

# IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2004 (IEG4)

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

**Name of Authority: City of Salford**

**IEG Contact Name: David Hunter**

**Email: [david.hunter@salford.gov.uk](mailto:david.hunter@salford.gov.uk)**

**Telephone No: 0161 793 3911**

**Local Context**

Salford has a long history of successful social and economic reform and e-Government is increasingly recognised as a powerful enabler in encouraging and supporting a new wave of creativity and innovation in public services from four important perspectives: the Citizen, the Organisation, the Community, and the Business Sector.

More on these later but let us begin by understanding the policy context, which drives the e-Government agenda

**POLICY DIRECTION...**

The overall policy direction is provided by a small set of core citizen pledges, embodying firm commitments to:

- Improving health, well being and social care
- Reducing crime and disorder and improve community safety
- Raising education and skill levels and further enhance cultural and leisure opportunities
- Supporting children and young people in achieving their full potential

Tackling poverty and social inequalities and increase involvement of local communities in shaping the City

Ensuring an economically prosperous city with good jobs and a thriving economy

Ensuring that the city is good to live in with a quality environment and decent affordable homes

These are underpinned by a Neighbourhood strategy covering all areas of the City, which provides the localised perspective. In turn, all of this is brought together into a set of coherent and interrelated improvement programmes where collaboration is the common thread...

Collaborative working is key...

With citizens for greater engagement and participation

With other service providers for integration & scale economies

With the business community to exploit public assets more widely for economic growth

With academia for skills and research capacity

With LA neighbours and public bodies for joined up government and centres of excellence

With community groups for a more stable and self supportive society

With staff for greater involvement in the design and implementation of the change agenda

New collaborative partnerships and networks are a vital part of the future for local government. There are good reasons for this. Public needs are changing. So too are the abilities and opportunities of public, private and voluntary agencies. There are new ways of working, delivering and communicating. There are new ideas about social responsibility, partnership and community action.

A new approach to collaboration will help to achieve greater customer focus, more efficient services, greater and better public participation, and more economic vibrancy.

This emerging overarching collaborative vision, we call Think City...an integrated set of Service Development Programmes embodying these 4 key themes - but we are not there yet.

Think... Customer

Collaborative front line service model characterised by greater joined up planning, management and delivery both across the council and with partners.

Think... Efficiency

Overarching strategy for delivering sustainable efficiency gains for either redirecting resources to front of house or taking in savings.

Think... Democracy

Addressing the challenges of achieving greater democratic engagement and relationship building with citizens.

Think... Business

Greater support to the business community centring around e-procurement, web based services, use and exploitation of the councils ICT products and infrastructure and development of e-skills

The overall approach is being designed to help put Salford into a position of leadership on holistic, innovative and realisable change... beginning with where we all should begin - the Citizen

## THE CITIZEN...

Something important is going on in Salford regarding services to the citizen. In 2004 a new service strategy was devised in conjunction with our service partners, based around a collaborative approach to front-line service delivery. This we call Think Customer. Its simple but powerful vision is characterised by:

Joined-up... service planning, management, delivery and support, both within the Council and with partners, based around life events, episodes and policy outcomes for greater coherence and integration of services to citizens

Service Clusters... New front-line service clusters linked to specialist centres of knowledge at the back, coordinated through a corporate e-enabled access channel strategy for greater choice and improved citizen communication

Cultural and People Development... Strengthened customer centric culture which puts citizens at the heart of our thinking, planning and delivery, supported by clearer corporate customer care standards and staff, management and leadership development strategies

Structure and Governance... a recent council-wide organisational restructure and governance model to better deal with cross-service collaboration, improve performance management and scrutiny and provide clearer accountability

Vision into practice...

Joining up health and benefits... A joint health and benefits advice team, incorporating service areas including Revenues and Benefits, Welfare Rights and Housing Services within the city council and external partners (local hospitals, Salford PCT, housing associations and the pensions agency), has been created to identify and track vulnerable joint customers, providing comprehensive, consistent advice and avoiding duplication. Home visits are carried out by one member of the joint team representing all agencies.

Joining up bereavement services... When an appointment is made through our Contact Centre to register a death, the caller is asked if they want the information to be shared throughout the council. With their permission, this is done automatically by the CRM system. From this single point of contact early intervention can be initiated by directorates, eg appointments cancelled, reminder letters suppressed, and appropriate services offered to the customer, either at the time or at a later date.

Delegation of claim verification... Verification of benefit claims has been extended to include more premises and agencies across Salford. Claimants are able to show key documents at gateways which are more accessible and convenient for themselves, such as at all libraries and mobile libraries in Salford, and at the offices of the largest Housing Association within the city.

#### THE ORGANISATION...

The council has an excellent track record of driving in efficiency measures through process change and ICT investments. We are consolidating that work and intensifying our efforts through Think Efficiency - a programme based around three main organisational considerations of effectiveness and efficiency in front line service delivery, back office supporting functions and procurement, via collaborative working

A prioritised set of initiatives is underway or planned under each aspect and which are targeted to save £2m alone in 2005. The more notable ones include:

### Vision into practice...

Agency staff... A pooled approach to recruiting clerical and admin staff via Jobcentre Plus as sole recruiter with additional benefit of continuity of service provision. Forecast savings of circa £150k in full year of implementation

Streamlining HR & Payroll processes... new self help processes for recording sickness, car allowances, expense claims and new starter data. Forecast savings from reduced FTE circa £65k in full year of implementation

E-procurement (phase 1)... Introduction of new processes for the issuing of purchase orders electronically, ordering via supplier's websites etc. Also the development of electronic invoicing for introduction later in 2005/06. Forecast savings circa £50k in full year of implementation through reduction in FTE

### THE COMMUNITY...

The council recognises that it is only through active engagement and participation of and accountability to citizens and communities that public services can truly meet needs and enduring relationships and confidence developed. The Think Democracy programme addresses these challenges, specifically through:

Political Management, Representation & Scrutiny... Supporting the decision making, scrutiny and ward working processes

Partnership in Governance... Supporting accountability and coordination of policy challenges by community and encouraging wider public understanding

Social Inclusion, Community building & Leadership... Supporting the engagement of groups such as young people or overcoming cultural barriers that inhibit participation. Supporting community ownership of ideas and links with decision makers, reinforcing community identity and community capacity building in efforts for greater participation

Vision into practice...

E-Surgeries... Pilot scheme underway to improve accessibility and communication to members by citizens by providing 1st line support via corporate contact centre, aided by improved processes and CRM and office systems

Councillor Web Sites... The City Council has entered into contract for use of Councillor.info web services for all members. This will be closely aligned with Neighbourhood plans for personalised and localised perspectives

The BIG Listening...Launched in October 2004, this will be a city wide consultation and communication panel made up of 1,000 Salford residents who will help shape Salford's future

#### THE BUSINESS SECTOR...

Salford City Council is a key player in Manchester: Knowledge Capital, an overarching strategy whose vision is to contribute to the economic growth of the nation and the NW region, leading to a healthier region with a vibrant, safe and attractive environment in which to live work and play...

Collaboration is the key - between a broad alliance of local stakeholders: councils, academia, development agencies NHS trust amongst others



We are keen that Salford's e-Government programme aligns with this key regional strategy through services to the business community centring on e-Procurement, web based services and exploitation of the councils ICT infrastructure and e-skills development

The working title of this evolving programme is Think Business and initial planning is underway within the council and with academic partners to formulate a work plan for 2005 and beyond which complements the broader regional strategy

#### THE CONTRIBUTION OF THE e-GOVERNMENT PROGRAMME...

We have hopefully painted a rich picture of our strategic service context and aims, which, in turn, directs our e-government development work detailed in the main schedules of this IEG 4 statement. The development work is challenging, diverse and innovative and will call on all of the managerial and creative talent available. To illustrate just some of the key work in hand or planned, the work plan contains the following broad range of development and supporting initiatives accordingly...

Common Information Infrastructure and Knowledge Opportunities...Development and roll-out of a wide range of ICT and related solutions embracing CRM, Authentication & Integration products and standards, Web based applications and content management, on-line transactions and payments, Document management and GIS

Change Management Capacities... ongoing development of change management capacities including strengthening of dedicated BPR service, PRINCE 2 PSO and implementation of council-wide management tools, scaling up of in-house ICT training offerings including use of e-learning aids and introduction of a competency framework ...

All of these led by a strong and focused member and officer board and driven in through a network of service stakeholders through robust business case development, project and risk management and embedded in day -to -day performance and accountability controls

In Conclusion...

Salford's e-government Programme is making a real difference. It is at the heart of the modernisation agenda exemplified by the Local Pledges, collaborative Think City service themes and regional strategies. It is visionary but practical, challenging but achievable...

