

# IEG4: Delivering e-Government Benefits 2005 Status Report



## IEG4: Delivering e-Government Benefits

This report was prepared for the Office of the Deputy Prime Minister by IT World Consultants ([www.itworld.co.uk](http://www.itworld.co.uk)) and Capgemini ([www.capgemini.com](http://www.capgemini.com)). It was completed in May 2005, based on IEG4 data submitted in December 2004.

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## 1 Executive Summary

The Implementing Electronic Government statement is in its fourth iteration (known as IEG4). It asks English Councils to provide indicators around a number of key issues as they work to meet the 2005 electronic service delivery (esd) targets:

- Best Value Performance Indicator 157 (BVPI 157)
- Priority Service Outcomes
- Channel Take-up
- Change Management
- Efficiency Gains

This document takes a factual look at the IEG4 returns submitted in December 2004 and discusses some of the next steps that are suggested by the results.

Some of the key findings include:

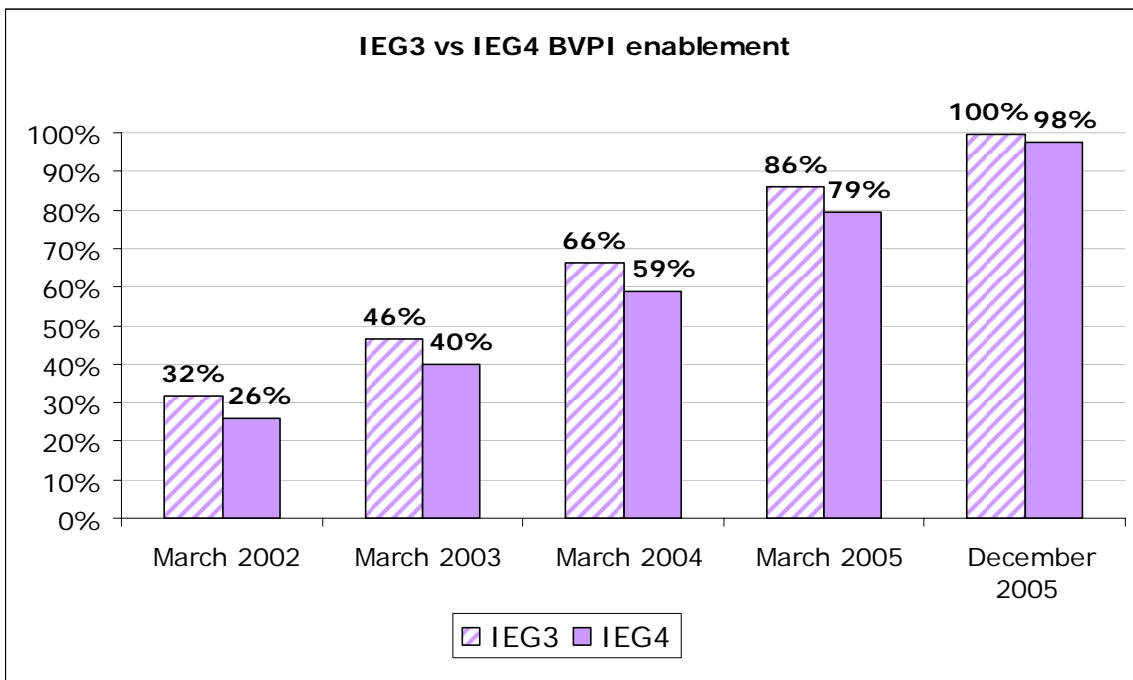
- A reasonable 21% national increase in enablement is required in the final year of the programme in order to reach the 100% target for December 2005 (page 2)
- While some interactions (providing information, collecting revenue) are strongly e-enabled, councils are still facing challenges around the e-enablement of regulatory activities (page 5)
- Councils have largely achieved those Priority Outcomes (PSOs) with a lower level of difficulty, reflecting a continuing push around customer facing services, as required by the 100% target for e-enablement (BVPI 157). The next phase will need to tackle those PSOs with a higher level of difficulty, including Customer Relationship Management (CRM) systems and back office integration (page 8)
- Regional e-partnerships funded by the ODPM, especially in London and the North West, appear to have made a substantial contribution to progress in their areas, particularly in response to the PSO agenda (page 11)
- Reported progress by councils on e-enablement (BVPI 157) is supported by the latest SOCITM Better Connected website survey rankings, as the two measures show a strong correlation (page 13)
- Projected figures for channel take-up suggest that service demand management and access issues in the context of e-government have not been a strategic priority for councils to date. Additional support for councils to help them develop channel management strategies that promote increased public awareness and take-up of e-enabled services is required (page 14)
- The publication of the Government Connect prospectus in March 2005 addressed a significant area of challenge in councils around authentication and security for e-services (page 15)
- If everyone adopted the best practices from leading councils, almost double the expected annual efficiency gains could be made. Whereas current savings for 2008 are forecast to be £465 million, and the "best practice" savings for 2008 could reach £850 million (page 20)

## 2 E-enablement – BVPI 157

BVPI 157 measures the number of e-enabled services across ten interaction types covering all local government customer-facing services. It is the core measure of e-enablement against the 2005 targets.

In 2004/05, BVPI 157 increased 20% on 2003/04 figures. In the final year a 21% increase in enablement is required in order to reach 100% BVPI enablement. This is a reasonable target given the progress shown below in previous years. Councils themselves predict 98% e-enablement by the target date.

This is a big achievement – to get from minimal e-enabled service provision to near 100% in five years across all English authorities is a measure of the success of the local e-government programme. It also highlights the ability of councils to embrace change.



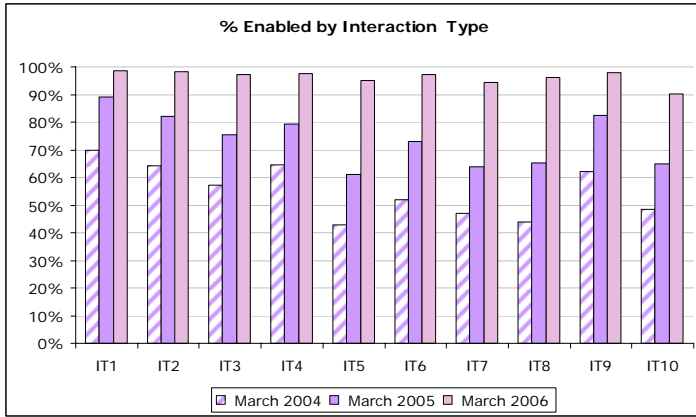
One note of caution appears in the above chart: councils have consistently over-estimated their levels of e-enablement in their IEG3 returns compared with the outturn shown in their IEG4 figures. The differences are stable at six to seven percent and therefore not insurmountable, given the progress expected in 2004 to 2005.

### 2.1 Council progress by interaction type

The BVPI 157 interaction types recognise that there is a wide range of ways of interacting with Councils. E-enablement covers the whole range from finding out how a service operates, booking a sports hall through to buying goods and services.

IT1 "Providing Information" is the most enabled interaction type at 89% in 2004/05. It is very realistic to assume that councils will reach 100% enablement by March 2006 (only an 11% increase). This means information on nearly all council services will be available electronically for all English councils.

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Two other items showing good progress are IT2 (Collecting Revenue) and IT9 (Providing access to community, professional or business networks) which have 82% and 83% e-enablement in March 2005.

However, there are some remaining challenges, e.g. IT5, "Regulation" in 2004/05 was at 61%. This will require further support work in the run up to December 2005, including engagement with relevant National Project activity.

