



Office of the  
Deputy Prime Minister  

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Creating sustainable communities



# Transport for London

## IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 (IEG5)

*“Meeting the targets for e-government”*

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## **Local Context**

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

The GLA Group has established an e-Government Board, chaired by a London Assembly Member and with representatives from the GLA, the Functional Bodies and LondonConnects. The Board provides leadership across the GLA Group in monitoring and reviewing the Mayor's e-agenda, identifying and influencing key London-wide e-developments and initiatives, and supporting shared e-government activity across the Group for increased efficiencies and improved public service delivery. The GLA Group e-Government Board is currently exploring the development of a future work programme to help inform and influence an integrated and coordinated approach to e-related activity for both the Group and wider London. This work will support the Mayor's vision and will be based on an improved understanding of London's performance within a national and international context.

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

The GLA Group is working closely with the Home Office, LondonConnects, Association of London Government and Boroughs for the London-wide rollout of the Single Non-Emergency Number initiative. The London Portal has a key role in supporting this initiative. The GLA is also exploring opportunities with TfL and other key partners for the provision of a London-wide multi-function Smart Card that builds on new developments such as the Youth Opportunity Card and Culture Card and explores future potential applications including its contribution to the 2012 Olympics.

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

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

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

**Digital Inclusion** – The GLA is working in partnership with LondonConnects on particular initiatives that address the digital divide and promote improved social inclusion, including a proposed London-wide workshop to explore ways to better support older people in social housing through the effective use of new technologies, and the London-wide Sign Video Call Centre for deaf people ([www.signvideo.co.uk](http://www.signvideo.co.uk)). The GLA is also working with London's Customer Service Managers Network to progress public service delivery improvements for older people through ICT. Through The London Plan, the GLA is working with the LDA and other key stakeholders to promote the use of e-infrastructure requirements in new commercial and residential building developments for the provision and take-up of more affordable broadband and other technology products.

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

The GLA is committed to ensuring it operates in an efficient and effective way to make best use of all of its resources and will use technology to support this aim wherever it is appropriate to do so. The GLA plays an increasing and significant role on strategic pan-London issues. This approach will undoubtedly deliver better value in terms of service delivery across London, indeed tangible benefits have already been achieved. This approach however is resource intensive for the GLA. As a small strategic organisation, delivery is dependent upon effective partnerships and third parties. Building and supporting these mechanisms and ensuring effective monitoring of performance is staff intensive and often requires pump-priming investment or long-term support (financial or otherwise) from the Authority.

Our approach to efficiencies reflects the unique nature of the GLA as a strategic authority and our relationships with the other members of the GLA group, with whom we work closely to deliver the Mayor's priorities. London-wide e-Government projects require investment at the city scale leading to citywide benefits and reduced operating costs locally. In its annual efficiency statement the GLA set out the areas of which efficiency reviews are planned. E-government will form part of the scope of each of these reviews but we do not separately measure e-efficiencies.

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

## **Transport for London statement: TfL forecasts 100% compliance with BVPI targets by December 2005 and full compliance on Priority Outcomes by April 2006**

This year has seen a lot of consolidation in our e-products as well as 100% compliance with our BVPI157 measure. TfL has continued driving innovative and leading solutions in provision of timely and accurate information to the travelling public. Furthermore, it is using new ways of informing the public such as iDTV and services on mobile phones to increase the accessibility and convenience of travel information.

