens, which we will implement.	
iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp)	Red 01/06/2005	Amber 31/03/2006
	Comment: On target. When Government Connect is adopted it will be used as an entry point to online services of which this will be one. The management of this service will be part of our UCMI solution.	
iv) citizen & business authentication for services for services categorised at security levels 0-3	Red 01/06/2005	Amber 31/03/2006
	Comment: On target. A local solution has been put in place for levels 0 & 1 in line with the Government Connect guidelines. We expect to make the transition to the Government Connect solution once it becomes established and then look to add level 2-3 services.	
v) registration & authentication of employees for internal and cross-agency services	Red 01/06/2005	Green 31/03/2006
	Comment: In place. We currently have single sign-on and authentication for employees, drawing on our SAP e-HR system. The council expects to make the transition to GC-Register solutions once they have been established.	
vi) corporate approach to collection of e-payments	Amber 01/08/2005	Green 31/03/2006
	Comment: In place. We have a local corporate e-payment solution in place currently. We will review the links & potential transition to the national gateway once this is established.	
vii) cross agency secure transactions (Government to Government)	Red 01/06/2005	Green 31/03/2006
	Comment: In place. The council expects to make the transition to the Government Connect (GC Messaging) solution once it becomes established.	
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Red 01/06/2005	Amber 31/03/2006
	Comment: On target. The council expects to make the transition to the Government Connect solution once it becomes established and link with our local UCMI solutions. We have taken part in the review of the Business Account structure with ROL.	
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/06/2005	Amber 31/03/2006
	Comment: On target. The council expects to make the transition to the Government Connect (GC Exchange) solution once it becomes established.	
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/06/2005	Amber 31/03/2006
	Comment: On target. The council expects to make the transition to the Government Connect (GC Register) solution once it becomes established.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/06/2005	Amber 31/03/2006
	Comment: On target. The council expects to make the transition to the Government Connect (GC Register) solution once it becomes established.	
• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Red 01/06/2005	Amber 31/03/2006
	Comment: To be determined through our West Yorkshire Partnership approach. Once established, transition will be made to Government Connect as an entry point to online services. Local integration solutions using LGOL.Net are being developed for online services and CRM solutions.	
• Enable Directgov (see www.direct.gov.uk) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see http://www.local.gov.uk/localdirectgov/ieg5)	Green 08/12/2005	Green 08/12/2005
	Comment: In place. The council completed deeplinking for an initial two sets of 240 priority services, enabling citizens will be able to access the correct web page from the Directgov website. We are investigating the best way to input and make sustainable links to all other LGSL services.	
• Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green 03/09/2004	Green 03/09/2004
	Comment: In place, on every page on the www.leeds.gov.uk website.	
• Introduction of Digital Interactive TV services (see http://www.digitv.org.uk)	Green 03/09/2004	Green 03/09/2004
	Comment: In place. DigiTV Leeds can also be accessed via www.leeds.gov.uk .	
• Establishment of dedicated telephone contact centre(s) services	Green 03/09/2004	Green 03/09/2004
	Comment: In place. The council has had in operation dedicated telephone contact centres for several years. In 2004, the Council determined to set up a single corporate contact centre 'Contact Leeds', handling 90% of all public telephone contact to the Council. By summer 2006 high volume telephone and email contact will be handled in the corporate contact centre.	
• Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm)	Green 01/01/2005	Green 01/01/2005
	Comment: In place. Our policy has met these requirements for some time. We are developing our corporate approach to document records management as part of our approach to Freedom of Information.	
• Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)	Green 01/12/2005	Green 01/12/2005
	Comment: In place. Data already supplied to NLPG on an irregular basis. Our replacement gazetteer management system will provide interfaces to support regular data exchange.	
• Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems	Green 03/09/2005	Green 03/09/2005
	Comment: In place. Our Contact Leeds CRM systems use the LLPG for citizen address checks.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> • Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	<p style="text-align: center;">Green 01/12/2005</p>	<p style="text-align: center;">Green 01/12/2005</p>
	<p>Comment:In place. Local Land Charges replacement system was implemented in 2004. Automated NLIS interface dependant on security issues which were addressed within the Network Infrastructure Project in mid-2005.</p>	
<ul style="list-style-type: none"> • Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) 	<p style="text-align: center;">Green 01/12/2005</p>	<p style="text-align: center;">Green 01/12/2005</p>
	<p>Comment:In place. We are developing an online service directory as part of the children's services project.</p>	