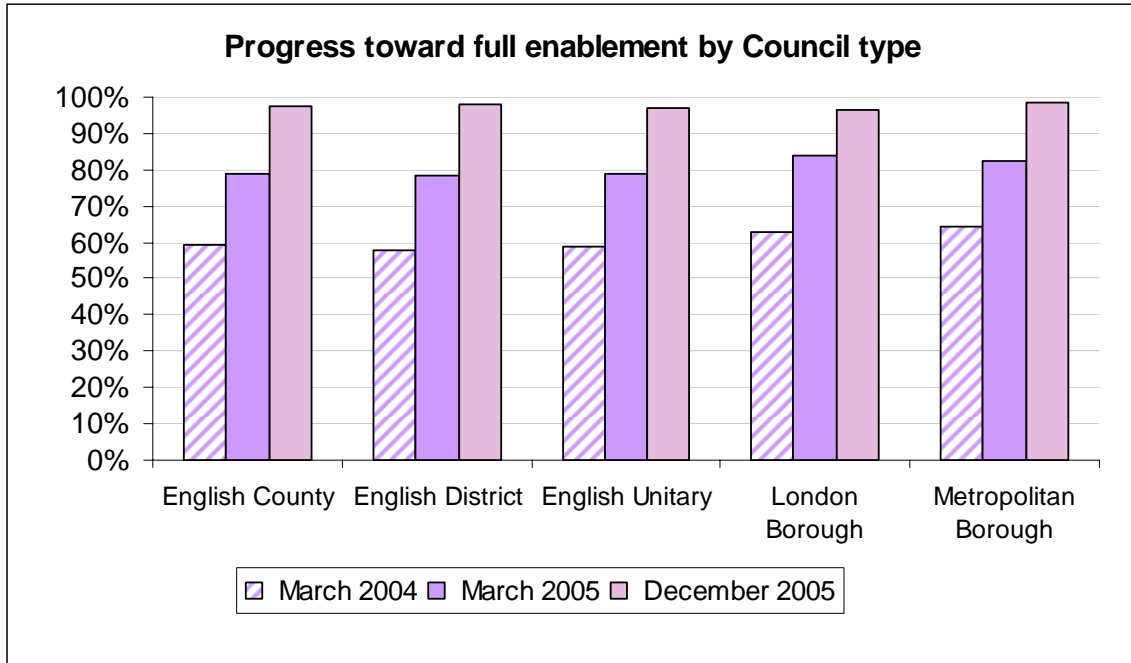
BVPI 157 Interaction Type	March 2004	March 2005	Dec 2005
IT1 Providing Information	70%	89%	99%
IT2 Collecting Revenue	64%	82%	98%
IT3 Providing Benefits and Grants	57%	76%	97%
IT4 Consultation	65%	79%	98%
IT5 Regulation	43%	61%	95%
IT6 Applications for Services	52%	73%	97%
IT7 Booking, Venues, Resources and Courses	47%	64%	94%
IT8 Paying for goods and for services	44%	65%	96%
IT9 Providing access to Community, Professional or Business Networks	62%	83%	98%
IT10 Procurement	48%	65%	90%

Other areas where more work is needed are IT7, IT8 and IT10. IT7 covers "Booking Venues, Resources and Courses", currently 64% enabled. IT8 – "Paying for Goods and Services" is 65% enabled as is IT10 – "Procurement". These interaction types need to see increased growth at a level above that seen in previous years.

### 2.2 Differences in enablement by council type

There are small differences in e-enablement by council type but in general expected levels of e-enablement are high across the board. Districts, have made considerable progress to reach 78% - only 6% less enabled than the most enabled councils, London Boroughs, with the percentage gap expected to close to 3% by December 2005. This shows that the (typically) smaller district councils are pulling more than their weight in terms of keeping up with their larger unitary, county and metropolitan colleagues.

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The range is a constant 6% between the highest and lowest implemented council types for all of the actual figures from 2002 to 2005. Although a range of 3% is predicted for December 2005, if a range of 6% occurred, that would give a lower bound of 93% enablement.

Council Type	March 2002	Rank 2002	March 2004	Rank 2004	March 2005	Rank 2005	Dec 2005	Rank Dec 2005
English County	25%	3	60%	3	79%	3	98%	3
English District	26%	2	58%	5	78%	5	98%	2
English Unitary	29%	1	59%	4	79%	4	97%	4
London Borough	24%	4	63%	2	84%	1	96%	5
Metropolitan Borough	23%	5	64%	1	82%	2	99%	1
Range between top and bottom council type	6%		6%		6%		3%	

Despite the continuing progress, there are some key challenges remaining around interaction types in each council type – especially in IT5 – Regulation, IT8 – Paying for goods and for services and IT7 – Booking Venues, Resources and Courses.

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### 2.3 Interaction Type enablement for March 2005 by Council Type

	Overall	Rank	County	Rank	Districts	Rank	Unitary	Rank	London Borough	Rank	Metropolitan	Rank
IT1 Providing Information	90%	1	89%	1	89%	1	89%	1	93%	1	92%	1
IT2 Collecting Revenue	84%	2	76%	5	86%	2	82%	2	84%	3	84%	2
IT3 Providing Benefits and Grants	75%	4	77%	4	74%	5	77%	4	75%	5	80%	4
IT4 Consultation	74%	5	79%	2	74%	4	73%	5	74%	6	70%	7
IT5 Regulation	61%	10	52%	9	62%	10	60%	9	62%	10	59%	9
IT6 Applications for Services	73%	6	71%	6	71%	6	73%	6	78%	4	78%	5
IT7 Booking, Venues, Resources and Courses	62%	9	52%	8	62%	9	67%	7	64%	8	63%	8
IT8 Paying for goods and for services	65%	8	49%	10	71%	7	56%	10	63%	9	57%	10
IT9 Providing access to Community, Professional or Business Networks	79%	3	77%	3	77%	3	78%	3	88%	2	80%	3
IT10 Procurement	68%	7	67%	7	68%	8	63%	8	67%	7	75%	6

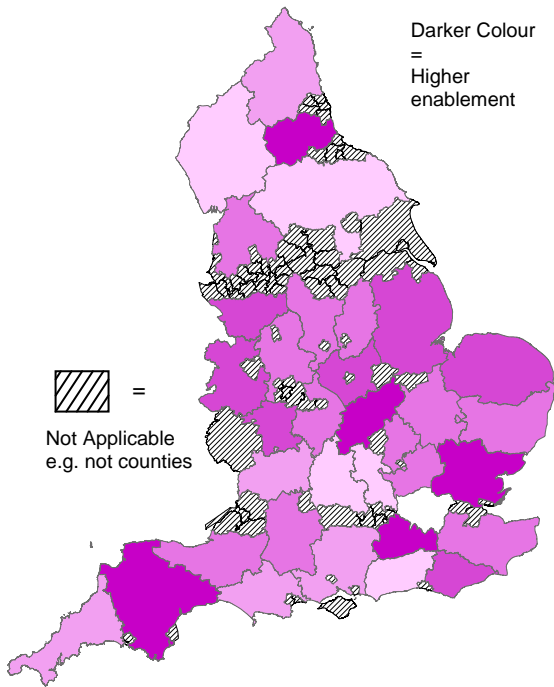
IT5 deals mainly with issuing licenses and the other regulatory activities councils carry out. This should be achievable for all councils (as an example, the work of the PARSOL and ENCORE National Projects has provided a substantial part of this requirement). However, Councils will need to be engaged through the ROAD programme and relevant National Projects will need to be engaged to raise council awareness of support.

IT7 is less certain as there are many councils who outsource or delegate their leisure and adult education services, meaning that it is up to the third party provider to offer e-enablement in these areas, not necessarily the council itself. With existing contracts in place, this may be hard to enforce until contract renewal becomes due.

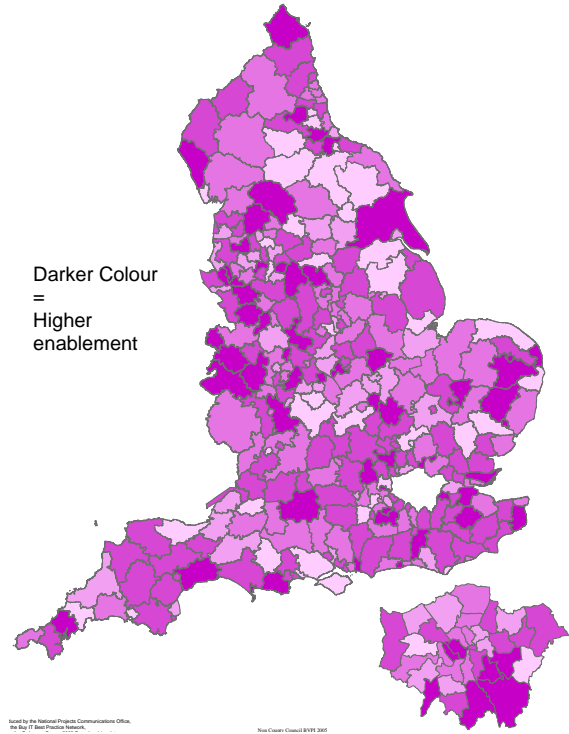
IT8 also represents a challenge. Counties, Unitaries and Metropolitan authorities all have this paying for goods and services interaction type as the least enabled interaction type. This should be an area for focus for councils, as there are well understood benefits of putting many cash and payment interactions online as possible (described in detail by the e-Pay National Project), together with ODPM targets.