... and above all, is undoubtedly improving the quality of life of the people of Salford

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

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

Outcome & Transformation Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
<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.	Red	Amber	Green	Green	Initial development of web form linked to e-mail. 2nd phase would be the implementation of Capita School admissions portal. The system will be extended to control the allocation of primary school places as well from the 2005 intake. This will facilitate meeting the government's admissions requirements. In addition, the current preference forms that are used by parents / guardians to make their preferred choice of school known are being set up as web forms and will be usable for the 2005 intake. Thereafter back office systems will be developed to enable the web forms to populate the EMS admissions module directly. Work continues to synchronise and speed up the exchange of data between school and LEA pupil database systems, with broadband now in place.
<b>R2</b> Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Amber	Amber	Green	Green	Web content has been written and is currently undergoing approval from the Looked After Children Team (LAC) within Inclusion and Access. This content will include information on the LAC team and what services they offer as well as providing statistical comparisons between local and national educational attainment levels for looked after children. In conjunction with the creation of the above webpages we are also purchasing the Capita Child Support Services module which will give access to a central repository of educational performance data for each looked after child within Salford.
<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	Red	Amber	Green	Green	Further expansion of the education website. For parental choice and information. Greater use of the corporate GIS information systems. Participation in a joint initiative across Greater Manchester utilising LGOLNET
<b>E1</b> Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.					
<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 (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Green	Green	Green	Green	Introduction of Content Management system. Development of 'laws' alignment solution.

<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.	Red	Red	Green	Green	This priority Outcome has become one of the deliverables within the city council's ISA programme. Evaluation of RYOGENS and similar offerings is currently underway, as well as investigations into the possible use of LGOLNET as the secure messaging hub between the various agencies.
<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.	Amber	Green	Green	Green	Salford has a number of initiatives that are currently underway and cover this outcome. We are developing an internal corporate service directory that will provide community and 'council service' provision activities that can be access by citizens and primarily, practitioners. In addition, we are procuring an application from 'Uniservity' that provides the City's 'Community Volunteer Service (CVS)' with the facility to create a city wide community membership and management system, allowing all groups to maintain their own information at a central point, including the promotion of events and jobs. Salford also operates a community telematics programme that trains and provides facilities for groups and organisations to develop and publish there own web sites. Salford is also a greater manchester partner who have joined with the GM Connexions service to develop a portal for organisations across the region - <a href="http://www.agencybank.org">www.agencybank.org</a> .
<b>E2</b> Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.					
<b>R5</b> Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green	Green	Green	Green	Outcome Complete. In house development of Salford' Online Agenda, minutes and Reports (Solar) system <a href="http://www.salford.gov.uk/council/councilpapers.htm">http://www.salford.gov.uk/council/councilpapers.htm</a> Enhancements to system to be part of corporate e-democracy program
<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.	Amber	Green	Green	Green	All councillors already have a web presences as part of the Salford.gov.uk web site, but our intention is to replicate details to 'Councillor.info' to allow for more political engagement. Salford signed up to Councillor.info at the end of November and expects all councillors to be live by March 2005
<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.	Red	Amber	Green	Green	Facilities for simple consultation and response are already in place, but we intend to redevelop these as part of our e-democracy programme and introduce a far more interactive engagement.

<b>G4</b> Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Red	Red	Green	Green	Part of the council's e-democracy programme & Education broadband project. Initial thoughts include the videocasting of the leaders broadcast, the majoral service and the development of a interactive multimedia youth channel.
<b>E3</b> Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.					
<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).	Amber	Green	Green	Green	Facilities already in place for the online reporting/application and procurement element. Public access to request tracking is part of our CRM programme and is a scheduled piece of work. Integration between our CRM, LGOLNET and the back office 'Flare' system is progressing. Salford already was an automated system in place with the Greater Manchester Police force for the notification and disposal of abandoned vehicles.
<b>R8</b> Online receipt and processing of planning and building control applications.	Green	Green	Green	Green	Salford has already developed these facilities and has also implemented and integrated the Planning Portal <a href="http://www.salford.gov.uk/living/planning/plan-apply/planningforms.htm">http://www.salford.gov.uk/living/planning/plan-apply/planningforms.htm</a>
<b>G5</b> Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber	Amber	Green	Green	A corporate GIS strategy and action plan has been developed and approved by council. A corporate GIS manager and team will be introduced followed by the procurement and implementation of a corporate spatial database that brings together data from a range of existing departmental GIS systems. The presentation layer for the spatial database will be a web front end that will provide internal and public access to a collection of property related geographical data.
<b>G6</b> Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Red	Amber	Green	Green	Salford are planning to develop further links with the planning and regulatory services online to ensure shared learning. We also are developing greater understanding of the E-Trading Standards National project. We are also currently developing an integrated services between Trading Standards and 'Flare' (Our environmental services system), and we are agreeing protocols and data sets - at a regional level . Possible LGOLNET usage within this project.
<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.	Red	Amber	Green	Green	Procurement has already been completed for the introduction of a corporate Licensing solution, which will include an online module. We currently take web form applications for licensing and pass this to the back office via e-mail. Planning has started for the delivery of this particular outcome as part of

					that overall project. Possible internal LGOLNET usage and CRM integration required.
<b>E4</b> Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.	In September 2004 a two-week exercise was undertaken to map the current access channels and volumes per access channel for both building control applications and planning applications. This exercise will be repeated on an annual basis to monitor volumes to include electronic submissions, which has now been provided via the Planning Portal. To ensure that realistic targets are set for increasing take-up a letter will be sent, in the New Year, to the main agents for Planning and Building Control ascertaining whether they have or intend to have the facility to submit plans online and make payment online. This exercise will be repeated early 2006 to find out how users of the online facility are coping and the status of those who were working towards e-enablement.				
<b>R9</b> Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber	Amber	Green	Green	<p>Generate orders electronically Continued development of our ERP system to facilitate electronic purchase requisitioning and ordering using appropriate electronic workflows For two of our major contract goods suppliers we have integrated external supplier web sites with our back office purchase ordering system. This approach may be adopted with other suppliers as appropriate. Prototyping a cataloguing facility which will enable supplier catalogues to be hosted and managed by Salford Now have the capability to e-mail an image of a purchase order to suppliers. Development work ongoing for using XML and SAPIDOC's for purchase order messaging Comprehensive tracking exercise underway to identify all existing processes for purchase ordering and cataloguing.</p> <p>Receipt Goods and accept invoices electronically The SAP purchasing module enables receipts to be recorded electronically Invoice details are logged and matched electronically to purchase order receipts Scanned images of paper invoices are available after invoices have been logged electronically. Consideration being given to scanning paper</p>

					<p>invoices on receipt to further improve and speed up purchase to pay process</p> <p>EDI enabling software has now been acquired. We will be receiving and processing invoices for our major electricity supplier via the TRADANET value added network in the near future.</p> <p>Development work ongoing for using XML and SAPIDOC's for invoice messaging</p> <p>Make electronic payments</p> <p>Ongoing recruitment programme to move suppliers to payment by BACS</p> <p>Purchasing card programme to be introduced in the near future. Initial consultation with suppliers has identified interest in this payment method.</p>
<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).	Red	Amber	Green	Green	<p>We are looking to the Working with Business project to provide us with a suitable schema for a business account which will then be implemented into CRM. Another important piece of work to be undertaken early next year is linking together citizens applying for services (CRM) with citizens paying for services (SAP). This will require integration between CRM and payment systems. There is a crossover in this project between CRM and e-Procurement. CRM is concerned with customer wanting the council to provide them with service whereas procurement is concerned with the council doing business with suppliers. A joint project will be needed between the procurement and CRM teams to ensure that the SBA is correctly implemented. Links also need to be made with Economic Development to ensure that their system Linktrack can be integrated with CRM. The regional property search system Inward Pilot provided by MIDAS also needs to be considered.</p>
<b>G9</b> Regional co-operation on e-procurement between local councils.	Green	Green	Green	Green	<p>Regular consultation with other councils in the region via the Greater Manchester Finance Group ( GMAMT ) and the Local Authority Purchasing Partnership will ensure we are involved in any discussion regarding e-procurement initiatives</p> <p>The council has been involved in the early work of the regional centre of excellence.</p> <p>It is intended that within the next 12 months the council will have evaluated the costs and benefits of using one or more of the e marketplaces that now operate</p>
<b>E5</b> Access to virtual e-procurement 'marketplace';					