- Journey Planner, Oyster card ticketing and congestion charging have been embellished and refined with improvements in quality, depth, reliability and coverage.
- Strategic partnerships have been forged with mobile operators, tourism industry and digital television broadcasters to deliver extensive and innovative forms of access to the market. They have extended the reach of electronic information to London citizens.
- By introducing new customer databases we are now able to provide travel information delivered selectively and proactively by emails to those customers likely to be affected by service changes.
- Continuing work on real-time network reporting will result in more accurate and up-to-date information for the travelling public. Currently, a project is underway which aims to provide real-time travel information to customers from all TfL modes.
- We are actively working within the GLA community and with the London boroughs to enhance the joined-up information available to the London citizen, visitor and business.
- A major Customer Services Integration Programme is underway that will allow modes within TfL to share customer information and workload to provide a single view of the customer and provide a much better experience for customers.
- Several pilots are being funded through the e-gov budget, which are exploring new technology and will prime TfL towards the implementation for a programme that facilitates e-government objectives within a business requirement and will assist TfL deliver better and efficient electronic services.
- A Digital TV pilot project has recently completed, that researched into the Digital TV market for the Journey Planner to improve customer understanding and take-up. Several other pilot projects are being implemented including, document workflow, digital certification and digital preservation.
- 15 millions maps were downloaded from TfL website last year as opposed to 9 million that were printed by TfL, which was not only a great efficiency saving but also an assessment of an e-channel take-up for this purpose.
- London Buses' 8000-strong fleet will be upgraded with GPRS data (mobile phone technology), GPS location (satellite based) and WiLAN (short-range, high-speed data) systems to improve our real-time service information and providing a better-regulated service.
- A new service from TfL allows LU and DLR customers to access information about planned engineering works on their mobile phones up to a month in advance.
- TfL is also working towards the provision of mobile phone and new technology services, such as DAB digital radio, DVB digital video broadcasting and wireless Internet on the Tube at London Underground (LU) stations from mid-2008.
- The largest network of solar powered bus stops in the world, costing £7.9m, has been rolled out across London at a rate of 1,400 stops per year. The technology, specially designed for London, will produce energy in the UK's gloomiest weather conditions lighting bus stops at sunset and illuminating bus 'flag' and timetables on press of a button.
- LondonWorks has been designed to deliver a pan-London view of works activity, improving co-ordination between all parties involved in road and street works in London. It will also enable those planning and co-ordinating works to do so with greater visibility of works occurring in neighbouring areas. The Highway authorities, TfL and London's boroughs handle around 1.2 million notices of works which are supplied using Electronic transfer of notice (EtoN) systems for key stages.
- A bus journey simulator, for bus driver training, provides detailed, co-ordinated graphics through the windscreen and rear-view mirrors, using technology to improve staff development and road safety.
- Further developments in mobile communications, such as an Interim Minicab SMS service, which returns geographically relevant contact information on licensed minicabs within London boundary, was launched as part of the Safe Travel At Night campaign.
- Development of Borough Extranet to provide a comprehensive information portal, containing a wide range of information, such as news items and press releases, guidance and policy documents and a TfL contacts database, thus maintaining strong relationship with London's Boroughs.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Current Status	Anticipated Status at 31/12/05	Anticipated Status at 31/03/06	Comment
<p><b>Local e-organisation:</b></p> <p><b>Red</b> = Preparation &amp; planning – to include projects that are being planned or being piloted</p> <p><b>Amber</b> = Implementation stage – roll out of approved projects</p> <p><b>Green</b> = Fully implemented – projects completed &amp; implemented</p> <p>e.g. for progress against a particular element you might enter:</p>	<p><b>Red</b></p>	<p><b>Amber</b></p>	<p><b>Green</b></p>	<p>e.g. “<b>red</b>” status should be applied to all elements on the proforma where work is at a primary or research stage, being piloted before wider rollout across the authority/partnership, or planned but not yet approved for funding.</p> <p>e.g. “<b>amber</b>” status should be applied to all elements on the proforma where work has been approved for funding and is actively being implemented.</p> <p>e.g. “<b>green</b>” status should be applied to all elements on the proforma where projects have been actioned and implemented or particular standards achieved with plans for extended rollout on an enterprise-wide basis, i.e. across the authority/partnership. Please note that all “R” and “G” numbered priority outcomes listed in Section 1 are expected to be “<b>green</b>” by 31 December 2005 and 31 March 2006 respectively. This includes a requirement for deep-linking in relation to non-statutory functions.</p>

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

*Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005*

Outcome & Transformation Area Description	Current Status	Anticipated Status at 31/12/05	Anticipated Status at 31/03/06	Comment <i>You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area</i>
<b>R1</b> Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry <sup>2</sup>	N/A			
<b>R2</b> Online access to information about educational support services that seek to raise the educational attainment of Looked After Children <sup>3</sup> .	N/A			
<b>G1</b> Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	N/A			
<b>E1</b> If already 'green' on R1, R2 & G1 above, please comment on agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children in comment column opposite. Otherwise, leave this row blank.				
<b>R3</b> One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List <sup>4</sup> (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	GREEN	GREEN	GREEN	TfL's web site has comprehensive links to all services. TfL is working with several London Boroughs and other public agencies to develop standard 'deep links' to key travel information pages on the <a href="http://www.tfl.gov.uk">www.tfl.gov.uk</a> website based on the IPSV which supersedes the LGCL. The London Portal (See <a href="http://www.yourlondon.gov.uk">www.yourlondon.gov.uk</a> ), commissioned by LondonConnects on behalf of the Mayor and the London boroughs, includes a deep linking A-Z of services as well as much other rich functionality intended to help Londoners find the service they are looking for, whoever delivers it. The portal uses the LGCL and integrates other taxonomies. Through the LondonConnects involvement in the Local DirectGov project, there will also be links to local services nationwide from mid-2006. The GLA group identifies the portal as a core strategic investment that enables more detailed exploration of a number of other e-government possibilities. It makes delivering a single call centre for London more viable, and could add value to a London citizen card scheme.

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

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

<sup>3</sup> i.e. young people who cannot live with their families and are in the care of Social Services (referred to by the DfES as Children in Public Care).

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

<b>R4</b> Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	N/A			All London boroughs are currently connected to the Criminal Justice Secure e-Mail system for use by Youth Offending Teams. LondonConnects are encouraging increased take-up within borough social services, courts, PCTs and local police authorities.
<b>G2</b> Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events	N/A			The London Portal will provide a pan-London search of community and voluntary groups using work pioneered in sub-regions. In addition London Connects has produced a standard referencing for organisations known as the organisation account with the aim for this standard to be adopted nationally by the e-Standards body.
<b>E2</b> If already 'green' on R3, R4 & G2 above, please comment on agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives in the comment column opposite. Otherwise, leave this row blank.				
<b>R5</b> Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	GREEN	GREEN	GREEN	Information published online See <a href="http://www.tfl.gov.uk/tfl/abt_board.asp">http://www.tfl.gov.uk/tfl/abt_board.asp</a> See <a href="http://www.tfl.gov.uk/tfl/abt_members.shtml">http://www.tfl.gov.uk/tfl/abt_members.shtml</a>
<b>R6</b> Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	N/A			
<b>G3</b> Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	GREEN	GREEN	GREEN	TfL has a well-defined consultation methodology that depends upon the size of any given programme. Some multi-media material has been used as well as email forms. Recent consultation on changing hours of operation of London Underground received 47,023 online responses following targeted email to 85,086 season ticket holders on the day of the consultation launch. Public can submit email addresses for updates on major projects. Proposals in place to extend this to all consultations.
<b>G4</b> Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	N/A			London Connects will develop the Virtual London project so that it can be used by individual boroughs by March 2006. The project will produce facilities which can be used by individual Councils for their own modelling. London Connects has developed the signvideo contact centre which enables deaf people to contact sign language interpreters over the internet – see <a href="http://www.signvideo.co.uk">www.signvideo.co.uk</a> This service is available to all boroughs, 3 boroughs have implemented video access points and several others have plans to do so.
<b>E3</b> If already 'green' on R5, R6, G3 & G4 above, please comment on agreed baseline and targets for e-participation activities, including targets for citizen satisfaction in the comment column opposite. Otherwise, leave this row blank.				