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BVPI Overall, March 2005  
English Counties



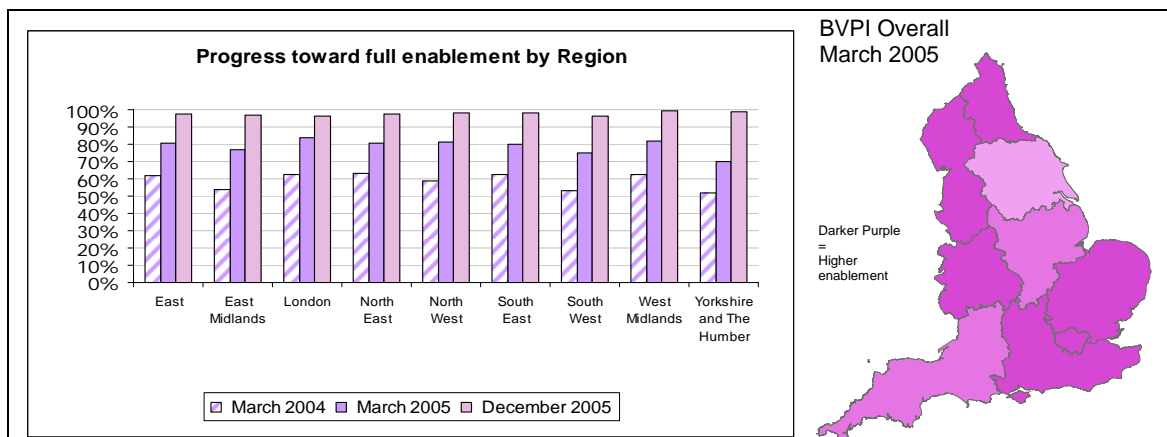
BVPI Overall, March 2005  
English Non-Counties



### 2.4 Regional Differences in enablement

All regions expect to be over 96% e-enabled by 2005/06. Councils in both Yorkshire and The Humber and the South West were less enabled than the other regions in both 2003/04 and 2004/05. This means the task for these councils to meet the targets will be particularly challenging in the final year.

Councils in London, the most e-enabled region in 2004/05, expect to be 96% e-enabled on average by the 100% target date. Councils in Yorkshire and The Humber forecast an average increase in BVPI enablement of 29% in the final year to reach 99% enablement by March 2006.

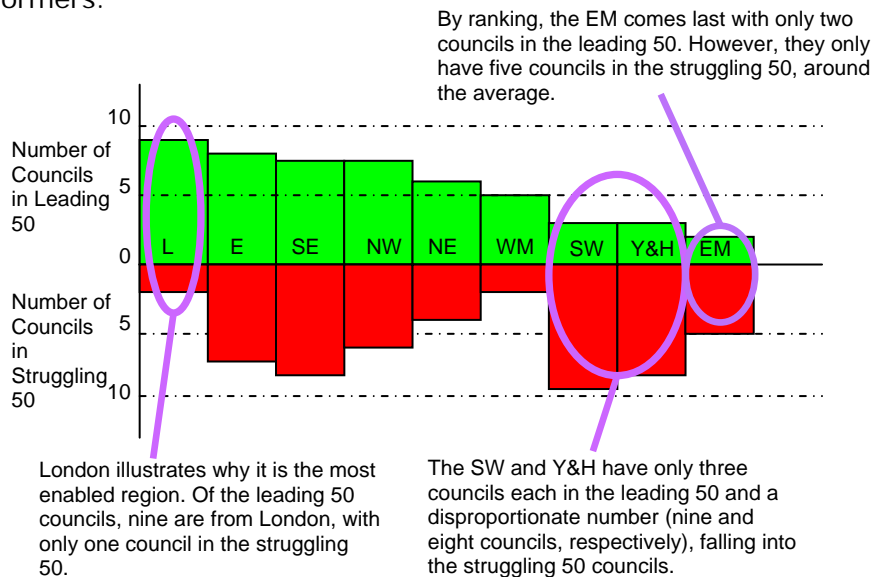


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Region	March 2002	2002 Rank	March 2004	2004 Rank	March 2005	March 2005 Rank	Dec 2005	Dec 2005 Rank	% improvement '02- Mar'05
East	30%	1	62%	5	81%	5	98%	5	50%
East Midlands	23%	7	54%	7	77%	7	97%	7	54%
London	24%	6	63%	2	84%	1	96%	8	60%
North East	30%	2	63%	1	81%	4	97%	6	51%
North West	22%	9	59%	6	81%	3	98%	4	59%
South East	29%	3	62%	4	80%	6	98%	3	51%
South West	23%	8	53%	8	75%	8	96%	9	53%
West Midlands	25%	4	63%	3	82%	2	99%	1	57%
Yorkshire and The Humber	24%	5	52%	9	70%	9	99%	2	46%

### 2.5 Councils ranked by BVPI Score, March 2005

Some interesting messages appear if we consider the leading and struggling 50 councils by aggregated BVPI score. London is considerably ahead in having nine better-performing councils and only one struggling one. Both the South West and Yorkshire and The Humber have more lower-performing authorities than they do high performers.



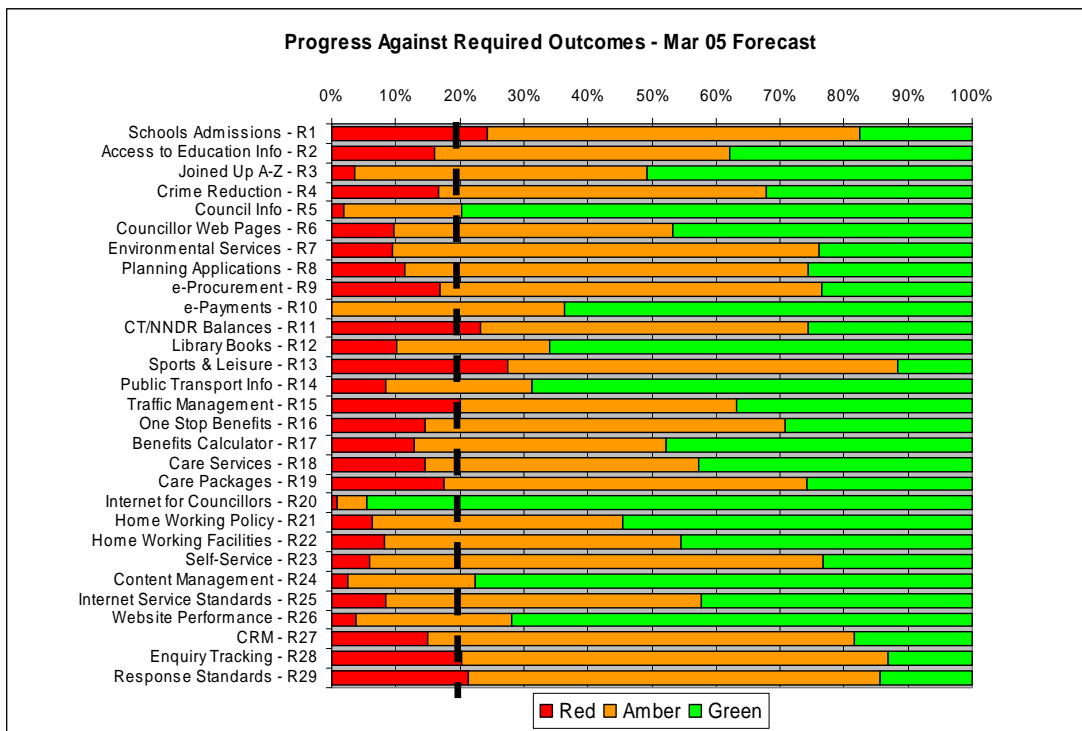
### 3 Status of Priority Service Outcomes

The Priority Service Outcomes were launched in April 2004 and cover a far smaller number of services and interactions than the BVPI 157 reporting process. They were designed to provide an operational focus around e-Government which requires substantive cross-functional activity. There are fourteen priority outcome areas and two core service types: required (“R”) and good (“G”) outcomes. Full descriptions of the Required and Good PSOs can be found in Appendix A at the back of this report.

#### 3.1 Required PSO Status as of March 31<sup>st</sup> 2005

The chart below shows a traffic light map of progress against required PSOs. The overall picture is a good one, with many required outcomes already available in over 50% of councils. The traffic lights should be read as follows: Green-Implemented at the date; Amber-Implementing; Red-Planning.

The highest enabled PSOs are around the provision of web content, council information and performance standards around this provision. R20 which can help to engage councillors with the e-government agenda also has a high score.



Reading across the 20% line on the map shows that School admissions (R1), Online facilities to be available to allow delivery of ‘added value’ around online payment facilities (R11) and Sports and Leisure (R13) are all outliers with more than 20% in the red (planning stage).

Schools admissions (R1) is part of a longer term process (due to the schools admissions timeline), and is expected to be fully e-enabled by 2007, aided by the eAdmissions National Project.

R11, which includes the ability to check Council Tax and Business Rate (NNDR) balances online or via touch tone telephone dialling, presents a new challenge for

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authorities to redefine Council Tax and Business Rate services for the online environment.

R13 (sports and leisure) should be seen in contrast to R12 (the renewal and reservations of library books), one of the highest scoring PSOs. This may be due the fact that libraries are generally operated by councils whilst sport facilities are often outsourced, making it harder to require these outcomes of the provider.