<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;					
<b>E7</b> Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).					
<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	Green	Salford City Council introduced the technology for customers to make secure e-payments by debit and credit card in 2002. Customers can pay for several services such as council tax, housing rent and business rates either Online, by the Telephone Payment Service (TPS) or by Interactive Voice Response (I.V.R.). A significant development to the service in the current financial year will allow more customers to make 'card payments' for many more services than before e.g. purchase of musical instruments / birth, marriage and death certificates. The customer can obtain an automatic e-mail receipt if they provide a current / valid e-mail return address. If however the customer telephones the customer contact centre they can obtain either the card payment authorisation ID number or request a receipt letter through the post. For customers who wish to make a payment on the secure web site but may be unsure how to use the facility we have produced a guide 'Using Salford City Council's website for on-line payments'. The online guide can be found on <a href="https://secure.salford.gov.uk/generalhelp.asp">https://secure.salford.gov.uk/generalhelp.asp</a>
<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.	Amber	Green	Green	Green	The Aims and Objectives mentioned above already exist in our service. On-line card payments via the web site are available for all our revenue collection services including Council Tax, Business Rates, Benefit Overpayments and Sundry Debtors. Similar facilities are provided for by telephone using the Paris system via our call centre and other business areas. This service provides for the on-line authorisation of a payment at the time the payment is made so the customer has assurance that their card service provider has confirmed his/her payment. Account balances are also available over the web site for Council Tax customers and it is anticipated that this service will also be available for business rates in the coming months.
<b>G10</b> Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green	Green	Green	Green	Via the Councils various charters and frameworks including: 'Customer Charter', BPR & Benefits management framework we have the

					mechanisms to collate and monitor collection rates from our various e-payments methods (Internet, IVR, Telephone)
<b>G11</b> Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber	Amber	Green	Green	<p>To support service improvement and collection efficiency the City Council have introduced an online telephone service for customers. The customer can telephone a direct number and speak to an operative to make a payment for any service provided by the Council by debit or credit card plus it is automatically verified whilst the operative is speaking to the customer. If you do not wish to speak to someone the Council has a 24/7 telephone line where a customer using the keys on the telephone can make a payment by credit or debit card by tapping in the required information. Again all payments are verified before the customer hangs up.</p> <p>Payments can also be made via the Internet for any service by following a simple step by step procedure.</p> <p>A customer can also check their Council Tax balance and payments made on their account. This facility is updated nightly but if a payment has been made at the Post Office this will not show for 48 hours.</p> <p>In addition the Council also provides a service to report any problems with any services e.g. street lighting or refuse collection via the internet. The City Council's ongoing strategy for providing e government facilities including e billing are currently ongoing. Plans are in the pipeline to develop the facility to email bills and other documents to customers if the service is requested with an option to provide a web based interface so that citizens or businesses could register and then be able to access via a password details about themselves regarding any bills or invoices. The City Council are in the process of implementing a new Council Tax &amp; Benefits system which is due to go live in August 2005 and this system needs to be interlinked with the corporate project.</p>
<b>E8</b> Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).					
<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.					

<b>R12</b> Online renewal and reservations of library books and catalogue search facilities.	Red	Amber	Green	Green	We currently have an online web form for the renewal and reservation of library books that then e-mails the requested library. In Addition Salford is currently implementing the 'Talis' circulation system in all Libraries - this is due for completion in Mid December. Following that we will be implementing the 'Talis Prism' module which will provide the web based functionality required by this outcome. IEG funding will purchase the Online module.
<b>R13</b> Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber	Amber	Green	Green	Salford are currently implementing the 'Gladstone MRM.PLUS2' leisure management system in all its sports centres and leisure facilities. This is due to go live in January 2005. Following a 'bedding down' period the further module called 'Gladstone' connect will be implemented that will provide all the online functionality required by this outcome. IEG funding will purchase the Online module.
<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.	Red	Red	Amber	Green	Salford are following the progress of the National Smartcard project and have become part of the proof of concept (one stop shop) work managed by Bolton MBC. Blackburn Council are also piloting a smart card with the same library and leisure back office systems i.e Talis & Gladstone, and if they are successful we will follow their lead and implement a similar solution.
<b>E11</b> Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings.					
<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	Green	Salford provides a link to the Greater Manchester Passenger Transport executive web site that provides all this functionality for the region. <a href="http://www.salford.gov.uk/living/streets/publictransport.htm">http://www.salford.gov.uk/living/streets/publictransport.htm</a>
<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.	Red	Red	Green	Green	Salford is currently investigating the best solution to respond to this requirement as part of its overall approach to public consultation in our e-democracy programme. Evaluation of the products from the National E-democracy project is currently underway.
<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.	Amber	Amber	Green	Green	On-line form for appeals is available for download on the Council web-site. Work is scheduled to publish an interactive web form and to integrate this with the CRM & Parking system for tracking purposes. In addition the council will provide a form for appeals through the National Parking Adjudication Service and this should be available in early 2005.

<b>G14</b> GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Amber	Amber	Green	Green	<p>A corporate GIS strategy and action plan has been developed and approved by council. A corporate GIS manager and team will be introduced followed by the procurement and implementation of a corporate spatial database that brings together data from a range of existing departmental GIS systems. The presentation layer for the spatial database will be a web front end that will provide internal and public access to a collection of property related geographical data, including street works.</p> <p>Salford is also interested in working with its Greater Manchester partners is creating a regional GIS spatial database and web front end, with potential LGOLNET usage.</p> <p>Roadworks and street work bulletins are already regularly published on the council web site.</p>
<b>E12</b> Agreed baseline and targets for customer satisfaction and efficiency savings.					
<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.	Amber	Amber	Green	Green	<p>Salford has a number of projects that are responding to this outcome</p> <ol style="list-style-type: none"> <li>1. Corporate Call centre developments</li> <li>2. Corporate Customer Relationship Management System (in house development)</li> <li>3. Workflow and document imaging development (Anite Iclipse, @work)</li> <li>4. Web Site</li> <li>5. Customer Service outlets (Joint Venture with Primary Care Trust)</li> <li>6. Mobile Communications</li> </ol> <p>The projects outlined above are all geared towards allowing customers the choice of how they access services and also improving the service they receive. Using CRM capability, each customer, will have a single customer record and all service related enquiries, will be recorded against such.</p> <p>The single customer record enables both customers and advisors to request services using all of the channels outlined above in both a consistent and efficient manner.</p> <p>The multi channel approach has additional advantages to customers in that they can access services at a time and a place that is convenient to them rather than at a time convenient to us as service providers.</p> <p>This method of operation will be fully integrated with both front and back office to ensure that the flow of information between both partners is</p>

					seamless. Many processes are already in place for our existing CTAX & Benefits service, however the back office application is being replaced and subsequently replacement integration solutions are being implemented.
<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.	Green	Green	Green	Green	Salford City Council provided a facility for customers to check their eligibility for and calculate their entitlement to housing & Council Tax Benefit in 2002, the website address for customers to access the online calculator is: - <a href="http://www.salford.gov.uk/living/counciltax/benefits/calculator.htm">http://www.salford.gov.uk/living/counciltax/benefits/calculator.htm</a> A site has also been provided for customers to download and print relevant forms, this site can be found on: - <a href="http://www.salford.gov.uk/living/counciltax/ctaxforms.htm">http://www.salford.gov.uk/living/counciltax/ctaxforms.htm</a>
<b>G15</b> Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Red	Red	Green	Green	The use of mobile computer facilities within our fraud investigations team has allowed officers to undertake work away from the office and has led to a decision to provide key staff with homeworking facilities so they can complete reports etc away from a busy office as well as being able to access our networked computer systems. This has improved the way we work and has assisted in the fight against benefit fraud. The introduction of a replacement computer system for Council Tax and Benefits will provide facilities to use handheld devices to improve services. Within our contract there is a provision for these devices to be provided for the use of staff. These will be used by visiting officers and enable data to be captured while in a customer's home. Mobile technology will be made available with the replacement computer system for Council Tax and Benefits, due to be introduced in August 2005. It is envisaged that following implementation the mobile technology will be made available by Dec 2005.
<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.					

<b>R18</b> Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Amber	Green	Green	Green	Salford is currently developing a web based 'Service directory' solution that will encapture details of all internal and external service provision for adults (SAP), children (ISA), disability etc. The solution will adopt the Laws categories and will provide advanced search & eligibility criteria. The solution should syndicate with other agency directories in the region to provide a holistic view of service provision.
<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.	Amber	Amber	Green	Green	<p>Much of the PSS and Supporting People information is held within the Councils 'Care First' social services system. 'Care First' development and implementation is ongoing with further services commencing use of this system during 2004/05.</p> <p>The ESCR will be enabled via the Care First system and the introduction of Document Imaging to the service.</p> <p>This system is currently available to authorised users 23/7 throughout the year.</p> <p>The Care First system provides authorised officers with online information about requests for service and review dates. Information about individual care packages for Adults and Older people is provided online. Information regarding the placements of Children looked after is available online.</p> <p>Some information regarding payments is available online.</p> <p>The Care First system is not Web enabled, however the system provider is developing a web enabled version. The provider has adopted a phased development approach with the first phase expected by the end of 2004.</p> <p>The mobility part of the project is still in its pilot phase but is making good progress and is expected to be completed in the new year.</p>
<b>G16</b> Systems to support joined-up working on children at risk across multiple agencies.	Amber	Amber	Green	Green	<p>The Information Sharing and Assessment (ISA) project will develop systems to support joined-up working on children at risk across multiple agencies</p> <p>A team of people drawn from Education, Social Services, Health, Connexions and the Police has been leading the project. The technical solution (ISA database) will be determined with regard to the recommendations of the national ISA technical feasibility study.</p> <p>The implementation of the Integrated Children's system and the Common Assessment framework will also develop systems to support this objective. It is probable that the technical solution to deliver both ICS and CAF will be via new functionality within the Care First system.</p> <p>Presently, the Care First system provides authorised officers with online information about requests for service and review dates. Information regarding the placements of Children looked after is available online.</p>