<b>R7</b> Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	N/A			The London Portal will provide online forms for street incident reporting from December 2005 with an increased portfolio supporting other service delivery areas for March 2006.
<b>R8</b> Online receipt and processing of planning and building control applications.	N/A			TfL planning functions are internal. Consultation programs exist where there is public involvement.
<b>G5</b> Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	N/A			TfL are considering GIS for use by internal property group. The GLA Group is committed to GIS convergence in all areas. The GLA is developing a suite of GIS applications, sharing data across the GLA group and in future with borough policy functions via the GLA's extranet for London. The London Portal will be implementing a high level map of London which will guide customers to detailed borough and points of interest information in 2006.
<b>G6</b> Sharing of Trading Standards data between councils for business planning and enforcement purposes.	N/A			
<b>G7</b> Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	N/A			
<b>E4</b> If already 'green' on R7, R8, G5, G6 & G7 above, please comment on agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank.				
<b>R9</b> Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	GREEN	GREEN	GREEN	SAP solution for e-procurement The London Centre of Excellence is supporting the development of a regional e-procurement mechanism.
<b>G8</b> Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	GREEN	GREEN	GREEN	Separate contractual agreements sometimes require multiple instances of one company. SAP implementation has allocated each business a unique identifier with particular benefit for suppliers. London Connects is working with London Boroughs and the Business Matters project in West Midlands to produce a standard business description schema by Dec 2005 with the aim of adoption by the e-standards body. The project will also work with specific authorities to match data and implement the business identity within some of the major CRM packages (Oracle, Lagan, Onyx, LASC). Lessons learnt will enable all boroughs to plan a strategy integration of business data and long term SBA implementation The Government Connect project should also standardise the Unique Identifier (UID) nationally.
<b>G9</b> Regional co-operation on e-procurement between local councils.	GREEN	GREEN	GREEN	The London Centre of Excellence at the ALG is leading on this work, co-ordinating activity with LondonConnects. ADIT, the London Regional Aggregation Body will re-focus its activity over the next period following the DTI's decision to terminate the National Aggregation Body.

<p>If already 'green' on R9, G8 &amp; G9 above, please comment on progress towards providing:</p> <p><b>E5</b> Access to virtual e-procurement 'marketplace';</p> <p><b>E6</b> Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;</p> <p><b>E7</b> Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8);</p> <p>in the comment column opposite. Otherwise, leave this row blank.</p>				
<p><b>R10</b> Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).</p>	GREEN	GREEN	GREEN	<p>Online oyster payment facilities available via the online shop. Every transaction is followed up with a confirmation email to the customer. Payment for Congestion Charge can be made online and via mobile phones with a SMS text message. An email confirmation of transaction is sent if charge paid online. Customer choosing to pay with SMS will receive an SMS text upon payment, confirming success or failure of the payment. In addition, since the customer has to be registered to use the SMS payment service, they can also access their payment history online and select to receive a monthly statement (either via e-mail or by post).</p> <p>TfL has a continuing road-map for ticketing electronic solutions. London Connects to research the market for a joint procurement of e-payment facilities and will publish timescales.</p>
<p><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.</p>	N/A			
<p><b>G10</b> Demonstration of efficiency savings and improved collection rates from implementation of e-payments.</p>	GREEN	GREEN	GREEN	<p>Oyster and congestion charging electronic transactions have resulted in improved customer take-up</p>
<p><b>G11</b> Registration for Council Tax and Business Rates e-billing for Direct Debit payers.</p>	N/A			
<p>If already 'green' on R10, R11 G10 &amp; G11 above, please comment on progress towards providing:</p> <p><b>E8</b> Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone);</p> <p><b>E9</b> Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards);</p>				