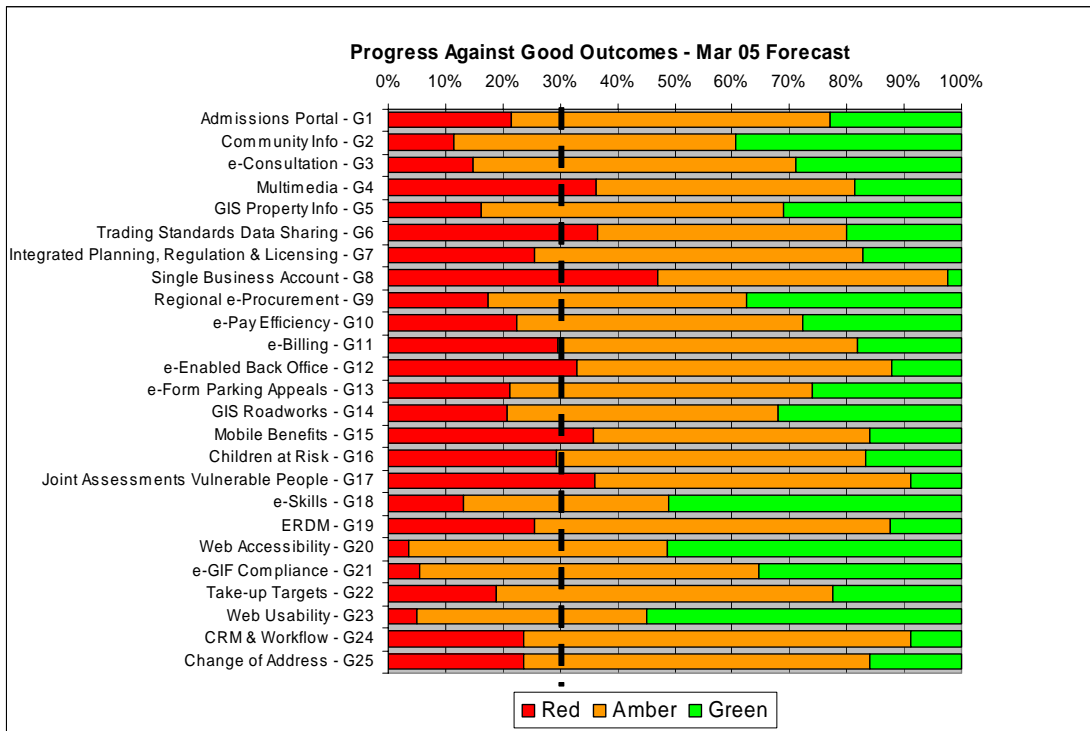
### 3.2 Good PSO Status as of March 31<sup>st</sup> 2005

The Good PSO targets show slightly less progress than the required ones, but impressively, councils have got to roughly 20% e-enablement for these targets after less than one year of publication.

PSOs in the red and over 30% are, not surprisingly, three of the most difficult outcomes to enable. G6, G8 and G12 all require a form of integration infrastructure across departments. G4, which covers the establishment of publicly-accessible multimedia resources on local policy priorities, just seems to be a low priority for a number of councils at this stage.

Surprisingly, two of the less-enabled outcomes, G15 and G17, are mobile technology related. Councils are already seeing strong benefits from the use of mobile technology, and it might be expected that progress in this area would be rapid.

The priority area of accessibility of services and the IEG3 e-organisation building block around local service websites are one of the top priorities in achieving e-enablement. This is supported by the top-rated Good PSOs, which are e-skills, Web Accessibility Initiative standards and recognised guidance for usability of website design, based around the work of National Projects such as LAWS and CRM.



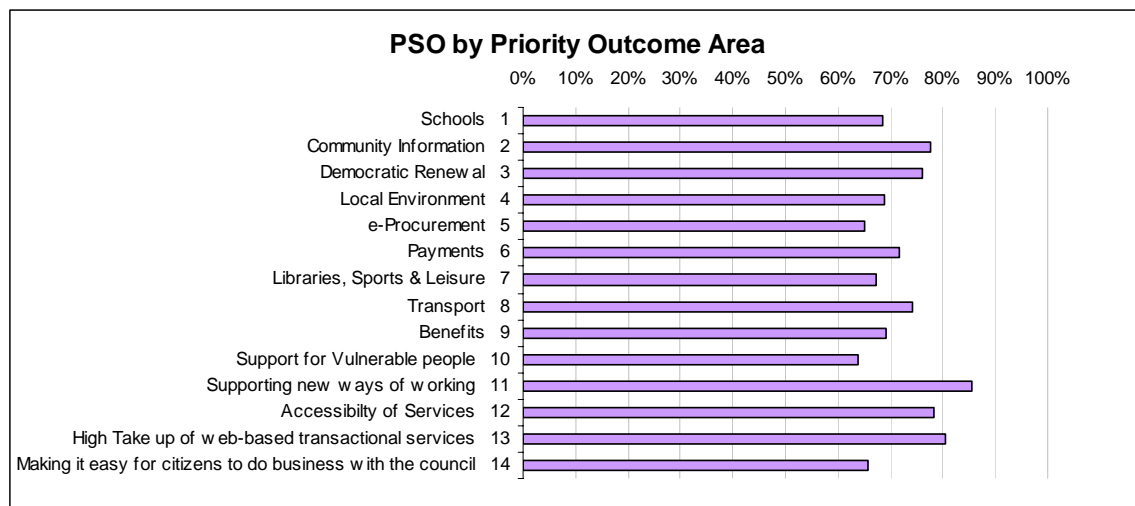
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### 3.3 PSO by Priority Outcome Area

Priority Service Outcomes are grouped into fourteen different outcome areas. The chart below shows that the most successful outcome areas are; Supporting new ways of working; Accessibility of services and High Take-up of web-based transactional services. There are two areas where more work is needed: Support for vulnerable people and e-Procurement.

e-Procurement is made up of only one 'Required' PSO and two 'good' PSOs. For reasons mentioned above, the 'Required' PSOs are being implemented at a faster rate than 'Good' PSOs. So with only one 'Required' PSO and two 'Good' PSOs this will bring the overall average of this priority area down. However, there are large efficiency benefits in getting e-Procurement working right in councils, so there is a strong case for improvement in this area.

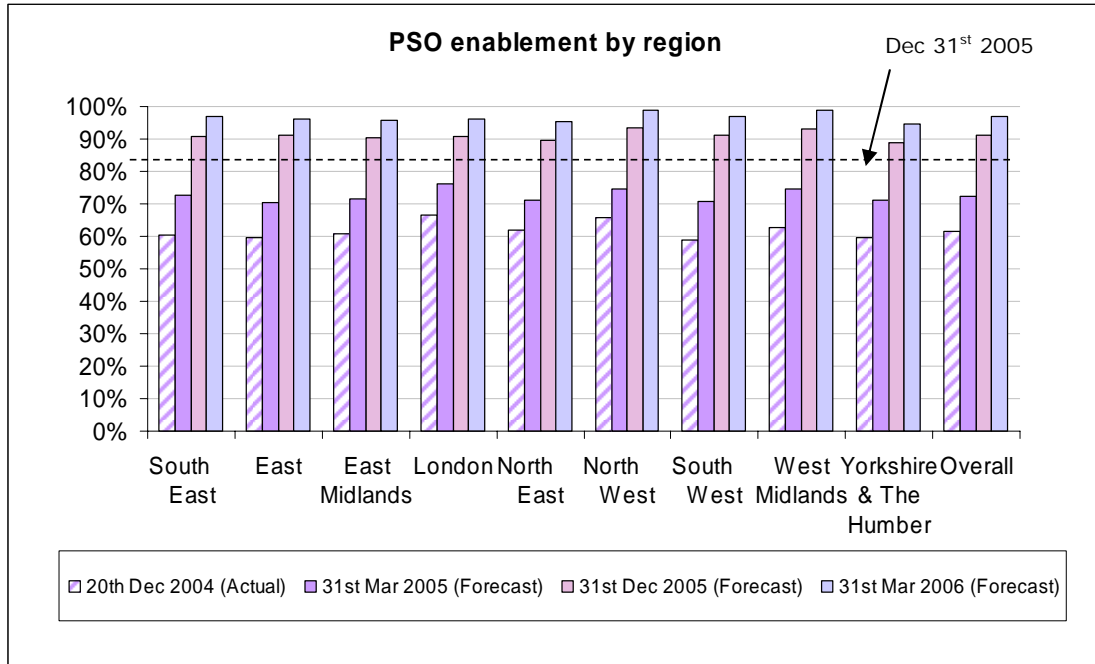
Progress on Support for vulnerable people appears to have been delayed pending further guidance on requirements for G16, reflecting the DfES Every Child Matters: Change for Children programme. This matter has subsequently been resolved with the release of updated practitioner guidance.



### 3.4 Regional Differences in implementing PSOs

The East has overall PSO enablement at 70%. Yorkshire and The Humber, North East and South West are 71% enabled. London again leads with 76% enablement. In general, authorities have more work still to do for PSO enablement than BVPI enablement by March 2006. However, authorities have seen faster rises in PSO enablement than they did BVPI enablement. This would appear to suggest that the introduction of the PSOs in April 2004 encouraged a timely galvanisation of e-government implementation activity. The fact this rapid improvement took place confirms that PSOs were not new targets.