					<p>Enquiries to the Child Protection register are made using Care First functionality.</p> <p>This system is currently available to authorised users 23/7 throughout the year.</p> <p>The ESCR will be enabled via the Care First system.</p> <p>Salford has also been a leading partner in the development of a proof of concept for a Greater Manchester IRT/ISA hub using LGOLNET. Trials between Salford, Bolton, Tameside and the Connexions service were successful. Further plans are in place for a total GM wide roll out of LGOLNET and the IRT/ISA links.</p>
<b>G17</b> Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber	Amber	Green	Green	<p>Mobile social care workers are already piloting technology (tablet P.C &amp; GPRS &amp; Smart pads &amp; digital pens) to social care back office systems.</p> <p>We fill need to optimise the 'Care first' system via web enablement or the purchasing of 'Care Mobile'. We are also purchasing the new assessment functionality within 'Care first'.</p>
<b>E15</b> Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).					
<b>R20</b> Email and Internet access provided for all Members and staff that establish a need for it.	Green	Green	Green	Green	<p>The council has published a corporate email &amp; Internet policy of all Members and Officers.</p> <p>Access to such facilities is based on professional need. Over 6000 users are registered.</p>
<b>R21</b> ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green	Green	Green	Green	<p>The council created a published a corporate Home/ remote working policy and has the appropriate ICT support mechanisms in place.</p>
<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.	Amber	Amber	Green	Green	<p>The council has implemented a home/ remote working policy as detailed above and there are many departments / officers who are utilising the facilities and support mechanisms, however the policy has not yet been adopted council wide and corporate funding arrangements for its implementation have not been agreed.</p>
<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	Green	<p>Salford is an accredited ECDL training and test Centre.</p> <p>ICT provide a full e-skills training programme open to all Members, Officers, Teachers etc.</p> <p>Over 500 Officers have obtained ECDL &amp; Over 50 Officers have obtained Advanced ECDL.</p> <p>Officers also have the opportunity to complete the Equalskills programme if they wish.</p>

<b>E16</b> Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.					
<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).	Amber	Amber	Green	Green	Access to all services via web content & web transactional services is continuing and the Council expects to be fully compliant by April 2005. The corporate Call Centre has now extended its hours of business to cover 6.30 pm and also Saturday mornings, providing an extra 12 ½ hours of increased access each week. There is the potential for this to be increased when homeworking is rolled out to call centre staff. The continued work on the Councils 'Customers Charter' and the call centre's consultation with customers for their preference / choice regarding service access is providing valuable evidence and guidance on further service accessibility strategies.
<b>R24</b> Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green	Green	Green	Green	Salford went live with its 'IXOS' Web content management solution in September 2003. The solution manages all the city councils internet and intranet content and various websites. The council also intends to offer the facility of web hosting and content management to SME's within the City.
<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> ).	Red	Red	Amber	Green	Salford has just started its Freedom of Information and data protection audit of our current systems following a framework and questionnaire agreed at the regional AGMA group. A gap analysis will follow and a programme of compliance for ERDM will be implemented.
<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> ).	Green	Green	Green	Green	Web site was designed with full accessibility in mind, and adopting principles of usability recommended by Jakob Nielsen. At launch the site conformed with W3C Single-A standard, and achieved Double-A standard in early Spring 2004. We are continuing to enhance the web site's accessibility through the implementation (July 2004) of cascading style sheets and other measures. With regard to the LAWs project, we have taken elements of the national project where a fit with Salford's information architecture and navigation was appropriate. Although we feel that the LGCL is not fully appropriate in a Salford context we have implemented a metadata scheme that maps between the LGCL and ESD PID lists.



<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> & <a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a> ).	Amber	Amber	Amber	Green	The council continues to work on its E-Gif compliances programme. The requirement is embedded in all the ICT 'invitation to tender' specification documents and back office systems are being replaced / upgraded when the business case has been developed. XML is being established as the primary mean of data integration. The council is already E-Gms compliant
<b>E17</b> Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.					
<b>R25</b> Online publication of Internet service standards, including past performance and commitments on service availability.	Amber	Green	Green	Green	The city council monitors all its web sites using 'server-monitoring.com' which looks for web site availability and potential issues, and 'siteimprove.co.uk' which reviews all pages on <a href="http://salford.gov.uk">salford.gov.uk</a> looking for page availability, link breakages etc. Both these provide reports which are published on the authorities web site, issued to senior managers and to the business continuity planners. However work still needs to be completed on the agreement of Service level Agreements for web site uptime, and publish this for public scrutiny in the form of a customer charter.
<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	Green	Monitoring of web site usage has routinely taken place since 2001 using WebTrends software, during which time web site usage has increased significantly. The council is one of the founder subscriber's to the SOCITM web site take-up service that, working in partnership with Nielsen//NetRatings, provides a visitor exit survey for the Salford web site as well as independently verified web site visitor statistics. Every 10th visitor to the web site is invited to participate in the survey. The initial subscription of 13 months' will provide us with real and useful information about who is visiting our web site and for what purpose, thereby enabling us to ensure that site content is effectively targeted and meets customer expectations. We are able to benchmark visitor experiences of various aspects of our web site with other local authorities, identifying by type of council to ensure a comparable match. Our web manager is a member of the SOCITM Better Connected review team
<b>G22</b> Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Green	Green	Green	Green	Measurements of service satisfaction and take up are already taken in the Contact centre, Counter services and via web site activity. The Customer Service's directorate has achieved Charter Mark accreditation and has recently become a Beacon service.

					All services provided at the Call Centre and the face to face benefits office use the councils CRM system and its internal monitoring system.
<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	Green	We designed our current web site in line with recommendations from the W3C, RNIB and our web manager attended a training course led by Jakob Nielsen, the internationally-acclaimed internet usability expert, to inform our site architecture and design planning. We also invite web site visitors to comment on all aspects of the site. External independent recognition of the value and usability of our web site has come through favourable reporting in the 2004 SOCITM Better Connected survey and through web site user feedback which we publish at <a href="http://www.salford.gov.uk/whatpeoplearesaying">www.salford.gov.uk/whatpeoplearesaying</a> .
<b>E18</b> 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.					
<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 customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Green	Green	Green	Green	We already have in place a well established corporate CRM system – Citizen, however as you can imagine our CRM programme is an ever evolving area and even though we state that the outcome is completed, enhancements to the whole process will be ongoing for a long time. The system is used by the corporate contact centre and has also been integrated with our web site for our on-line reporting system ( <a href="http://www.salford.gov.uk/selectservice">www.salford.gov.uk/selectservice</a> )  This handles a range of services already and plans are underway to bring more services in. Including: Registrars, Job Apps, Highways, Blue badges, concessionary bus passes, free school meals, Environmental Services, Housing, Bereavement notification, e-Surgeries, Planning applications, Council Tax and Benefits, Personal Searches, Salford Handyperson, FOI, Licences, complaints and anti-social behaviour reporting  Citizen and the contact centre incorporate all features you would expect from a CRM system such as single customer database, transaction history, tracking and monitoring. Reference numbers are generated by both Citizen and the web site but these are not currently widely used. In addition a piece of work is in progress to create a single customer account by cross referencing customer records between CRM and the

					<p>CTAX &amp; Benefits back office system.</p> <p>In addition to this we will be working as part of the regional project Web One Stop Shop being led by Bolton to look at:- standard schema for customer account- applying for a customer account-customer login to authentication levels 0,1, 2, 3- Change of address procedure- Customer eligibility- smartcards. Another important piece of work to be undertaken early next year is linking together citizens applying for services (CRM) with citizens paying for services (SAP). This will require integration between CRM and payment systems.Citizen Lite, which is being developed as part of the FOI project will allow tracking of enquiries through to the back office.All major back office systems are being reviewed with a view to integration. These include: Confirm, Uniform, EMS, SX3, CareFirst, EMS, Saffron, Flare.We are currently working with a number of suppliers to obtain suitable adapters.These projects contribute to the Information Management and Customer Identification and Authentication workstreams.</p>
<b>R28</b> All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Red	Amber	Green	Green	<p>Proposed to establish in two phases</p> <p>1. Phase 1 (by 31 March 2005) – deploy the use of generic e-mail addresses across the council, on the web site, and in council publicity materials. Associated policy and procedure to be agreed and communicated.</p> <p>2. Phase 2 (by 31 December 2005) – technical systems and processes in place using the council's customer relationship management system to provide customer tracking numbers for inbound e-mails to generic mailboxes. Monitoring, processes and procedures agreed and implemented to ensure acknowledgement of messages are despatched within one working day of receipt.</p>
<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	Green	<p>E-mail facilities for customers already exist within the service and are made available through the Council's web site in addition to those specifically set up under the development of working with service partners and other stakeholders. The e-mail service is also advertised in documentation sent to customers.</p> <p>The Customer Charter is currently being amended to meet the challenge of responding to e-mail enquiries within one working day and a monitoring process is being developed in each business area to ensure this target is met.This will be achieved by establishing a random sampling process to</p>