Section 3 - BVPI 157

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

BVPI 157 Interaction Type	Forecast average IEG5 % e-enabled position at 31 December 2005	Actual				
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: ● Total types of interaction e-enabled ● % e-enabled	99 %	● 234 ● 40.70 %	● 320 ● 55.65 %	● 481 ● 83.65 %	● 542 ● 94.26 %	● 575 ● 100.00 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 4 ● 22.22 %	● 5 ● 27.78 %	● 8 ● 44.44 %	● 15 ● 83.33 %	● 18 ● 100.00 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	92 %	● 1 ● 20.00 %	● 2 ● 40.00 %	● 3 ● 60.00 %	● 4 ● 80.00 %	● 5 ● 100.00 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 5 ● 10.20 %	● 19 ● 38.78 %	● 36 ● 73.47 %	● 46 ● 93.88 %	● 49 ● 100.00 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	90 %	● 27 ● 62.79 %	● 30 ● 69.77 %	● 32 ● 74.42 %	● 40 ● 93.02 %	● 42 ● 97.67 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 75 ● 34.25 %	● 120 ● 54.79 %	● 170 ● 77.63 %	● 211 ● 96.35 %	● 216 ● 98.63 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	88 %	● 1 ● 10.00 %	● 3 ● 30.00 %	● 5 ● 50.00 %	● 8 ● 80.00 %	● 10 ● 100.00 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	91 %	● 7 ● 43.75 %	● 8 ● 50.00 %	● 10 ● 62.50 %	● 12 ● 75.00 %	● 15 ● 93.75 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 14 ● 36.84 %	● 21 ● 55.26 %	● 29 ● 76.32 %	● 31 ● 81.58 %	● 38 ● 100.00 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ●	● 0 ●	● 0 ●	● 0 ●	● 0 ●
Total: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 368 ● 37.82 %	● 528 ● 54.27 %	● 774 ● 79.55 %	● 909 ● 93.42 %	● 968 ● 99.49 %

Section 4 - Access Channel Take-Up

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

E-enablement & Main E-Access Channel Take-Up	Actual			Forecast	
	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	14,247,000	15,527,000	17,254,681	22,000,000	24,000,000
• Unique users, i.e. separate individuals visiting website (annual)	1,650,000	2,136,000	3,118,764	3,200,000	4,000,000
• Number of e-enabled payment transactions accepted via website	8,400	10,500	16,000	22,000	27,000
• Number of change of address notifications accepted via website	350	450	998	1,200	1,600
• Number of planning applications accepted via website (including through the Planning Portal)	100	100	150	300	500
	Comment: There has been a growth in online payments to the council, particularly for Council Tax and payment of Housing rents. Over the period April 2005 - February 2006, the council took almost £1.6 million in online payments. We will actively encourage and promote online payments in future years.				
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>					
• Number of e-enabled payment transactions accepted by telephone	51,000	86,000	172,000	200,000	225,000
• Number of change of address notifications accepted via telephone	250	500	1,000	1,000	1,000
	Comment: There has been a significant growth in e-enabled payments by telephone and IVR (i.e. 24-hour touch-tone telephone). Over the period April 2005 - February 2006, the council took £9.9 million in payments over our IVR lines, and £7.5 million by telephone. We are seeking to encourage and promote these forms of payment to the council in future years.				
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i>					
• Number of e-enabled payment transactions accepted via personal contact	1,412,000	1,303,000	20,000	20,000	20,000