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	20th Dec 2004	Rank	31st Mar 2005	Rank	31st Dec 2005	Rank	31st Mar 2006	Rank
Yorkshire and The Humber	59%	8	71%	7	89%	9	95%	9
North East	62%	4	71%	6	90%	8	95%	8
East Midlands	61%	5	72%	5	90%	7	96%	7
South East	60%	6	73%	4	91%	6	97%	6
London	67%	1	76%	1	91%	5	96%	5
South West	59%	9	71%	8	91%	4	97%	4
East	59%	7	70%	9	91%	3	96%	3
West Midlands	63%	3	75%	3	93%	2	99%	2
North West	66%	2	75%	2	94%	1	99%	1
Overall	62%		72%		91%		97%	

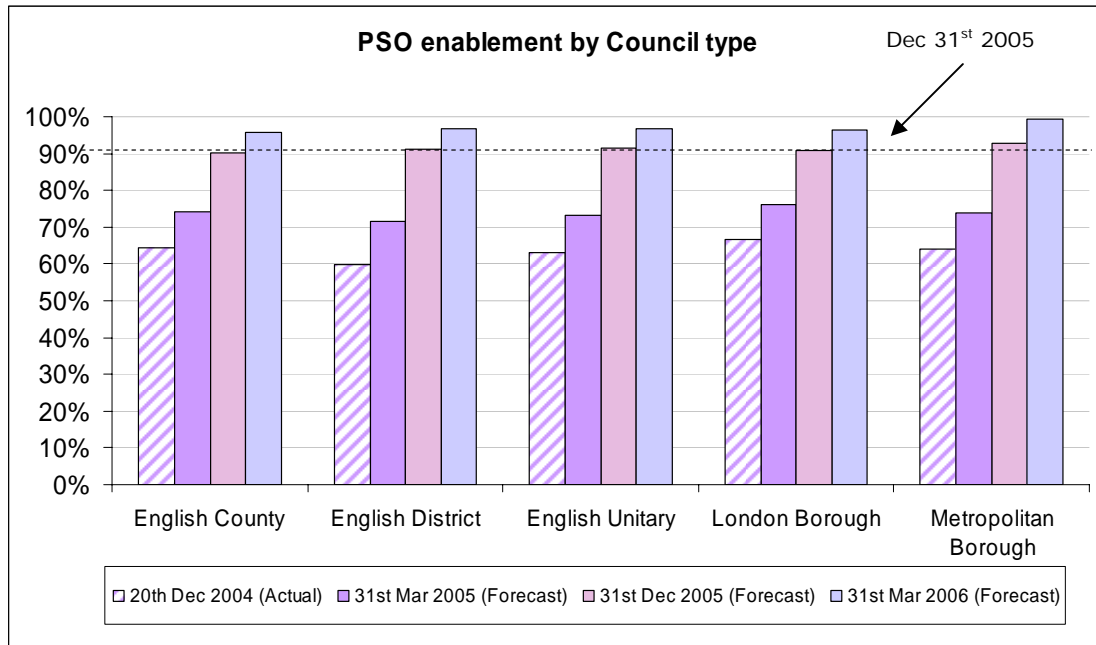
### 3.5 PSO enablement by Council Type

The headline figure suggests that councils will be 91% enabled in their PSOs by December 31<sup>st</sup> 2005. By March 2006 (the target date for Good outcomes) the forecast enablement will be 97%.

London boroughs are 76% enabled and are the highest implementer of PSOs by council type. Metropolitans and counties come second with 74% and districts are at 71%. Progress on PSOs across council types is relatively uniform – there is less difference than by region.

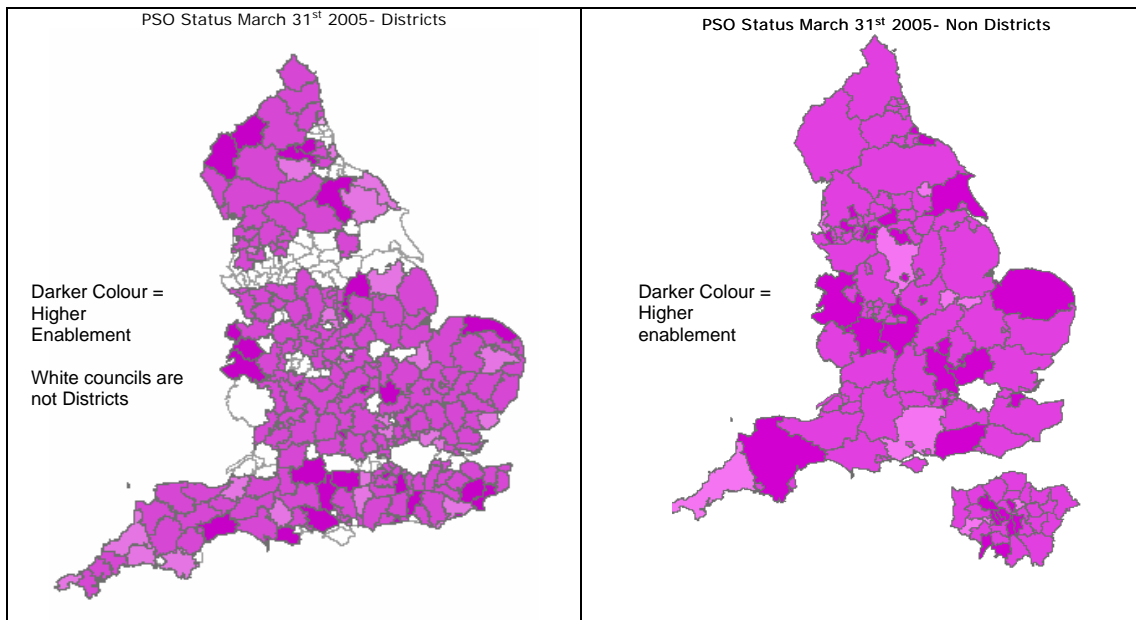
There is less of a percentage difference between councils in terms of PSO implementation as there is for BVPI 157. Between London Boroughs, the most enabled, and English districts, there is a difference of only 5%.

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From the data table below we can see a 10% increase between the three months from December 2004 to March 2005, which suggests that further 15-20% over the next nine months is achievable.

LA Type	20th Dec 2004	Rank	31st Mar 2005	Rank	31st Dec 2005	Rank	31st Mar 2006	Rank
English County	64%	2	74%	2	90%	5	99%	1
English District	60%	5	71%	5	91%	3	97%	3
English Unitary	63%	4	73%	4	91%	2	97%	2
London Borough	67%	1	76%	1	91%	4	96%	4
Metropolitan Borough	64%	3	74%	3	93%	1	96%	5



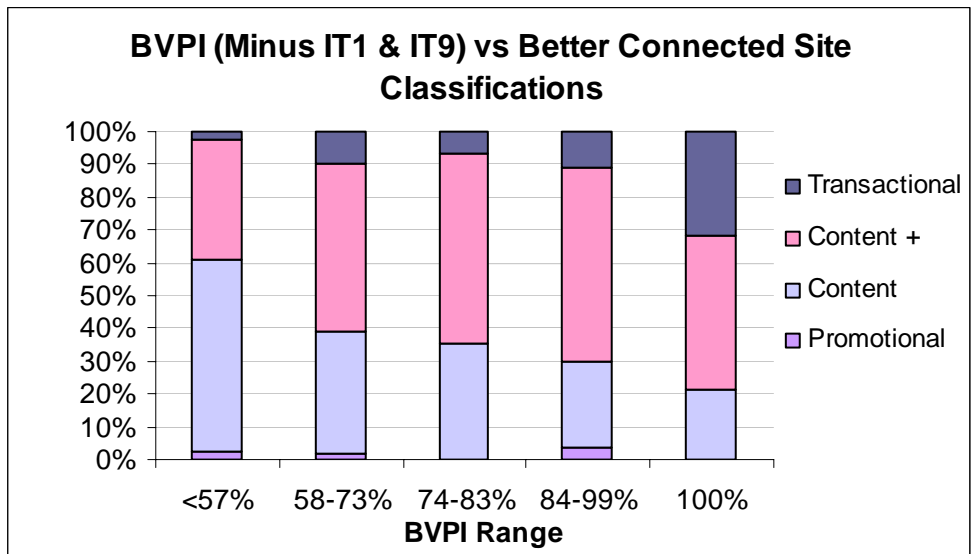
#### 4 Socitm Insight: *Better Connected 2005 vs BVPI 157*

Socitm's *Better Connected* Reports have been a useful driver in the growth in quality of council websites over the past few years. The website rankings in *Better Connected* are calculated by an independent "mystery shopper" process, whereas the BVPI results are self-reported by councils. Comparison of the two measures illustrates the extent to which we can have confidence that councils are correctly reporting their own status and readiness.