<b>E10</b> Agreed baseline and targets for reductions in unit costs of payment transactions; in the comment column opposite. Otherwise, leave this row blank.				
<b>R12</b> Online renewal and reservations of library books and catalogue search facilities.	N/A			
<b>R13</b> Online booking of sports and leisure facilities, including both direct and contracted-out operations.	N/A			
<b>G12</b> Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	N/A			London Connects has provided a route map for integrating local authority smart cards and the Transport for London Oyster card programme. London Connects is continuing to work with Transport for London and the National Smart Card Project in assisting boroughs implement a citizen focussed smart card project. (See <a href="http://www.londonconnects.gov.uk/_db/_documents/Smartcard_Routemap_for_London_authorities_v6a.doc">http://www.londonconnects.gov.uk/_db/_documents/Smartcard_Routemap_for_London_authorities_v6a.doc</a> )
<b>E11</b> If already 'green' on R12, R13 & G12 above, please comment on agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank.				
<b>R14</b> Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	GREEN	GREEN	GREEN	Journey planner and real-time reporting capabilities are extensive throughout all transportation modes on web, mobile, PDA and digital TV. London Portal will integrate transactions including the Transport for London Journey Planner and Traffic congestion monitor application with selective Council web information from December 05.
<b>R15</b> Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	GREEN	GREEN	GREEN	Major projects have interactive consultation facilities. More local projects statutorily require paper-based information though this frequently offers email-based contacts. Consultation results are published on <a href="http://www.tfl.gov.uk">www.tfl.gov.uk</a> (see example at <a href="http://www.tfl.gov.uk/tfl/press-centre/press-releases/press-releases-content.asp?prID=507">http://www.tfl.gov.uk/tfl/press-centre/press-releases/press-releases-content.asp?prID=507</a> )
<b>G13</b> E-forms for "parking contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	GREEN	GREEN	GREEN	Bus lane charges can be appealed by email. An online feedback form is also available for comments and incident reporting. The email notification sent to the customer includes a reference number. All details including appeal procedures are available on TfL website. Final parking appeals services is provided by the ALG. The London Portal will provide e-forms for parking appeals for the ALG by December 05. A pan London implementation requires further process development and agreement by all parties to utilise these forms.
<b>G14</b> GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	GREEN	GREEN	GREEN	TfL website provides up-to-date information on London's road network using a traffic alert service. Ongoing enhancements in progress. Strategy for public deployment via the London Portal in progress. Current Streetworks website is only accessible publicly to registered users. London Connects has established a London GIS group, which includes police and Transport for London, to consider the potential for using the London Portal as a guide to roadwork information across the capital.

<b>E12</b> If already 'green' on R14, R15, G13 & G14 above, please comment on agreed baseline and targets for customer satisfaction and efficiency savings in the column opposite. Otherwise, leave this row blank.				
<b>R16</b> E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	N/A			
<b>R17</b> Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	N/A			
<b>G15</b> Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes.	N/A			
If already 'green' on R16, R17 & G15 above, please comment on progress towards providing:  <b>E13</b> Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals. <b>E14</b> Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. in the comment column opposite. Otherwise, leave this row blank.				
<b>R18</b> Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	N/A			
<b>R19</b> Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	N/A			
<b>G16</b> Systems to support joined-up working on children at risk across multiple agencies.	N/A			
<b>G17</b> Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	N/A			
<b>E15</b> If already 'green' on R18, R19, G16 & G17 above, please comment on agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57) in the column opposite. Otherwise, leave this row blank.				
<b>R20</b> Email and Internet access provided for all Members and staff that establish a need for it.	GREEN	GREEN	GREEN	Available for all office-based staff

<b>R21</b> ICT support and documented policy for home/remote working (teleworking) for council members and staff.	GREEN	GREEN	GREEN	Remote working technology in place, including blackberry. A company laptop is supplied to staff requiring work from home. Guidelines to be added in the next publication of the employee handbook.
<b>R22</b> Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	GREEN	GREEN	GREEN	Remote working technology in place, including blackberry. A company laptop/blackberry is supplied to staff requiring work from home
<b>G18</b> Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	GREEN	GREEN	GREEN	TfL employs a broad range of learning delivery methods to ensure IT competence for, at least, all those who are required to use computer technology in their roles This includes in-house and externally provided Instructor-led Training, and Instructional Manuals available to all from TfL's in-house Library Service TfL is also currently trialling e-Learning technology as a way of delivering Learning to its employees, which could include support for IT skills learning regardless as to whether they are required for ones' role Some employees with little or no computer experience might aim to achieve certification of their IT competence at an introductory level, and the currently supported certification for this is provided by CLAIT ("Computer Literacy And Information Technology"), although the numbers of these is small
<b>E16</b> If already 'green' on R20, R21, R22 & G18 above, please comment on agreed targets for baseline and efficiency savings arising from the introduction of new ways of working in the column opposite. Otherwise, leave this row blank.				
<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).	GREEN	GREEN	GREEN	Online transactions and information available from TfL website. Customers can also contact TfL via the 24 hour call centre. The GLA has had exploratory meetings with a number of key partners about the best way to develop a 'one-number' telephone service for London. There are several projects happening in London that may help inform and provide the potential for such a service for London. For example, the London Portal is a core part of the infrastructure needed to offer a single London telephone service. In addition, London Connects' project to establish a call centre for British sign language video conference based translation services, will also test the viability of offering a common telephone based service across borough boundaries. The GLA is also working with Government on its national project for a single non-emergency number service focussing on responses to low-level crime, anti-social behaviour and quality of life issues.
<b>R24</b> Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	GREEN	GREEN	GREEN	CMS operating on TfL intranet. The TfL website is updated via a number of bespoke CMS applications and databases. An enterprise solutions will be deployed in 2006. London portal also based on CMS. The London portal provides an industry strength CMS on which pan-London information sharing projects can be developed. The London Portal development is built on content management technology. It offers standard XML interfaces to search and integrate content across local government sites.