E-enablement & Main E-Access Channel Take-Up	Actual			Forecast	
	03/04	04/05	05/06	06/07	07/08
• Number of change of address notifications accepted via personal contact	250	500	1,000	1,000	1,000
	Comment: The council has closed many of its cash offices, for example at our Great George Street One Stop Centre and Neighbourhood Housing Offices as part of our plans to encourage online and telephone payments.				
Other Electronic Media (e.g. BACS, text messaging)					
• Number of e-enabled payment transactions accepted via BACS	1,924,000	2,001,000	3,300,000	3,400,000	3,500,000
• Number of e-enabled payment transactions accepted via text message or other electronic form	90,500	76,000	48,000	48,000	48,000
• Number of change of address notifications accepted via other electronic media	100	100	100	100	100
	Comment: The BACS payment figures include all Direct Debit, standing order, Post Office, bank counter and Co-op Paypoint payments. Over the period April 2005 - February 2006, the Council took almost £490 million in BACS payments. The text/electronic transactions include payments by Council employees via payroll.				
Non Electronic (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	200,100	184,700	240,000	220,000	200,000
• Number of change of address notifications accepted via non-electronic form	100	100	100	100	100
	Comment: The Council is encouraging citizens to pay online or by telephone/IVR to reduce the number of postal payments.				

Section 5 - Local e-Government Implementation Expenditure

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

Programme Resource	Backward Look (£)			Forward Look (£)	
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment:				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	Comment:				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	6,391,000	357,000	222,000	0	0
	Comment: From Single Regeneration Budget and Neighbourhoods Renewal Fund; Department for Work & Pensions; Department of Health; ODPM Community safety/e-Leeds/Pathfinder/Knowledge Management/NePP; W Yorks E-Government Group.				
• financial contribution from public-private partnerships	0	0	600,000	0	0
	Comment: PFI funding for One Stop Centres and other face-to-face provision in partnership.				
• resources being applied from internal revenue and capital budgets to implement e-government	26,841,000	16,388,000	5,424,000	4,496,000	0
	Comment: This is funding from the council's ICT Development budget. The figures for 2005/06 onwards includes the following projects which are direct enablers of e-government. 100% of: Service Transformation/Gershon; Contact centre; GIS; Siebel CRM; Corporate property database; School Admissions; ; Document Management; Workflow; Mobile Technology 18% of Network Infrastructure Programme. This is a different approach to previous years, when the council included spending on some programmes which enabled, although did not directly deliver e-government.				
• other resources (e.g. training) (please specify)	0	125,000	125,000	0	0
	Comment: Lottery funding for new museum.				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	Comment: None forecast at present.				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	0	0	0	0	0

	Backward Look (£)			Forward Look (£)	
Programme Resource	01/02 to 03/04	04/05	05/06	06/07	07/08
	Comment: None forecast at present. The council has applied for funding from various sources, and, where successful, these contributions will be included in future IEG statements.				
TOTAL	33,632,000	17,220,000	6,521,000	4,496,000	0

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	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	0	0	0	0	330,000	0	330,000	0
	<p>Comment: The council is a major recruiter, and has modernised its approach to recruitment since the 2001 Best Value Review of Personnel and Payroll. We centralised recruitment in July 2005 and are planning to partner with a commercial organisation to deliver e-recruitment in 2006. The project was given initial approval by our Gershon (Efficiency) Board in October 2005. At this stage the project does not identify cashable efficiencies, although improvements in terms of quality, profile, reputation, equalities and value for money are projected. The Council aims to increase e-recruitment to 40% (or higher) as a proportion of all recruitment. If the council were to achieve this figure, the non-cashable annual saving solely in terms of paper and post has been estimated at more than £330,000. This amount will subsequently be reinvested to improve the overall quality and effectiveness of recruitment to the Council and the community.</p>							
• e-payments	320,000	80,000	350,000	80,000	400,000	80,000	450,000	80,000
	<p>Comment: The council has established an e-payments Board. The council is widening in 2005/06 the range of services for which payments can be made by telephone, using IVR and online. In particular, we will promote online 'book and pay' for identified key services. Our approach for 2006 onwards will be to promote the cheapest forms of payment to the council and capture the resulting efficiency gains. The estimates here represent conservative projections based on the growth of online and IVR (touch-tone telephone) payments. The growth of cheaper payment methods, such as online and IVR payments, has enabled us to close cash offices on our One Stop Centres and Neighbourhood Housing Offices.</p>							
• corporate services efficiencies not covered above	0	0	1,101,000	1,101,000	0	0	0	0
	<p>Comment: We have realised 2005/06 gains from, among other sources, producing plans and statements in electronic format, decommissioning our mainframe computer systems, rationalising the use of printers within the departments.</p>							
e-Procurement, of which:								