					be undertaken at a business area level throughout the service. Performance under this monitoring process will then be reported to senior management on a monthly basis, using established reporting mechanisms.
<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	Green	We are currently negotiating with a number of suppliers in order for them to achieve supplier integration and build LGOL-Net adapters. This needs a national approach to progress (LGOL-Net Users group). Integration between systems will facilitate front-back office technology. As an interim solution, we have piloted the NDL solution to allow integration between Citizen and Confirm for reporting of highway requests. The migration of Citizen to a web based architecture will give better access to a wider range of officers. SX3 Integration will involve using the LLPG as property source for both SX3 and Citizen.
<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	Green	As part of the Ctax (replacement - sx3) & CRM projects will be moving towards single point of address notification. Proposals have been made regarding changes in the way we handle address change notification are to be put in place as soon as possible, subject to data protection issues being addressed. We have looked at where notification of address change comes into the authority and the changes we are putting in place involve primarily Council Tax, Benefits, the web site and the contact centre. Other areas will need to be tackled later. Current proposals still involve individual back office areas processing change as a quality checking mechanism but notifying other relevant areas. However, future plans will look across the authority and consider a centralised team for handling notification. This project should also see the implementation of the LLPG as address source for Citizen and address compliancy for SX3
<b>E19</b> 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.					

## **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 Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
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> ):					
i) Member & officer e-champions	Green	Green	Green	Green	Each council directorate has an e-government champion responsible for leading, planning, and project managing the development of the full change agenda within the directorate in order to successfully achieve the e-government / service targets contained in the IEG and e-Government Programme, in conjunction with other senior managers within the Directorate. It also has one or more e-coordinators who are responsible for the day to day coordination of e-government projects and a web-co-ordination team to coordinate the collation and publication of all directorate based web content. The member for e-government is Cllr Bill Hinds.
ii) e-government programme manager	Green	Green	Green	Green	Salford have had a programme manager for E-Government in place since our involvement with the Pathfinder programme in 2001. The e-government programme manager reports directly to the Executive Director for Customer and Support Services, the Member responsible for E-Government, the Leader of the Council and Council scrutiny. There are a number of Project Managers dedicated to delivering IEG, BVPI157 and the priority Outcomes and a network of E-Government co-ordinators exist in each Directorate. The E-government Programme is managed under a 'Prince 2' framework , has a risk management plan and the programme has been internally audited. The Manager responsible for E-Government is David Hunter email:david.hunter@salford.gov.uk <a href="http://www.salford.gov.uk/council/corporate/e-government.htm">http://www.salford.gov.uk/council/corporate/e-government.htm</a>
iii) customer services management	Green	Green	Green	Green	An organisational restructure in 2003 resulted in the creation a dedicated corporate Customers Services Manager and department. Its responsibilities encapture all front line access channels including the Contact centre, the Web Site, all payment methods and the One Stop shop 'Lift' centre's, which are a joint delivery service between the City Council and the PCT. The Success of the department has been clearly recognised

					<p>4 star CPA assessment in 2003 Particular mention was made of clear improvement in the service, with recognition of the national lead taken by Salford as an E-government pathfinder</p> <p>Chartermark Public Service award in April 2003 in recognition of excellent all round service to users.</p> <p>Beacon Status. Awarded in April, 2004</p> <p>The Customer Services Manager is Martin Vickers email:martin.vickers@salford.gov.uk</p> <p><a href="http://www.salford.gov.uk/council/corporate/directorates/corporateservices/customerservices.htm">http://www.salford.gov.uk/council/corporate/directorates/corporateservices/customerservices.htm</a></p>
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.	Red	Amber	Amber	Green	<p>Over the past 3 years, substantial skills development has been done aimed at officers and members to provide a basic foundation on which to build future skills and competences, including: ECDL, Content management, DTP, Web, Project management, BPR This has been successfully provided by important capacity building measures by which to plan and deliver such offerings including:</p> <ul style="list-style-type: none"> <li>. ECDL test centre status</li> <li>. Partnership with learn direct and City Learning Centres</li> <li>. Acquisition of e-learning tools</li> <li>. Creation of a Learning Centre of Excellence</li> <li>. Dedicated training web site and extensive standards</li> <li>. On-Line Needs appraisal tool</li> </ul> <p>This is to be scaled up during 2005 with a comprehensive competency framework currently being developed aimed at members, managers, practitioners and IT staff, embodying:</p> <ul style="list-style-type: none"> <li>. Set of core skills and plans to address gaps, Knowledge management facilities, Mentoring and support arrangements to sustain progress</li> </ul> <p>Outline Programme will be as follows:</p> <ul style="list-style-type: none"> <li>. Strategy agreed and pilot launched within ICT - Jan to Mar 05</li> <li>. Pilot extended with members and management roles - Apr to Dec 05</li> <li>. Full council wide / partner rollout - Jan 06 onward</li> </ul>

Establishment of an e-delivery programme board	Amber	Green	Green	Green	<p>Salford has had a e-delivery programme board in place for a number of years however it has had different forms and created a number of issues. Our initial boards were very traditional i.e it composed of senior managers and councillors, and implemented as a reporting mechanism for ICT E-government. This structure wasn't effective as its membership found it difficult to relate the e-government objectives to their every day operations and the city councils pledges.</p> <p>More recently we have aligned the Pledges, sub pledges and business plans of the directorates to e-government by the creation of a number of cross cutting collaborative strategies that have been accepted by all i.e 'Think Customer', 'Think Democracy', 'Think Efficiency' and 'Think Business'. Collectively this strategies will be controlled and managed by a e-delivery programme board under the title of the 'Think City' programme board.</p>
Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme.	Green	Green	Green	Green	<p>Substantial programme and project management capacity building has been undertaken over the past 3 years culminating in:</p> <p>Establishment of formal PSO with 3 FTE resources</p> <p>Development of full PRINCE 2 standards, methods and tool</p> <p>Dedicated web site and knowledge base in house training offerings on project management, PRINCE and MS Project</p> <p>Future strategy during 2005 entails:</p> <p>Implementation of enterprise wide programme management tool (April 05)</p> <p>Creation of single dedicated project manager pool ( Jan 05)</p>
Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures.	Green	Green	Green	Green	<p>The city council have a well established corporate approach to risk management, driven by a high level risk board working in close conjunction with Service Directors team. Its role is to establish effective standards, methods and tool underpinned by a mature risk management culture. Corporate and service based risk registers are now firmly established and regularly updated. Current emphasis is now on the means of embedding good practice throughout the council and aligning risk management with the council's local and national priorities. Within this context, the e-Government programme itself has its own well established risk register and risk management processes which ensure regular review and mitigating actions taken. The priority for 2005 is focused on reaching all levels of the service from managers to practitioners engaged on e-Government and related project work, aided by an awareness campaign during the last quarter of 2004/5 and independent peer review sessions facilitated by our internal audit service</p>



Use of customer consultation/research to inform development of corporate e-government strategy.	Red	Red	Green	Green	<p>Consultation with customer directorates in relation to e-government first started in 2000 and has been reviewed every 6 months. Consultation takes place with the director, the lead member and service team leaders in each directorate. In October 2002, services heads were required to fill out an e-Government self assessment form for each customer facing service provided by the authority. The results of this led to the further development of the e-government programme, which is linked with the directorate service improvement plans and incorporated in the performance improvement plans.</p> <p>External consultation efforts began in 2002/3 and centred on establishing ongoing impact measurement of our service improvement and re-engineering measures taken, through a structured evaluation process. This is by way of a telephone survey (200 citizens per month) and face-to-face (100 citizens per month) and relates to quality and performance of service delivery following re-engineering and e-enablement work. This is supplemented with an ongoing web-site exit survey established in June 05. Additionally, a broad based quality of life postal survey and telephone survey was undertaken to provide the overarching policy development framework for service planning and prioritisation. A major initiative for 2005 involves the establishment of a formal city-wide Citizen panel, made up of at least 1,000 Salford residents who will help to shape the city's future. Launched on Friday 22 October, The Big Listening will be a consultation panel reflecting Salford City Council and the Primary Care Trust's commitment to listening, learning and changing in response to what residents tell us. The panel will help us ensure that current services are in line with what people want. Following the appointment of a market research agency during December 04, the panel will be fully established early 2005 and will comprise a broad cross section of Salford's population - including residents from across Salford's diverse communities, representing people of all ages and backgrounds.</p>
Establishment of policy for addressing social inclusion within corporate e-government strategy.	Green	Green	Green	Green	<p>The city council has established a comprehensive approach to developing the ICT skills of Salford citizens with priority given to those in the most deprived communities. Working with partners including community groups, agencies and local colleges, the ICT in the Community project provides individuals to attend group training sessions (1-1 support is available if required) in a variety of community venues (resource centres, libraries etc) either using desktop or mobile laptop facilities. Between September 2001 and November 2004 over 2,700 people have attended</p>