<p><b>G19</b> Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see <a href="http://www.pro.gov.uk/about/foi/map-local.rtf">www.pro.gov.uk/about/foi/map-local.rtf</a>).</p>	<p>AMBER</p>	<p>AMBER</p>	<p>GREEN</p>	<p>TfL is implementing an EDRMS solution across the estate, bringing cohesion to some systems already in place, and providing other areas with a new solution. The approach adopted was to build a foundation, this foundation is an acceptance of the Principles, and Practices as issued by The National Archives, and ISO 15489. A pan TfL working group was put together to ratify these standards, which were then presented to management for agreement, and subsequently incorporated in a policy document. This foundation was then presented to a larger group who were involved to agree functionality, bearing in mind the agreed standards, the EU MoReq (Model Requirements for an EDRMS Solution) document was used to validate these requirements. We also conducted an analysis of the current systems and processes supporting compliance with FOIA, DPA, EIR, and RPSIR, and ensured that the gaps were included in our proposed solution. Having presented the outcome of the study to senior management, and gained their agreement and support to implementation, we are currently in the OJEU process for the procurement of our solution, and the support services required.</p>
<p><b>G20</b> Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see <a href="http://www.w3.org/WAI">www.w3.org/WAI</a>).</p>	<p>GREEN</p>	<p>GREEN</p>	<p>GREEN</p>	<p>Currently A to AA depending upon site. In light of business needs, sites that are frequently used by public are AA. Plans are in place to make all web pages AAA standard. The London Portal is a leading site in terms of accessibility and attractiveness, excelling many standards set by W3C.</p>
<p><b>G21</b> Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see <a href="http://www.egifcompliance.org">www.egifcompliance.org</a> &amp; <a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a>).</p>	<p>AMBER</p>	<p>AMBER</p>	<p>GREEN</p>	<p>e-Gif policy on target to be implemented by the end of March 2006. The policy will take into account the use of XML as the primary means for data integration and using meta for content management. The policy will also adhere to the use of Internet and the World Wide Web standards. All these will be added features to the existing capabilities in TfL for improved provision of public services and seamless flow of information across the public sector.</p> <p>The XML interfaces for the London Portal, which support content integration, are based on the e-GMS standards using the GCL and the LGCL where appropriate. For other applications where it has been necessary to go to a lower level of taxonomy detail than proposed in the standards, the GLA group have liaised over common extensions to the taxonomy. The London Portal uses e-Gif standards to connect London Local Authority websites.</p>
<p><b>E17</b> If already 'green' on R23, R24, G19, G20 &amp; G21 above, please comment on agreed baseline and targets for efficiency savings based around improved accessibility of services and information in the column opposite. Otherwise, leave this row blank.</p>				
<p><b>R25</b> Online publication of Internet service standards, including past performance and commitments on service availability.</p>	<p>GREEN</p>	<p>GREEN</p>	<p>GREEN</p>	<p>TfL monitors all its sites regularly. Performance statistics published on website (see <a href="http://www.tfl.gov.uk/tfl/tandc.shtml">http://www.tfl.gov.uk/tfl/tandc.shtml</a>). Information on website development standards can be viewed via <a href="http://www.tfl.gov.uk/tfl/dev/">http://www.tfl.gov.uk/tfl/dev/</a> London Connects will publish London (regional) Portal performance statistics from January 2006.</p>

<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	TfL monitors all its sites regularly. Statistics on page impression and unique users provided in Section 4 of this document. London Connects will publish London (regional) Portal performance statistics from January 2006. The London Portal will be monitored for its impact on take up and traffic to all London web sites.
<b>G22</b> Establishment of internal targets and measures for customer take-up of e-enabled access channels.	GREEN	GREEN	GREEN	Regular reports issued based on internal targets. London Connects will also provide targets, measures and statistics for the London Portal.
<b>G23</b> Adoption of recognised guidelines for usability of website design (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	GREEN	GREEN	GREEN	Annual research and frequent user surveys used to ensure high usability. TfL standards have changed where necessary. Website follows e-government standards, W3C guidelines and WAI standards. Information on web development standards available via <a href="http://www.tfl.gov.uk/tfl/dev/index.shtml">http://www.tfl.gov.uk/tfl/dev/index.shtml</a> . The London Portal has adopted recognised guidelines for website design from the LAWS project.
<b>E18</b> If already 'green' on R25, R26, G22 & G23 above, please comment on agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings in the column opposite. Otherwise, leave this row blank.				
<b>R27</b> Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customer's records, to deliver services across different channels, and enabling joined-up and automated service delivery.	GREEN	GREEN	GREEN	Interlinked databases are in use across TfL. Several customer services areas across TfL currently use a bespoke desktop database package, TCS, which has recently been developed as a web solution, TCS.NET. As a web enabled package, more customer service areas across TfL will begin using it, making TfL's compliance with FOIA more robust. It is worth remembering that the Mayor's Office uses this database for logging and tracking all transport related Mayoral correspondence. In addition to this, a major CRM integration programme across all TfL businesses, the Customer Services Integration Programme (CSIP), will deliver both a technical solution for all customer services areas and a streamlining of processes to maximise efficiency and service delivery. The roll-out of TCS.NET will be a valuable stepping stone for the implementation of the CSIP solution. This will also assist us when proactively contacting customers about service delays. London portal will further enhance CRM. The diverse activities of the GLA Group do not allow a common technology or approach to be adopted across the entire Group. However, the Group has recognized that there are synergies between some members in terms of engaging with 'stakeholders' rather than 'customers' and that many relationships exist between Group members. A future GLA group project has been identified where each organization submits its own up-to-date list of employees to a 'contact hub' from which other members may automatically update the information contained in their respective CRM systems. The Mayor has begun to explore the potential for consolidated call centre services for London.
<b>R28</b> All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	GREEN	GREEN	GREEN	Currently all acknowledgements sent by customer service areas include a unique reference number. In areas where no acknowledgement is provided, a system is in place to track emails and ensure a reply goes out within agreed