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Efficiency Gains								
• Service specific	0	0	0	0	0	0	0	0
	Comment: Our new Procurement Strategy 2005-08 sets out our high-level approach to e-Procurement. We have identified a number of procurement aims under the broad headings of: Socially responsible procurement; Efficient and effective procurement; and Supplier management. We have identified the current position, main issues and future targets for each aim. The targets are intended to provide a framework within which further specific targets can be developed during yearly service planning. As well as a general approach, we will also develop strategies and specialist areas.							
• Cross-cutting e-procurement efficiencies not covered above	556,000	0	0	0	0	0	0	0
	Comment: The West Yorkshire partnership e-Procurement Strategy has the following five aims: Standardisation of documentation & procedures; Electronic tendering; e-Enabling the 'procure-to-pay' cycle; SME marketing & change management; Joint sourcing, contract & supplier management; Our approach will deliver efficiencies in line with the Council's overall Efficiency strategy below.							
Productive time, of which:								
• Service specific	0	0	100,000	0	0	0	0	0
	Comment: 2005/06 gains from managing higher workload in Planning Services with existing resources. Our approach will deliver efficiencies in line with the council's overall Efficiency strategy below.							
• Cross-cutting productive time efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment: Our approach will deliver efficiencies in line with the council's overall Efficiency strategy below.							
Transactions	0	0	464,000	464,000	464,000	464,000	464,000	464,000
	Comment: 2005/06 gains from improved efficiency resulting from the introduction of a new Council Tax and Benefits system and decommissioning of the authority's cash receiving system. We have also realised gains from the implementation a new payroll system which has enabled the move from weekly to monthly payroll. Our approach will deliver efficiencies in line with the council's overall Efficiency strategy below.							
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
TOTAL EFFICIENCY GAINS - GROSS	876,000	80,000	2,015,000	1,645,000	1,194,000	544,000	1,244,000	544,000

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
LESS e-government implementation expenditure	17,220,000		6,521,000		4,496,000		0	
	<p>Comment: Our strategy for securing efficiency gains. The council has clearly articulated its priorities in its Corporate Plan 2005/08. The plan is explicitly linked to our Community Strategy and reflects the views of local people. In order to enable delivery of these priorities the council has recently established closer links between the service planning framework and the budget planning process. Fundamental to this is the process by which we identify and then secure efficiency gains in order to fund our priorities. This process is outlined below. Stage 1 Assess all services against, as a minimum, the criteria of, value to both customers and the council, their strength of delivery and the cost of the service. Stage 2 Peer review of all service assessments to allow creation of council-wide list of priority services for review. Stage 3 Produce service portfolios and service improvement plans based, in part, the prioritisation accorded to each service. Stage 4 Risk assessment. Stage 5 Implement service improvement plans, tracking and recording the delivery of efficiency gains and conducting quality cross-checks. Stage 6 Redirect efficiency gains to priorities. Stage 7 Review and learn. In addition, for 2005/06 only, we will also be including a number of efficiency savings made during 2004/05. These have not been determined and are therefore in addition to the figures below.</p>							
TOTAL EFFICIENCY GAINS - NET	-16,344,000		-4,506,000		-3,302,000		1,244,000	