A comparison was taken between the four SOCITM *Better Connected 2005* website classifications and the level of council transactional capability (taken as BVPI IT2, IT3, IT4, IT5, IT6, IT7, IT8, and IT10). IT1 and IT9 were excluded from this analysis as they deal with providing information only rather than transactions. The chart below illustrates the results. The BVPI scores were put into a range based on quartiles and a fifth category at 100%.

It is clear that the number of councils that have a higher *Better Connected* classification (e.g. "Transactional") increases along with BVPI overall score.

This suggests that there is a strong correlation between the two measurements, which in turn increases confidence in the BVPI 157 figures. The SOCITM work also illustrates the real improvements that progress on e-enablement is making to the citizen experience of online services.



## 5 Access Channel Take-up

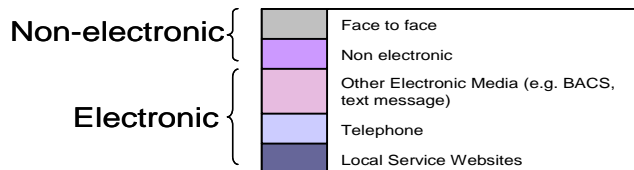
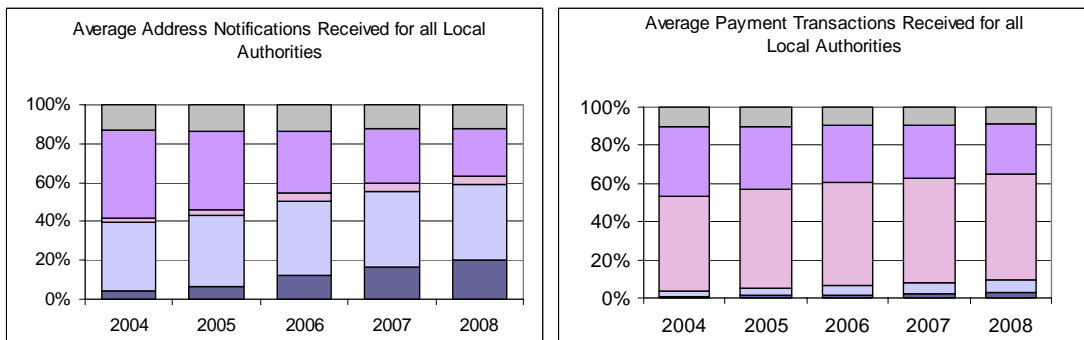
The IEG4 return asked for measures around web users, actual and forecasted figures for e-enabled payment transactions and change of address notifications to demonstrate public take-up of the main e-access channels.

Overall, the reported figures show a high degree of variance and show no clear patterns. For example, there is no demonstrable difference between growth forecasts for page impressions (the preferred counting method for user activity on a website) and unique users (a measure of how many users experienced website content or 'audience reach'). The large range in reported figures also cast doubts about their consistency. This would appear to suggest that management of service demand and access issues in the context of e-government has not been a priority for councils to date.

Overall, the results suggest that additional support is required to help authorities find ways of measuring and managing these channels in the next year. The investment in e-Government will only show benefit if citizens use the additional channels and services that have been built. SOCITM has recently said "that councils should do more to exploit citizen 'self-service' through their websites"<sup>1</sup>. Ian Watmore of the e-Government Unit confirmed this by announcing "The spotlight is now on take up, and the efficiency agenda is prompting us to encourage citizens to switch wherever reasonable to 'self-servicing' their requests."<sup>2</sup>

### 5.1 Access Channel Take-up: payment transactions and address notifications

The charts below illustrate two different interactions between citizens and business with councils, Address Notifications and Payment Transactions. The notable difference between the two charts is when making payments to the council the preferred means is by "other" electronic media (e.g. BACS) rather than Local Service websites. The reverse is true for address notifications where there is a predicted increase year on year for Local Service websites.



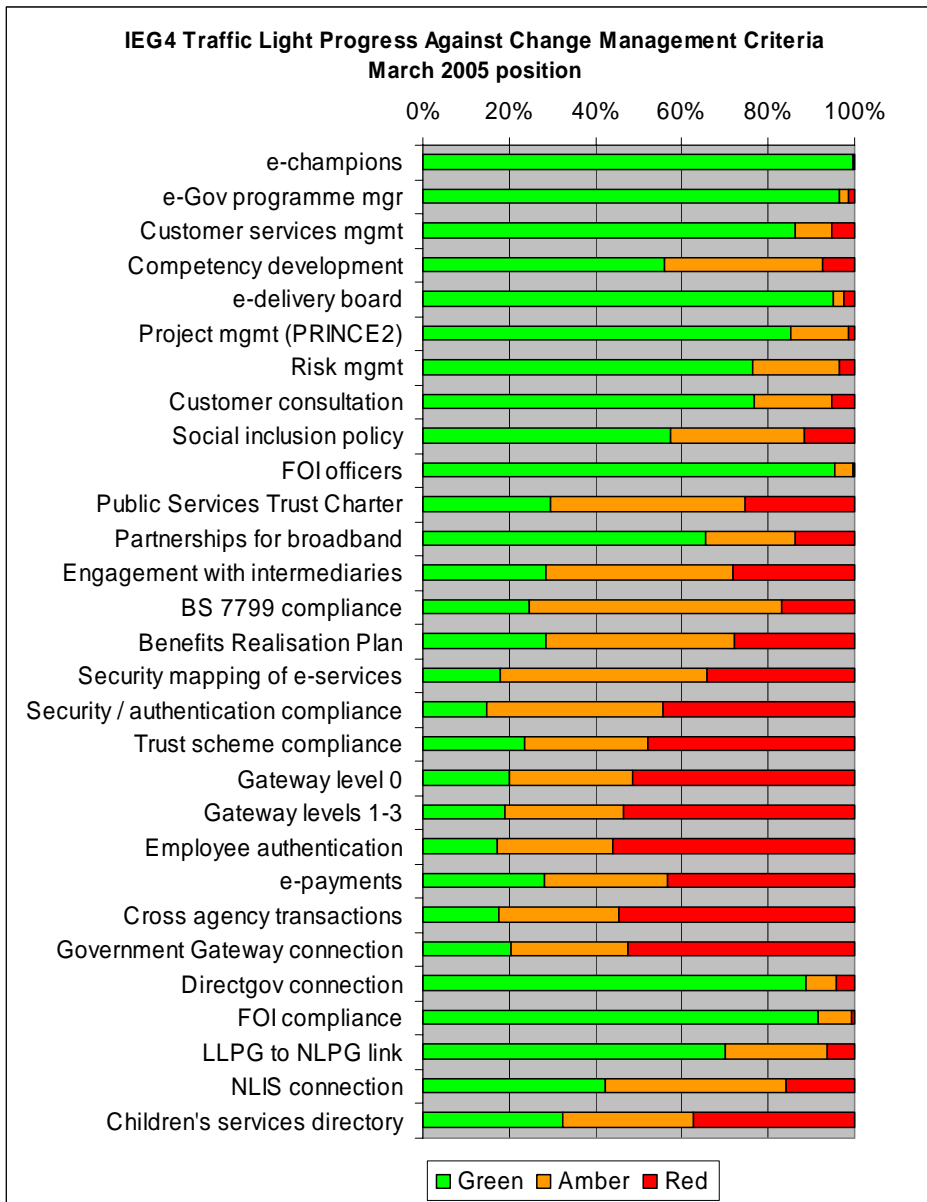
<sup>1</sup> [www.kablenet.com](http://www.kablenet.com) "Online for efficiency, 31 March 2005"