					group sessions (average of between 30 and 40 hours) and has helped establish 5 community ICT centres. We now have in excess of 12,000 adult members using the ICT facilities in public libraries in Salford. The project also works with community and voluntary groups to help them build their own free web sites using our easy to use design tool. By November 2004, 87 groups had live sites.
Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)	Green	Green	Green	Green	An information officer was appointed in May 2003 who is responsible for F.O.I, Data Protection and Records Management - Teresa Webb (teresa.webb@salford.gov.uk) Salford has an FOI published schema in place and will have an FOI request system and structure in place by January 2005.
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> & <a href="http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf">http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf</a> ).	Amber	Amber	Green	Green	<p>The council has appointed a Corporate Information Officer. Designated officers have also been identified in all directorates. These officers will be responsible for ensuring that the Policy is implemented. Implementation will be led and monitored by the Information Officer. The Corporate Information Officer will also have overall responsibility for:</p> <ul style="list-style-type: none"> <li>· The provision of cascade data protection training, for staff within the council.</li> <li>· For the development of best practice guidelines.</li> <li>· For carrying out compliance checks to ensure adherence, throughout the authority, with the Data Protection Act.</li> </ul> <p>Salford understands the importance of public confidence, in the way in which we handle personal information. To this end, A.G.M.A took part in the recent consultation process.</p> <p>In May 04 Salford CC produced it own Information storage &amp; handling guidelines.</p> <p>Salford is currently working on the development of an overarching Information Sharing Protocol and bespoke sharing agreements between departments/organisations.</p> <p>The way forward in relation to a Trust Charter is currently being explored and the consultation exercise will be used as guidance on best practice in order to align the Charter with our internal procedures. The adoption of a CRM policy is also underway, which states how personal information is used</p>

					Salford took part in an IRT proof of concepts project, and successfully participated in a multi- agency collaborative information sharing solution.
Establishment of partnerships for the joint (aggregated) procurement of broadband services.	Red	Red	Amber	Amber	The council initiated a large broadband procurement exercise in 2001 to supply all schools within the council with a 10mg circuit. The council entered into an OJEC tendering arrangement for these services and these have now been installed. All other major council sites are already served by broadband links. The council will hold off from procuring any further long term contracts for broadband services until the Regional Aggregation Bodies initiated by the Department of Trade and Industry are in place.
Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) (see <a href="http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf">http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf</a> ).	Amber	Amber	Amber	Green	<p>The council actively encourage a mixed economy approach in order to create wide acceptance and engagement of the e-Government agenda and enable high take-up of new service offerings. This is managed strategically, in a twin track approach: top down through the role of the LSP and bottom up via Neighbourhood Plans. Through the work of the LSP, a wide variety of service partners are brought together to build consensus on joint development initiatives for the City including..</p> <ul style="list-style-type: none"> <li>· Salford City Council</li> <li>· Greater Manchester Police</li> <li>· Salford Primary Care Trust</li> <li>· University of Salford</li> <li>· Manchester Enterprises</li> <li>· The faith sector [the Church of England]</li> <li>· JobcentrePlus</li> <li>· Representatives from the city's nine community committees (2 representatives)</li> <li>· Representatives from the city's Community Network (3 representatives)</li> <li>· Salford Lifelong Learning Partnership</li> <li>· North West Development Agency</li> <li>· Learning and Skills Council</li> <li>· Government Office for the North West</li> <li>· Manchester Chamber of Commerce and Industry</li> </ul> <p>The agenda is based around 7 core themes of:</p> <ol style="list-style-type: none"> <li>1. A healthy city</li> <li>2. A safe city</li> <li>3. A learning and creative city</li> <li>4. A city where children and young people are valued</li> <li>5. An inclusive city with stronger communities</li> <li>6. An economically-prosperous city</li> <li>7. A city that's good to live in</li> </ol> <p>This is embedded at community level through the work of neighbourhood management involving the localisation of service issues and priorities based on 8 geographical segments within the City. Each with its own team structure, local plans and stakeholder groups comprising Council, Police, PCT, Community Groups and City Pride representatives. This top down and bottom up approach, with a comprehensive stakeholder representation provides the overarching framework for the effective</p>

					contribution of intermediaries working to a common set of themes and goals
Compliance with BS 7799 on information security management.	Amber	Amber	Green	Green	A dedicated officer was assigned to the task in April 2004. The current project is divide into 5 phases. Corporate Information Security Policy (CISP) 31/12/04 Gap analysis 31/03/05 Risk Assessment (RA) 31/06/05 Statement of Applicability (SoA) 31/09/05 Solutions In Progress (SIP) 31/12/05
Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives.	Red	Red	Green	Green	Whilst a benefits realisation framework, allied to business case development work has been devised by which to identify, assign and drive in target benefits from e-Government investments, it has yet to be firmly established as a mature process. The current framework was subsequently embedded within our BPR (SPRINT) methodology  Following the councils approach to the Gershon report, the opportunity is being taken to develop our approach to benefits realisation embodying: Implementation of a council wide Performance Management solution (The golden thread) by April 05 A more formal and robust BR method and tools aligned to planned CPA process (Qtr 1 2005/6) A clearer strategy for citizen take-up (Qtr 1 2005/6)
Completion of mapping of BVPI 157 services against approved security levels (0-3) (see <a href="http://www.authentication.org.uk/levels.asp">http://www.authentication.org.uk/levels.asp</a> & <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> ).	Red	Red	Green	Green	Salford have started this and we are part of the 'Web One stop shop' pilot who will be doing the security level mapping as part of the customer authentication phase.
Planned compliance to HMG Security and authentication frameworks (see <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> & <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> & <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> & <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> &	Red	Red	Amber	Green	Salford has started its planning towards compliance to the security and authentication framework. The reports produced by the Office of the E-envoy have been assessed and a gap analysis is being produced. Many of the elements include in the Frameworks are already in place at Salford, however external user authentication is an issue that is outstanding and we have prioritised this for 2005. We are monitoring closely the work of the Smartcard National project, in particular the projects completed by our neighbours Bolton, and have utilised information provided on Authentication.org.uk

<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> ).					
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> ).	Red	Red	Green	Green	Salford intends to evaluate and assess the benefits of becoming members of the Tscheme approved service, once we have completed our BVPI157 enablement programme in March 2005. We see this as an important and necessary layer to be applied to all online transactions to ensure that our customers have trust and reassurance regarding the usage of our services.
Use of Government Gateway (see <a href="http://www.gateway.gov.uk">http://www.gateway.gov.uk</a> ) to support:					
i) personalisation & registration for services categorised at security level 0	Red	Red	Amber	Green	Salford is not currently using the Gateway for this purpose. We are categorising our security levels in alignment with the Risk assessment on the ESD Toolkit. We have started to plan for the potential use of the Government Gateway and if found to be of benefit we would start implementation after April 2005. Awaiting 'Government Connect' prospectus
ii) citizen & business authentication for services for services categorised at security levels 1-3	Red	Red	Amber	Green	Salford is not currently using the Gateway for this purpose. We are categorising our security levels in alignment with the Risk assessment on the ESD Toolkit. We have started to plan for the potential use of the Government Gateway and if found to be of benefit we would start implementation after April 2005. Awaiting 'Government Connect' prospectus
iii) authentication of employees for cross-agency services	Red	Red	Amber	Green	Salford is not currently using the Gateway for this purpose. We are categorising our security levels in alignment with the Risk assessment on the ESD Toolkit. We have started to plan for the potential use of the Government Gateway and if found to be of benefit we would start implementation after April 2005. Awaiting 'Government Connect' prospectus
iv) corporate approach to collection of e-payments	Red	Red	Amber	Green	Salford is not currently using the Gateway for this purpose. We have started to plan for the potential use of the Government Gateway and if found to be of benefit we would start implementation after April 2005. Awaiting 'Government Connect' prospectus
v) cross agency secure transactions (Government to Government)	Red	Red	Amber	Green	Salford is not currently using the Gateway for this purpose. We have started to plan for the potential use of the Government Gateway and if found to be of benefit we would start implementation after April 2005.