				timescales. Our ongoing re-designing of the online web forms, will ensure consistency throughout the business. The London Portal project will publish targets, measures and statistics for these measures.
<b>R29</b> 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies	GREEN	GREEN	GREEN	Based on individual mode systems at present. Corporate standard being implemented. Customer complaint policy has been published. Automatic acknowledgement of complains/incident reporting is generated on receiving the online feedback forms hosted on www.tfl.gov.uk The London Portal project will publish targets, measures and statistics for these measures.
<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.	GREEN	GREEN	GREEN	Legacy technology system exists in the individual contact centres, which provides a method of tracking customer data and records electronically. In addition, a bespoke database package, the TCS database system, is being adapted so that it is web based to enable enhanced compliance with FOI requirements etc. A major CRM integration programme across all TfL businesses is about to begin (Customer Services Integration Programme – CSIP). This will roll out a single database solution across all modes to ensure that TfL has a single view of customer information in the future. As part of the CSIP solution, all customer service areas have undergone ‘as is’ and ‘to be’ process modelling. This has highlighted areas where improvements can be made, so efficiency will be increased and customers will receive a better service.
<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.	GREEN	GREEN	GREEN	Systems can be updated with new contact details, so we have the most up-to-date record for the customer. Oyster helpdesk is currently being moved to customer services to improve service provision to customers. A major CRM integration programme across all TfL businesses is about to begin (Customer Services Integration Programme – CSIP). This implementation of CSIP, encompassing a CRM solution with business change, will bring a significant improvement in sharing of customer information. However, it is worth noting that systems run by PFI (for example Congestion Charging) contain customer information that would not automatically update our systems.
<b>E19</b> If already ‘green’ on R27, R28, R29, G24 & G25 above, please comment on agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology in the column oppose. Otherwise, leave this row blank.				

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

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

<ul style="list-style-type: none"> <li>Appointment of people to the following key local e-government functions in your Council (see <a href="http://www.idea-knowledge.gov.uk/idk/aio/206757">http://www.idea-knowledge.gov.uk/idk/aio/206757</a>):</li> </ul>				
<ul style="list-style-type: none"> <li>i) Member &amp; officer e-champions</li> </ul>	N/A			
<ul style="list-style-type: none"> <li>ii) e-government programme manager</li> </ul>	GREEN			
<ul style="list-style-type: none"> <li>iii) customer services management</li> </ul>	GREEN			
<ul style="list-style-type: none"> <li>Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning (for more information about the e-capacity Building Programme see <a href="http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&amp;XSL=standardcontent&amp;Key=1">http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&amp;XSL=standardcontent&amp;Key=1</a>)</li> </ul>	N/A			
<ul style="list-style-type: none"> <li>Establishment of an e-delivery board<sup>5</sup></li> </ul>	N/A			
<ul style="list-style-type: none"> <li>Use of formalised programme &amp; project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme</li> </ul>	GREEN			Largely adhering to PRINCE2 principals TfL may use its own overlay of processes in project management
<ul style="list-style-type: none"> <li>Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures</li> </ul>	N/A			Any e-gov specific risks are captured in project business risk logs.
<ul style="list-style-type: none"> <li>Use of customer consultation/research to inform development of corporate e-government strategy</li> </ul>	GREEN			
<ul style="list-style-type: none"> <li>Establishment of policy for addressing social inclusion within corporate e-government strategy</li> </ul>	GREEN			Part of normal business process
<ul style="list-style-type: none"> <li>Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see <a href="http://www.socialexclusion.gov.uk/page.asp?id=583">http://www.socialexclusion.gov.uk/page.asp?id=583</a>)</li> </ul>	GREEN			
<ul style="list-style-type: none"> <li>Appointment of officer(s) to lead on corporate governance of</li> </ul>	GREEN			

<sup>5</sup> i.e. the board that has overall responsibility for all the e-programmes in an authority as well as other governance issues such as overseeing the general management processes and the ICT architecture to deliver e-government.