<sup>2</sup> ibid

## 6 Change Management

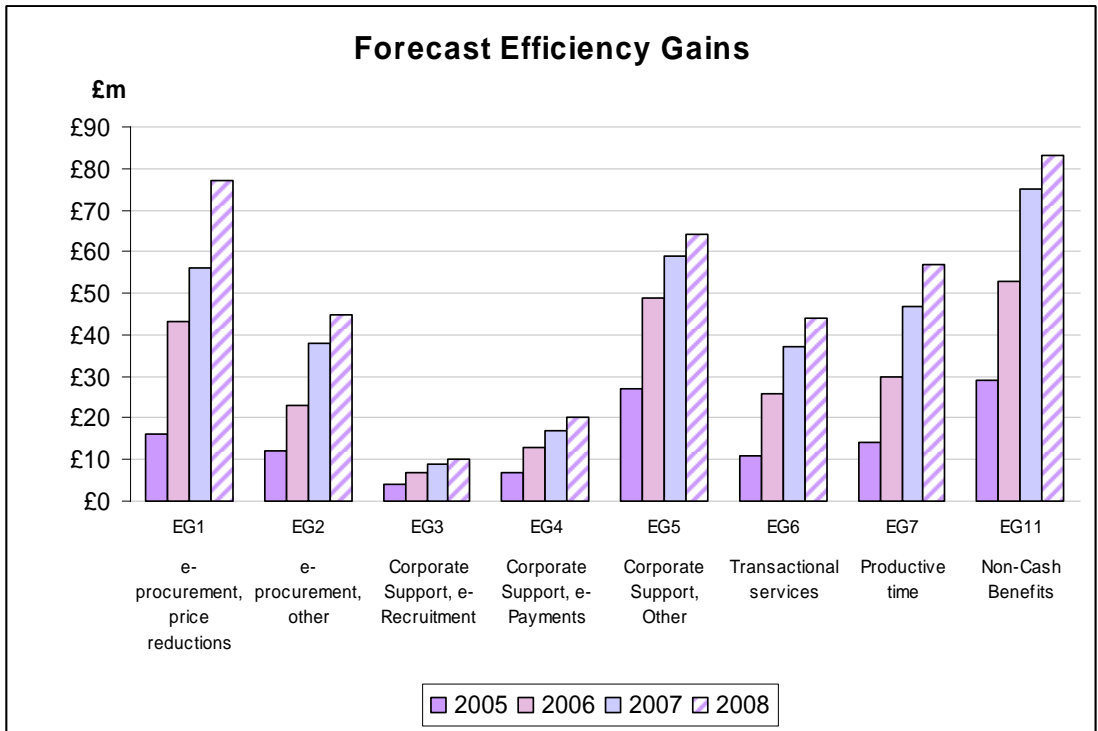
The IEG4 returns surrounding change management show a clear picture. Almost all of the structural change elements are in place in the majority of councils. Specifically, members and officer e-champions are fully implemented across all 388 councils. E-Government programme managers are nearly all in place, as are the e-delivery board, FOI Officers, Directgov connections and FOI Compliance.

The areas where additional work needs to be done are around Employee authentication, Government Gateway (security level '0' and security level '1-3') and Cross Agency secure transactions (Government to Government). The Government Connect project ([www.govconnect.gov.uk](http://www.govconnect.gov.uk)) should help to drive a number of these areas forward.



## 7 Efficiency Gains

The IEG4 return asked councils to estimate efficiency gains from various sources as shown in the chart below. Overall, the efficiency gains increase year on year, but some areas show a greater increase than others. The chart below is taken from the IEG4 efficiency gains base line data, as announced in February 2005. It should be noted that the raw data in the IEG4 returns included 28 authorities entering 0 (zero benefits) across 2004 to 2008.



Efficiency Gains	Outcome	2005 (£million)	2006 (£million)	2007 (£million)	2008 (£million)
e-procurement, price reductions	EG1	16	43	56	77
e-procurement, other	EG2	12	23	38	45
Corporate Support, e-Recruitment	EG3	4	7	9	10
Corporate Support, e-Payments	EG4	7	13	17	20
Corporate Support, Other	EG5	27	49	59	64
Transactional services	EG6	11	26	37	44
Productive time	EG7	14	30	47	57
Non-Cash Benefits	EG11	29	53	75	83
<b>Grand Total</b>		<b>121</b>	<b>243</b>	<b>348</b>	<b>400</b>
Incremental Efficiency 2005 Base			122	227	279
Efficiency growth year on year			122	105	52

E-recruitment offers the smallest efficiency gains and also has the smallest increases up to 2008. Non-cash benefits have the greatest gains, with over at least £80m of benefits expected each year from 2008.

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Some examples of the non-cashable benefits are as follows (quotes from the IEG4 returns):

- Home working should show improved productivity. Research has shown that up to 10% savings can accrue. Also, perhaps enabling minimal accommodation changes in future. Faster customer response times for revenues transactions will ensue through new systems.
- Efficiency savings of utilising CRM in the waste management service (specifically the e-management of service requests with our third party contractor for bulky waste and missed bins).
- e-recruitment will produce improvements to customer service, as an online service will help potential job candidates get job packs faster. Time will also be saved across all Departments in printing, packing, and mailing recruitment packs.
- Efficiencies brought about by reduction in administration duties within Education and Culture. Estimated at 1-2 weeks, per section admin time, that would be needed to create equivalent quality data manually. About 20% of this is time released for training.

### 7.1 Estimated efficiency gains

Zero efficiency gains were reported by a number (28) of excellent performing authorities in both BVPI 157 and PSO Outcomes. In order to explore the potential for making efficiency gains, a calculation was made to estimate benefits across all councils. For those councils that entered zero efficiency gains from 2004-08, the average gains for their council type per head of population were calculated and then multiplied by population and council type to fill in the gaps.

The 200x figure in the table below is the raw data from the IEG4 returns; the 200x (estimated) column is the number estimated according to the calculation described above. As the table shows, this estimate substantially increases the efficiencies available based on the 28 non-reporters estimated values alone. These estimated figures are used in the remainder of this document.

LA Type	2005 (£millions)	2005 estimated (£millions)	2006 (£millions)	2006 estimated (£millions)
English County	30	44	66	84
English District	21	24	45	49
English Unitary	17	22	35	40
London Borough	21	28	39	45
Metropolitan Borough	31	40	59	70
<b>Grand Total</b>	<b>121</b>	<b>158</b>	<b>243</b>	<b>288</b>

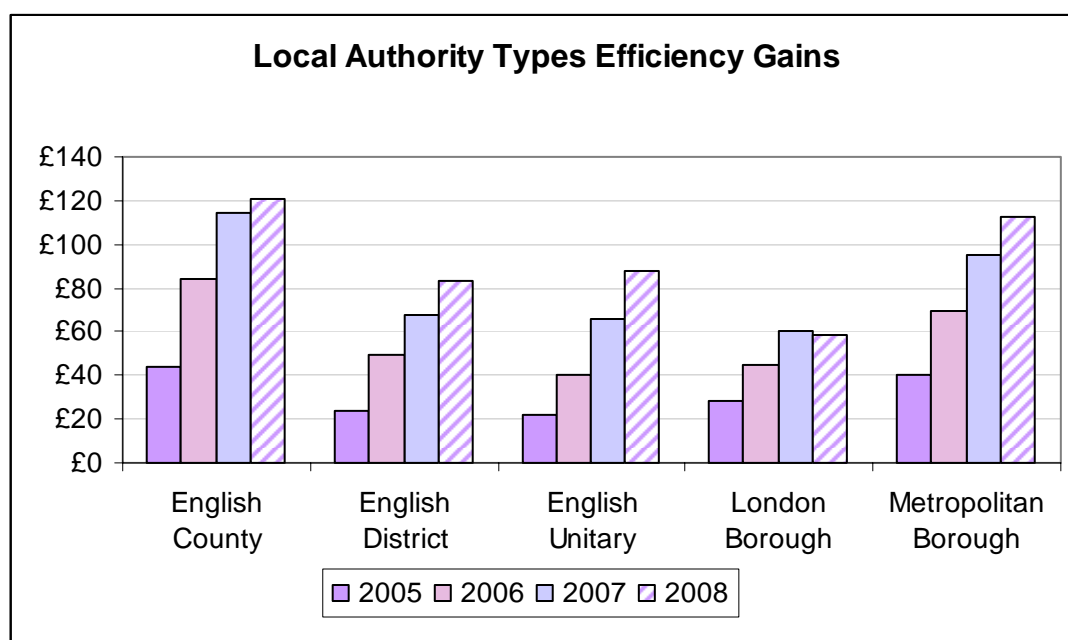
(Cont...)

## IEG4: Delivering e-Government Benefits

LA Type	2007 (£m)	2007 estimated (£m)	2008 (£m)	2008 estimated (£m)
English County	93	114	99	121
English District	63	68	77	83
English Unitary	59	66	78	88
London Borough	52	60	50	59
Metropolitan Borough	81	95	96	113
<b>Grand Total</b>	<b>348</b>	<b>405</b>	<b>400</b>	<b>465</b>

### 7.2 Efficiency Gains by Council Type

English Counties have the greatest level of Efficiency Gains at £44m and by 2008 could have gains of around £121m. Unitaries have the least gains as of 2005. London Boroughs report the lowest gains in 2008.