					Awaiting 'Government Connect' prospectus Salford was involved in an IRT/ISA proof on concept that securely transferred data between 3 local authorities and GM Connexions using LGOLNET. This project is being enhanced and potentially has usage of the Gateway.
Government Gateway (see <a href="http://www.gateway.gov.uk">http://www.gateway.gov.uk</a> ) back office connection in place (Department Interface Server).	Red	Red	Amber	Green	No plans currently in place for the procurement and implementation of a government gateway DIS box. Discussions of a regional DIS box have been aired at the Greater Manchester e-gov Partnership. Awaiting 'Government Connect' prospectus
Connection to Directgov (see <a href="http://www.direct.gov.uk">http://www.direct.gov.uk</a> ) from corporate website and partnership portal(s)	Green	Green	Green	Green	Connection to Directgov in place on the <a href="http://www.salford.gov.uk">www.salford.gov.uk</a> home page
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> & <a href="http://www.pro.gov.uk/recordsmanagement/access/default.htm">http://www.pro.gov.uk/recordsmanagement/access/default.htm</a> )	Amber	Green	Green	Green	Salford City Council will be in full compliance with the Freedom of Information Act 2000. We have developed our own call handling system (using that will cater for request for information and EIR Environmental Information Requests. The system will record request for information, record all correspondence with individuals, and monitor progress to ensure that the 20 working day target for request is met.  Will also handle appeals and how much time has been incurred meeting the request for information.
Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see <a href="http://www.nlpg.org.uk">http://www.nlpg.org.uk</a> )	Green	Green	Green	Green	Data cleansing on the LLPG is continuing and updates are passed to the NLPG on a weekly basis. The LLPG has new properties/demolitions added/updated on a monthly basis. Cross matching back the original source systems is now underway as a way of validating data quality and the LLPG should go live for Development Control and Building Control in January 2005. When this is achieved, a further roll out across the Council services will be then planned.
Connection to National Land Information Service (NLIS) at Level 3 (see <a href="http://www.nlis.org.uk">http://www.nlis.org.uk</a> )	Green	Green	Green	Green	We currently using the NLIS hub at level 3 to receive and submit requests electronically. However, with the implementation of our LLPG, we will now be looking to further integrate with our back office systems and promote the use of the service more widely.
Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access	Amber	Amber	Green	Green	Salford is developing it own Service directory for Childrens service as an extention to existing work on an Adult service directory. Datasets and Data sharing protocols have been agreed and implemented. Salford also partners with the Greater Manchester Connexions service in

where possible (for further information see <a href="http://www.dfes.gov.uk/isa">http://www.dfes.gov.uk/isa</a> )					the development and maintenance of a regional childrens directory. This service went live in 2004. <a href="http://www.agencybank.org">www.agencybank.org</a>
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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



		Actual			Forecast	
BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	2001/2	2002/3	2003/4	2004/5	2005/6
						
Providing information: Total types of interaction e-enabled e-enabled	94%	103 31.60	137 42.14	315 97.64	322 99.37	322 99.37
Collecting revenue: Total types of interaction e-enabled e-enabled	87%	5 41.67	8 66.67	11 91.67	12 100.00	12 100.00
Providing benefits & grants: Total types of interaction e-enabled e-enabled	78%	4 57.14	4 57.14	6 85.71	7 100.00	7 100.00
Consultation: Total types of interaction e-enabled e-enabled	86%	0 0	1 7.14	2 14.29	14 100.00	14 100.00
Regulation (such as issuing licenses): Total types of interaction e-enabled e-enabled	76%	1 1.89	1 1.89	19 35.85	46 84.91	46 84.91
Applications for services: Total types of interaction e-enabled e-enabled	83%	57 24.78	63 27.39	144 61.96	222 95.65	222 95.65
Booking venues, resources & courses: Total types of interaction e-enabled	78%	0	1	1	6	6

e-enabled		0	16.67	16.67	100.00	100.00
Paying for goods & services: Total types of interaction e-enabled e-enabled	80%	4 4.60	8 9.20	64 72.41	84 95.40	84 95.40
Providing access to community, professional or business networks: Total types of interaction e-enabled e-enabled	82%	7 21.88	7 21.88	25 78.13	32 100.00	32 100.00
Procurement: Total types of interaction e-enabled e-enabled	73%	1 5.00	1 5.00	4 20.00	20 100.00	20 100.00
TOTAL Total types of interaction e-enabled % e-enabled	86%	182 23.07 %	231 29.28 %	591 74.90 %	765 96.96 %	765 96.96 %

#### **Section 4 - Access Channel Take-Up**

In order to demonstrate public take-up of the main e-access channels that you are investing in up to 2005/6, 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

	Actual ('000s)	Forecast ('000s)				Comment
E-enablement + Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08	
Local Service Websites						
• Page impressions (annual)	7879	14656	16000	17500	18500	Unique Users: Has seen a big increase in users following a number of promotional campaigns. Forecast estimates based on 15% increase next year and 10% in subsequent years. Payments: Based on current trends we forecast a 25% increase in transactions over the next few years Change of Address: All figures are estimates. Salford has a very volatile population with 10% change per year. Many individuals rather than households change residency. It is noted that figures for each channel may not change vastly as most changes will continue to come through the Council Tax or Benefits business areas. This however also depends on national initiatives. Methods of dealing with address change will change however in the move towards single address change notification and how that information is used to populate systems across the authority. We will market the facility to register an address change through this channel to increase take up
• Unique users, i.e. separate individuals visiting website (annual)	295	474	540	594	654	
• Number of e-enabled payment transactions accepted via website	5.5	10.4	15	18.5	24	
• Number of change of address notifications accepted via website	0	0.3	1	1	1	
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	37.8	50.6	63	80	100	Payments: Based on current trends we forecast a 25% increase in transactions over the next few years Change of Address: We will market the facility to register an address change through this channel to increase take up
• Number of change of address notifications accepted via telephone	2	2	3	4	4	

<b>Face To Face</b> (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)						
• Number of e-enabled payment transactions accepted via personal contact	0.1	0.6	0.6	0.6	0.6	Change of Address: Changes will continue to come in through counter enquiries and visits by inspectors and rent, visiting and fraud officers
• Number of change of address notifications accepted via personal contact	7	7	6	6	6	
<b>Other Electronic Media</b> (e.g. BACS, text messaging)						
• Number of e-enabled payment transactions accepted via BACS or other electronic form	407.4	430.4	440	450	450	Change of Address: It is unlikely that text messaging will be used for this purpose
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0	
<b>Non Electronic</b> (e.g cash office, post)						
• Number of payments accepted by cheque or other non-electronic form	731.9	712.5	710	705	705	Change of Address: Changes will continue to come in through information received from benefits agency, landlords, downloadable forms etc
• Number of change of address notifications accepted via non-electronic form	12	11	10	10	10	

## **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 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):

	Actual (£'000s)	Forecast (£'000s)				Comment
Programme Resources	01/02 to 03/04	04/05	05/06	06/07	07/08	
• IEG capital grant	400	350	150			
• <b>your council's nominal pro rata share of</b> ODPM Local e-Government Partnership Programme capital grant allocated in your area	144	0	0	0	0	<p>Salford is a member of the Greater Manchester E-Government Partnership. The Partnership received £1million in 2003/04 for the development of a number of projects. Salford took the lead on the development of a Strategic Hub for IRT/ISA. The project was also funded by the Northwest E-Government Group for the creation of a proof of concept using LGOLNET - Salford, Bolton, Tameside, Gm Connexions and Greater Manchester Police were all involved in the Proof of Concept. The figures provided above are pro rata across the 10 authorities in Greater Manchester.</p> <p>ODPM have indicated that they will be making funds available via the regional partnerships rather than sub-regionally, so we cannot assume that we will receive any of that future money as it will be allocated at NWEgg's discretion.</p> <p>It should be noted that IEG contributions to the GMGP partnerships has been made by each authority i.e; £5k allocation to programme manager costs and £8k contribution to support and development .</p>
• financial contribution from public-private partnerships	0	0	0	0	0	The collaborative working partnership with the NHS PCT(LIFT) will potentially provide financial contributions, but as yet they are not finalised, and they will not be directed towards e-government.
• resources being applied from internal revenue and capital budgets to implement e-government	2630	1425	1425	1200	1200	<p>These figures include the total revenue budget for all business units directly involved in e-government.</p> <p>The figure will reduce in subsequent years as temporary e-government officers are released.</p>
• other resources (e.g. training) (please specify)	80	0	0	0	0	This figure includes an amount for dissemination as part of our deliverables for the National CRM project, and a 10k value provide by the IDEA for our ESD Toolkit training development.

• ODPM e-Innovations Fund capital grant	0	0	0	0	0	Salford did not bid for e-innovations funding and at the moment has no plans to submit proposals in the next phase.
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	2368	175	100	0	0	<p>The actual figure for 01/02 to 03/04 includes a number of funding streams:</p> <p>Pathfinder (820k)– to promote continuous improvement in local government services through electronic service delivery including Business Process Re-engineering, Centre of Excellence, Citizen, SOLAR and Shareware involved the use of significant resources.</p> <p>ICT in the Community (147k)– a project to provide ICT Training in the community using community venues where people feel comfortable in attending.</p> <p>Broadband Project (706k)– The acquisition and installation of an integrated data and voice communications infrastructure for all schools, libraries, leisure centres and CLC's is ongoing and requires considerable use of IT resources.</p> <p>National CRM Academy (545k)– the development of products and services relating to Awareness Raising and Knowledge Base, Transformation Toolkit and Skills Development and to lead on Self-Assessment Toolkit and the Change Management, BPR and Implementation Toolkit will involve a significant amount of staff time and resources.</p> <p>Homeworking Grant (150k):</p> <p>It is forecast that only the 'ICT in the community' and 'Home working' grant will continue in future years.</p>
<b>TOTAL</b>	<b>5622</b>	<b>1950</b>	<b>1675</b>	<b>1200</b>	<b>1200</b>	



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

In order to justify corporate investment in local e-government, it is important to ensure that the benefits will outweigh the costs. In this regard, councils are asked to provide best estimates of efficiency gains arising from the implementation of local e-government. The expectation is that all cashable savings can be recycled in local services, but should be achieved without cutting service quality. Please also note that there is no intention here to add new burdens in terms of the measurement of efficiency gains or to set specific targets for local e-government, but figures should be calculated using existing data and accounting methods where possible. The exercise should also be seen as a starting point for future work on efficiency best practice and rewards. Links to listed websites in the table Notes also offer a key source of support in calculating figures. Please note that you are only required to put total figures in the Actual (01/02 to 03/04) column.