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

<p>information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures</p> <ul style="list-style-type: none"> <li>• Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see <a href="http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf">http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf</a> &amp; <a href="http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf">http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf</a>) and designation of an Information Sharing Officer</li> <li>• Establishment of partnerships for the joint (aggregated) procurement of broadband services</li> <li>• Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see <a href="http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf">http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf</a> &amp; <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>)</li> <li>• Compliance with BS 7799 on information security management <ul style="list-style-type: none"> <li>▪ Implementation of Benefits Realisation Plan<sup>6</sup> for delivery of local e-government programme strategic objectives</li> <li>▪ Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see <a href="http://www.esd.org.uk/standards/lgs/lgs.doc">http://www.esd.org.uk/standards/lgs/lgs.doc</a> &amp; <a href="http://www.authentication.org.uk/levels.asp">http://www.authentication.org.uk/levels.asp</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc</a>)</li> <li>▪ Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc</a>)</li> <li>▪ Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see <a href="http://www.tscheme.org">www.tscheme.org</a>) and which will work with Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>)</li> </ul> </li> </ul>	<p>N/A</p> <p>N/A</p> <p>N/A</p> <p>GREEN</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p>			<p>ISO 17790 pt 2</p> <p>Using our own schema at this time</p> <p>Business justification for gateway is unclear at this time. UK Online brand not adopted</p> <p>TfL does not directly handle any e-payment transactions. Transactions are handled by third party agents/companies</p>
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<ul style="list-style-type: none"> <li>▪ Use of Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>) to support: <ul style="list-style-type: none"> <li>i) personalisation &amp; registration for services categorised at security levels '0' and '1' through the citizen account</li> <li>ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect</li> <li>iii) the bereavement journey &amp; closing of accounts (see <a href="http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp">http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp</a>)</li> <li>iv) citizen &amp; business authentication for services for services categorised at security levels 0-3</li> <li>v) registration &amp; authentication of employees for internal and cross-agency services</li> <li>vi) corporate approach to collection of e-payments</li> <li>vii) cross agency secure transactions (Government to Government)</li> <li>viii) account structures for citizens, businesses, property, voluntary &amp; community bodies, schools and parishes</li> <li>ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)</li> <li>x) GC Register (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a>)</li> <li>xi) GC Exchange (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a>)</li> </ul> </li> </ul>	N/A			
<ul style="list-style-type: none"> <li>• Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>) back-office connection in place (Department Interface Server)</li> <li>• Enable Directgov (see <a href="http://www.direct.gov.uk">www.direct.gov.uk</a>) to deeplink into service pages on local authority websites, by providing &amp; maintaining URL data, based on Local Government Service &amp; Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see <a href="http://www.local-egov.gov.uk/en/1/nationalprojects.html">http://www.local-egov.gov.uk/en/1/nationalprojects.html</a>)</li> <li>• Reciprocal connection to Directgov (see <a href="http://www.direct.gov.uk">http://www.direct.gov.uk</a>) from corporate website and partnership portal(s)</li> <li>• Introduction of Digital Interactive TV services (see <a href="http://www.digitv.org.uk">http://www.digitv.org.uk</a>)</li> </ul>	N/A  GREEN  GREEN			Links to London Boroughs on TfL corporate website incl. links to Directgov. TfL feeds information to transport direct

<ul style="list-style-type: none"> <li>Establishment of dedicated telephone contact centre(s) services</li> <li>Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see <a href="http://www.lcd.gov.uk/foi/foidpunit.htm">http://www.lcd.gov.uk/foi/foidpunit.htm</a> &amp; <a href="http://www.pro.gov.uk/recordsmanagement/access/default.htm">http://www.pro.gov.uk/recordsmanagement/access/default.htm</a>)</li> <li>Regularly-maintained link from Local Land &amp; Property Gazetteer (LLPG) to National Land &amp; Property Gazetteer (NLPG) (see <a href="http://www.nlpg.org.uk">http://www.nlpg.org.uk</a>)</li> <li>Local Land &amp; Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems</li> <li>Connection to National Land Information Service (NLIS) at Level 3 (see <a href="http://www.nlis.org.uk">http://www.nlis.org.uk</a>)</li> <li>Introduction and maintenance of an online service directory for Children's services for professionals working with children &amp; young people, and allowing public access where possible (for further information see <a href="http://www.dfes.gov.uk/isa">http://www.dfes.gov.uk/isa</a>)</li> </ul>	<p>GREEN</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p>			<p>FOI request are dealt with as quickly as possible and within the FOI Act's statutory timescales. In some cases, requests may be passed to other partner organisations within the Greater London Authority for some or all of the information requested.</p> <p>See: <a href="http://www.tfl.gov.uk/tfl/foi/index.shtml">http://www.tfl.gov.uk/tfl/foi/index.shtml</a></p>
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### Section 3 – BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01<sup>7</sup> of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit ([www.esd-toolkit.org](http://www.esd-toolkit.org)). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG4.5 % e-enabled position at 31 December 2005	Actual				Forecast
		2001/2	2002/3	2003/4	2004/5	2005/6 <sup>8</sup>
<b>Providing information:</b>		80	87	78	84	86
• Total types of interaction e-enabled		53	78	89	95	100
• % e-enabled	99%					
<b>Collecting revenue:</b>		30	28	20.4	28	30
• total types of interaction e-enabled		33	17	64	80	100
• % e-enabled	97%					
<b>Providing benefits &amp; grants:</b>		5	10	5	8.7	11
• total types of interaction e-enabled		20	0	45	79	100
• % e-enabled	96%					
<b>Consultation:</b>		14	14	8.4	11.5	14
• total types of interaction e-enabled		28	38	60	82	100
• % e-enabled	97%					
<b>Regulation (such as issuing licences):</b>		4	4	2	4	4
• total types of interaction e-enabled		25	0	40	80	100
• % e-enabled	94%					
<b>Applications for services:</b>		0	2	2	2	5
• total types of interaction e-enabled		0	0	40	40	100
• % e-enabled	97%					
<b>Booking venues, resources &amp; courses:</b>		5	2	3.5	3.5	4
• total types of interaction e-enabled		20	50	88	88	100
• % e-enabled	93%					
<b>Paying for goods &amp; services:</b>		14	20	20	20	20
• total types of interaction e-enabled		7	100	100	100	100
• % e-enabled	95%					
<b>Providing access to community, professional or business networks:</b>		4	5	8	9	10
• total types of interaction e-enabled		0	65	76	81	100
• % e-enabled	97%					
<b>Procurement:</b>		16	20	30	30	30
• total types of interaction e-enabled		31	0	100	100	100
• % e-enabled	95%					
<b>TOTAL: TYPES OF INTERACTION E-ENABLED</b>		172	192	177.3	200.7	214
<b>% E-ENABLED</b>	<b>98%</b>	38	43	80	90	100%

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

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

## Section 4 – Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. Planning authorities should also complete the Local Service Website line for planning applications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Industry definitions of page impressions<sup>9</sup> and unique users<sup>10</sup> are given in the footnotes below.