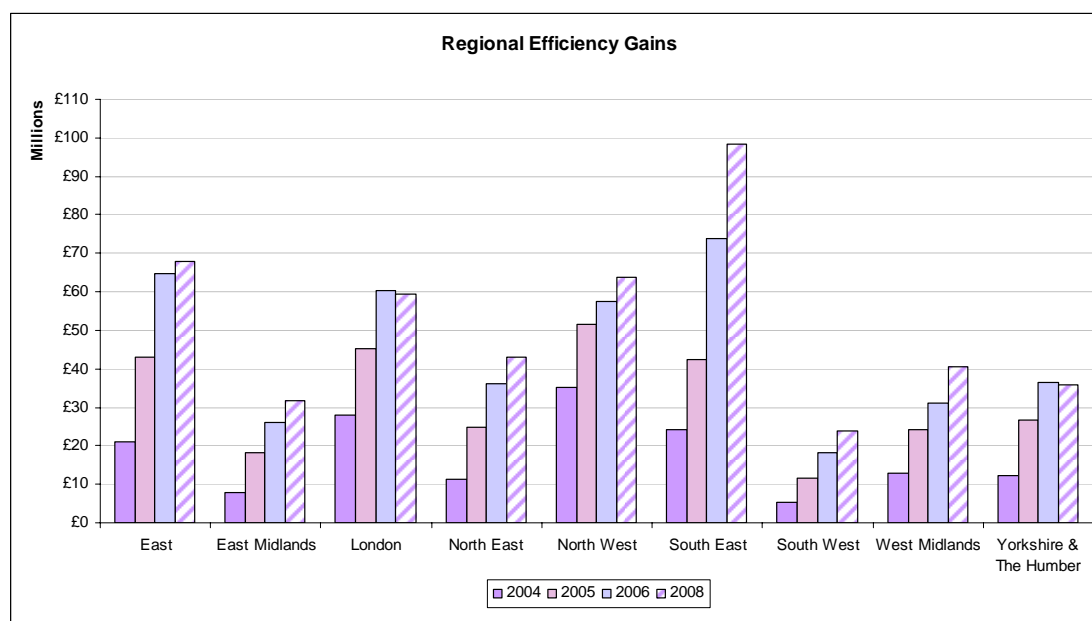
LA Type	2005 (£m)	2006 (£m)	2007 (£m)	2008 (£m)
English County	44	84	114	121
English District	24	49	68	83
English Unitary	22	40	66	88
London Borough	28	45	60	59
Metropolitan Borough	40	70	95	113
<b>Grand Total</b>	<b>158</b>	<b>288</b>	<b>405</b>	<b>465</b>

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### 7.3 Efficiency Gains by Region

London has reported gains of £28 million in 2005 by 2008 they have forecast gains of £59 million for that year. The South East has reported gains for 2005 at £24 million. In 2008 they have forecasted gains of £98 million. The South West has reported the lowest gains of £5 million for 2005. By 2008 their gains for that year are forecasted at £43 million.

When looking at the regional efficiency gains per capita, two clear bands emerge: regions that will save £2-3 per head and those who will save around £1 per head. It does not seem likely that these are structural differences between councils, more that there is best practice in pockets around the country.

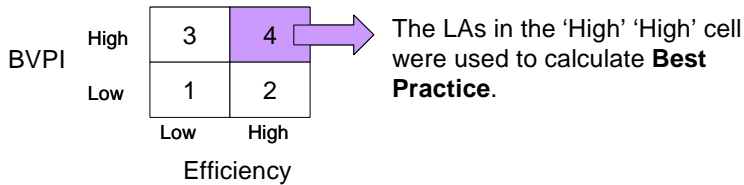


Region	2005 (£m)	2006 (£m)	2007 (£m)	2008 (£m)	Per Capita 2005
East	21	43	65	68	£2.08
East Midlands	8	18	26	32	£0.76
London	28	45	60	59	£2.75
North East	11	25	36	43	£1.10
North West	35	51	57	64	£3.45
South East	24	42	74	99	£2.39
South West	5	12	18	24	£0.53
West Midlands	13	24	31	41	£1.27
Yorkshire and The Humber	12	27	37	36	£1.20
<b>Total</b>	<b>158</b>	<b>288</b>	<b>405</b>	<b>465</b>	
<b>Per Capita</b>	<b>£15.52</b>	<b>£28.20</b>	<b>£39.65</b>	<b>£45.58</b>	

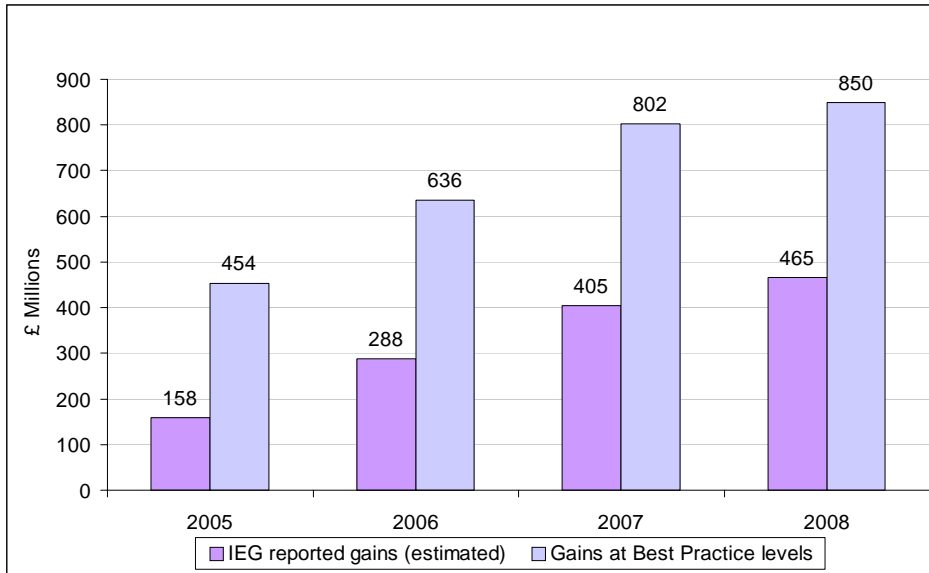
## 8 Best Practice

Looking into the BVPI 157 and efficiency data, it is clear that there are councils which have high BVPI scores as well as high efficiency savings.

If we define "Best Practice" as the efficiency savings per head of the councils with high BVPI 157 and high Efficiency we can calculate what efficiencies all other councils might achieve if they were at these best practice levels.



If all councils adopted best practice as shown by these leading councils, almost double the efficiency gains could be made. In 2008 the Best Practice efficiency gains amount to £850 million across all authorities in comparison to the reported £465 million.



Year	Current Gains from IEG 4 (estimated) (£m)	Best Practice gains (£m)
2005	158	454
2006	288	636
2007	405	802
2008	465	850

Councils are reporting good efficiency numbers, but it appears that there is potential to realise far greater efficiencies. The chart highlights that authorities should share experiences on a local and regional basis to understand how best to deliver efficiency savings.

# Appendix A

## Priority Service Outcomes

## IEG4: Delivering e-Government Benefits

<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. (Owing to the long lead-in time, school admissions systems will need to be in place by March 2006 at the latest.)
<b>R2</b>	Online facilities to be available to allow access to information about educational support services that seek to raise the educational attainment of Looked After Children 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).
<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.
<b>R3</b>	Online facilities to be available to allow one stop direct 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 (Authorities using alternative service taxonomies (e.g. seamlessUK) should plan for migration to the LGCL by December 2005)
<b>R4</b>	Online facilities to be available to allow local authority and youth justice agencies to co-ordinate the secure sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community
<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
<b>R5</b>	Online facilities to be available to allow public access to reports, minutes and agendas from past council meetings, including future meetings diary updated daily
<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
<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
<b>G4</b>	Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files)
<b>R7</b>	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)
<b>R8</b>	Receipt and processing of planning and building control applications
<b>G5</b>	Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information
<b>G6</b>	Sharing of Trading Standards data between councils for business planning and enforcement purposes
<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
<b>R9</b>	Appropriate e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.
<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).
<b>G9</b>	Regional co-operation on e-procurement between local councils.
<b>R10</b>	Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local

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	government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).
<b>R11</b>	Online facilities to be available to allow 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.
<b>G10</b>	Demonstration of efficiency savings and improved collection rates from implementation of e-payments.
<b>G11</b>	Registration for Council Tax and Business Rates e-billing for Direct Debit payers.
<b>R12</b>	Online facilities to be available to allow renewal and reservations of library books and catalogue search facilities.
<b>R13</b>	Online facilities to be available to allow booking of sports and leisure facilities, including both direct and contracted-out operations.
<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
<b>R14</b>	The public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.
<b>R15</b>	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.
<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.
<b>G14</b>	GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.
<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.
<b>R17</b>	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
<b>G15</b>	Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes
<b>R18</b>	Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.
<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.
<b>G16</b>	Systems to support joined-up working on children at risk across multiple agencies
<b>G17</b>	Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field
<b>R20</b>	Email and Internet access provided for all Members and staff that establish a need for it.
<b>R21</b>	ICT support and documented policy for home/remote working (teleworking) for council members and staff.
<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.
<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").
<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)

## IEG4: Delivering e-Government Benefits

<b>R24</b>	Implementation of a content management system (CMS) to facilitate devolved web content creation and website management
<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
<b>G20</b>	Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility
<b>G21</b>	Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS)
<b>R25</b>	Publication of Internet service standards, including past performance and commitments on service availability
<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
<b>G22</b>	Establishment of internal targets and measures for customer take-up of e-enabled access channels
<b>G23</b>	Adoption of recognised guidelines for usability of website design

<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.
<b>R28</b>	All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.
<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
<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
<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

## IEG4: Delivering e-Government Benefits

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