Efficiency Gains	Actual	Forecast (£'000s)				Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
<b>a) Cash Releasing Efficiency Gains</b>						
e-Procurement, of which:						
• achieved through reductions in prices		0	400	800	1200	Estimated savings on supplies and services from the introduction of e-procurement solutions and the achievement of improved value for money from broader corporate contracts, standardisation of requirements, joint contracts, economies of scale etc
• other gains from e-procurement		0	42	118	160	Includes two elements: - Estimated rebates from the introduction of a purchasing card programme in 2005/06 - Estimated savings from the reduction of staff engaged in processing orders and paying invoices from the introduction of electronic purchasing and invoicing solutions
Corporate support (back office), of which:						
• e-recruitment		25.5	28	30	34	The figures supplied are based on evidence of our existing e-recruitment process. The savings include a proportion of administrative costs, postage, printing and advertising and equates to approx £3.48 per applicant. We received about 5500 applications electronically during 2004/05. We expect that figure to increase with improved marketing of the facility and access to systems by applicants.
• e-payments		108.6	138.8	170	221	These savings come from moving a significant number of transactions to new e-payment channels in place at Salford including Telephone Payments, Internet and IVR, and would come from the following areas; Moving payments to new channels and continuing encouragement of Direct Debit take-up would result in an overall transactional cost reduction from £2.50 to £0.72. The reduced need to pursue debtors due to more rapid payment could result in additional savings in officer time. The improvement in collection rates. The improvements in cash flow due to more rapid payments.
• Other corporate support gains		0	600	600	600	The city council is responding to the implementation of e-government and the directive given by the Gershon by the establishment of a new corporate strategy entitled 'Think Efficiency', which will allow us to plan,

						<p>implement and embed efficiency savings throughout the organisation. It means § Reducing the staff effort or making better use of things such as information systems and accommodation in delivering the same quality and quantity of services § Negotiating lower prices for bought in goods and services through improved procurement measures. § Working smarter, improving processes, rationalising structures for economies of scale. Changing service design for new ways of working or new service offerings to achieve the same overall goals. § Exploiting technologies for improved performance with the same or less resources or achieving a step change in performance with relatively small increase in resources</p> <p>The corporate support gains have only been identified for the next 12 months, however we can expect similar efficiency needs in subsequent years, The current proposals include savings in payroll /HR, Streamlining processes in ordering and invoicing, Attendance management, rationalisation and standardisation of ICT products and infrastructure.</p>
Transactional services		302	456	568	700	<p>Transactional Services Over the last few years a significant number of service transactions have been transferred from their traditional department arena into the corporate contact centre. This has facilitated an improvement in the overall service response times and customer satisfaction rating, but has also seen a dramatic increase in the volume of transactions been handled by these channels as citizens have found the access to service far easier, more convenient and more available. When equating the financing benefits to the authority following these business process changes we have to take note of a number of factors i.e. § The cost of a Call Centre transaction can now be measured – 42p per minute per transaction, however the cost of a similar transaction previously was not measured and therefore an estimated figure of £1.50 per minute per transaction was applied. § The increase in the volume of transaction actually meant that we need to increase the FTE capacity to ensure that customer satisfaction and service was being maintained. This figure needs along with set up costs and accommodation needs to be deducted from the transactional cost savings. § The council's website has received approx 1000 service requests since April. This obviously provides further savings as the cost of a web transaction equates to 0.09p. These savings have been added to the total and we anticipate a significant rise in the volume of web-based transactions once the marketing and awareness programme is implemented.</p>

Productive time		50	100	250	350	AT Salford it is widely acknowledged that the growth in ICT usage and the introduction of E-Government has had a significant positive effect of the productivity of many departmental areas. Solutions such as the; § New Financial and Payroll system (SAP) § Full employee access to e-mail and the Internet § Introduction of Document imaging and workflow systems (Anite Iclipse) § Web Based Ctax and Benefits system (SX3) § New Leisure and Libraries applications § Enhancements to our Social Care and Education system providing wider availability and mobility access. § Introduction of corporate GIS § Introduction of new purchasing, procurement and HR solutions that give greater self service. § Growth in Home-working and mobile working These are just a few of the many solutions that contribute towards a more productive and effective workforce, however at the same time the changes in business processes and working patterns have created new and challenging issues in themselves, which obviously negatives elements of productivity gains in the other areas. Calculating the net productivity gains has not been achieved at this time and therefore figures supplied can only be estimated.
Sub total (a) cash releasing efficiency gains)	100	486.1	1764.8	2536	3265	
<b>b) Non Cash Releasing Efficiency Gains</b>						
non-cash benefits (1) please specify		25	100	175	175	Procurement: Estimated savings by releasing a proportion of time of all purchase requisitioners from the streamlining of purchasing processes. The time released can be utilised more productively to support front-line services. e-payments: Can reduce errors in payment processing through increased automation of services and can support increased integration between front and back office. They support increased use of e-services by citizens, not just in themselves, but as a practical and understandable way for citizens to interact with the authority using e-channels. e-payments greatly extend available hours for citizens to pay 24/7 and also enhance accessibility by multiplying the number of access points for citizens to pay for services i.e in their home, in their office, over the phone etc. e-payments improve the quality of life for citizens by providing modern and convenient services. Customer Services: The creation of our Customer Services department and the introduction of ICT /

						<p>E-government into the services it provides has helped to yield the following efficiency gains · Customer Satisfaction is now recorded monthly and is consistently high · Response times have improved · ACD ensures calls are dealt with by subject matter experts and not who just happens to be available · Generic staff allow for multiple solutions to a single point of contact · CRM capability allows for single customer record to be built up and also supports scripting and frequently asked questions · Customer service NVQ' s undertaken by frontline staff · Call monitoring and staff 1 to 1's on a regular basis · Information sharing with consent now increasingly being carried out ( as in bereavement) · Joint working across public sector organisations now taking place including health promotion and Flu jab campaign also advice surgeries now carried out in place where people attend rather than where we want them to go. One example being weekly surgery at Hope Hospital. · E payments now in place including voice activated facility · 80% of enquiries dealt with at the point of contact · BPR undertaken in all cases prior to the service being introduced to the call centre / face 2 face environment · Back office now free to undertake quality rather than quantity. Refer to external accreditations · School Meals now approved over the phone in a single transaction · More repairs can now be appointed over the phone</p>
non-cash benefits (2) please specify		25	50	75	75	<p>Economic Development: One of the biggest benefits of conducting interactions through web-based media is the recording of accurate information. The need for clarification is dramatically reduced, communicating information to the wrong person / address is reduced and as information fields mirror the database – information is standardised and maintained easier. Through the use of a web-based generic 'Expression of Interest' form standard data is collated in one source. The data captured is sufficient to enable a simple diagnostic check as to the eligibility and suitability of not only the grant or service offered by Salford City Council but also external agencies such as DTI and Salford Loan Fund. In practical terms this reduces the number of telephone calls, correspondence, faxes, emails to and from the customer and various officers. It also speeds up the process and ensures information is recorded correctly and only relevant information is given to customers – again in practical terms this means site visits are easy to plan (no confusion over addresses) and we do not waste time, money on literature, etc on bombarding customers with irrelevant information. As part of 'Best Value' we conduct annual business surveys. With the introduction of the survey on the web site we should be able to conduct this exercise more</p>

						efficiently in terms of cost, time and quality of data. The introduction of online registration forms for the various events and seminars we hold each year (currently 9 in total) means that data is collected accurately and money is saved through correspondence, faxing and telephone calls. The recent e-Commerce event saw 50% of delegates registering online. Awards and achievements: Salford excellent improvements and progress has been acknowledged in a number of ways; Housing Service has improved from 0 to 1 star Environmental Services now have a Charter Mark Benefits Service is now 4 star Benefits 'Team of the year' Beacon Status for Council Tax and Benefits
Sub total (b) non cash releasing efficiency gains)	50	50	150	250	250	
<b>TOTAL EFFICIENCY GAINS - GROSS</b>	<b>150</b>	<b>536.1</b>	<b>1914.8</b>	<b>2786</b>	<b>3515</b>	
LESS e-government implementation expenditure	5622	1950	1675	1200	1200	
<b>TOTAL EFFICIENCY GAINS - NET</b>	<b>-5472</b>	<b>-1413.9</b>	<b>239.8</b>	<b>1586</b>	<b>2315</b>	