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

<sup>9</sup> **Unique User** (industry audit definition): According to IFABC Global Web Standards ([www.ifabc.org](http://www.ifabc.org)) a Unique User is an "IP address plus a further identifier. Sites may use User Agent, Cookie and/or Registration ID." Note that where users are allocated IP addresses dynamically (for example by dial-up Internet Service Providers), this definition may overstate or understate the real number of individual Users concerned. A Unique User is at a minimum an IP address + the Browser ID with a unique address entering a website by any page and is counted once for the given period (the minimum audit period is one calendar month). The number of Unique Users is an indicator of a website's audience or reach.

<sup>10</sup> **Page Impression** (industry audit definition): According to IFABC Global Web Standards ([www.ifabc.org](http://www.ifabc.org)) a Page Impression is a "file or a combination of files sent to a user as a result of that user's request being received by the server." In effect, one request by a valid User should result in one Page Impression being counted. In most cases, a single request from a User causes the server to send several files to satisfy the request. For example, the server may send a .html file followed by several associated graphic images and audio files. A single request from a user may also cause the server to send additional .html files to build a frameset. The site must ensure that all additional, non-requested files are filtered out and excluded when counting the claimed number of Page Impressions.

## Section 5 – Local e-Government Implementation Expenditure

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

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

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

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

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government<sup>13</sup>. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

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

	Backward Look (£)		Forward Look (£)						Notes
	04/05		05/06		06/07		07/08		
Efficiency gains	Annual gain	... of which cashable	Expected annual gain	... of which cashable	Expected annual gain	... of which cashable	Expected annual gain	... of which cashable	
<b>Corporate services</b> , of which:									Corporate Services includes, but is not limited to, Finance, HR (in respect of training; only the function, not the spend), ICT, Procurement (the function, not the spend), Legal Services, Facilities Management, Travel Services, Security Services and Marketing & Communications).
• e-recruitment									Includes administrative savings on staff time (where staff are reallocated), printing, postage and on advertising expenditure.
• e-payments									See <a href="http://epay.brandid.net/bus_case/intro.php">http://epay.brandid.net/bus_case/intro.php</a> .
• corporate services efficiencies not covered above									
<b>e-Procurement</b> , of which:									Procured goods and services include commodity goods and services as well as professional services, temporary labour and construction. It also includes sector specific markets for areas such as roads, social housing, social care, environmental services and police. See <a href="http://www.nepp.org.uk/">www.nepp.org.uk/</a> & <a href="http://www.idea-knowledge.gov.uk/idk/aio/70780">www.idea-knowledge.gov.uk/idk/aio/70780</a> .
• Service Specific									i.e. including Adult Social Services, Children's services, Culture and sport, Environmental services, Local transport, LA social housing, Non-school education services, supporting people.

<sup>12</sup> i.e. Increases in output quality and quantity for the same cost, or sustained outputs for reduced cost, arising from the application of local e-government to automate business processes and improve managerial effectiveness. Only efficiency gains arising from investment to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target should be included. Savings arising from cyclical spend related to the maintenance of the existing ICT infrastructure should not be included.

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

<ul style="list-style-type: none"> <li>Cross-cutting e-procurement efficiencies not covered above</li> </ul>									
<b>Productive time</b> , of which:									<p>The focus for this work stream is on increasing the productivity of front line staff and those who support them. Councils are expected to drive through the benefits of e-Government investment in terms of changing working and management practices to maximise the amount of time that existing members of staff are engaged in productive work (with costs reallocated accordingly), e.g. by reducing the time spent by professionals in accessing and handling information, reducing time lost through high staff turnover by introduction of remote working / home working.</p>
<ul style="list-style-type: none"> <li>Service Specific</li> </ul>									<p>i.e. including Adult Social Services, Children's services, Culture and sport, Environmental services, Local transport, LA social housing, Non-school education services, supporting people.</p>
<ul style="list-style-type: none"> <li>Cross-cutting productive time efficiencies not covered above</li> </ul>									
<b>Transactions</b>									<p>The transactions work stream applies to those efficiencies that can be gained through such means as combining activities to produce more efficient ways of dealing with customers or streamlining processes, or making a major shift from manual to electronic processing. Transactions includes areas such as council tax collection, housing benefit administration and collection of non-domestic rates, i.e. delivering efficiencies through the migration of appropriate customer groups towards more cost effective channels such as web-based interfaces and telephone contact centres, with staff reallocated accordingly.</p>
<b>Miscellaneous efficiencies not covered above</b>									

<b>TOTAL EFFICIENCY GAINS - GROSS</b>									
<b>LESS e-government implementation expenditure</b>									<p>i.e. as identified above in Section 5 - Local e-Government Implementation Expenditure</p>
<b>TOTAL EFFICIENCY GAINS - NET</b>									

