



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 MID TERM (IEG4.5)

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

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Local Context

Introduction

North Hertfordshire District Council remains committed to the e-Government agenda and continues to make significant progress. The Council has now selected its strategic partner who will assist in the implementation of our access to services strategy and in the delivery of the priority outcomes. In addition to this, we continue to work in partnership with the other Hertfordshire Councils on the HertsLink project. Strategic Service Support Contract

The contract for this project has now been agreed and we are entering the early phases of implementation. It was designed to provide a flexible framework contract with an open and honest relationship based around shared aims and objectives. We feel confident this is a good model for district councils as it overcomes procurement, delivery and integration constraints.

The contract has been divided into the following streams of activity:

Project A – Infrastructure Deployment – establish a common technical infrastructure that can be used as a foundation to improve citizen access to Council services. This will feature the implementation of a new Intranet and Website, underpinned by a Content Management system. It will be this project that facilitates the creation of a single point of contact for our customers and will allow the Council to open one or more one-stop shops in the district.

Project B – Service Integration – deploy CRM solution in a ‘wide and shallow’ context enabling between 50-100 services to be delivered via the telephone and website in a 6-9 month timeframe. This project also ensures the Council is able to fully exploit its e-payment capability; and assist in moving us towards the advanced level of integration with the national Planning Portal. It will be this project that will electronically enable the Council’s key services and facilitate greater use of self-serve transactions and automated processes.

Project C – Customer, Property, Asset Index – deploy technology components to create and maintain key indexes. This project will enable the Council to synchronise its various data sets and maintain one overall index for customers and assets. This will underpin the delivery of a CRM system and allow easy access to property

specific information. In addition, it will enable the Council to join the National Land and Property Gazetteer initiative.

Project D – Corporate Document Management – roll-out of document management to allow the Council to use scanned images and workflow capability to improve process flow and reduce the dependence on paper-based processes.

Project E – IT Effectiveness – work with the Council's IT team to ensure the relevant skills exist and to provide a level of self-sufficiency as the programme progresses. This will help to transform the IT service into a business driven service and will provide an injection of resource and innovation.

Project F – Mobile and Home-Working – initial deployment in Revenues and Benefits of mobile platform and associated devices. In addition, there will be the development of a longer-term strategy for the wider roll-out of these technologies. This project will allow officers to deal with benefit applications in the customer's home (and a range of other services). This project will also facilitate home-working.

In addition to this, there is a Programme Management stream and the partner is providing full time resource on this project over a three-year period along with an ad-hoc element enabling us to draw upon extra skills and resources should the need arise. The Council is currently putting new and dedicated resources in place and re-structuring both its IT and Customer Services teams.

An additional element has been included in the contract to allow the Council to develop return on investment projects.

Working in Partnership

The Council has remained an active participant in the Hertfordshire LGOL Partnership and in the implementation of the Hertslink solution. The implementation has taken longer than expected and we are still yet to use elements of the solution in a live environment. Areas of progress include: agreed protocols for the addition and updating of content; ongoing development of an electronic committee administration solution; and the provision of a catalogue of on-line forms.

The Partnership is also exploring ways of working jointly to achieve other objectives. These include working jointly to achieve Government Connect and e-procurement solutions.

The Next Steps

The Council's attention will be primarily focused on the delivery of the Strategic Service Support Contract and in the establishment of a robust and flexible working relationship. We have a project plan in place and have started to identify a series of quick wins designed to move the programme forward more rapidly in the early stages. By December, we expect to have piloted mobile working in Revenues and Benefits, established a new Intranet and Website and commenced the early phases of our CRM implementation.

Section 1 - Priority Outcomes (self-assessment)

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

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment:				
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment:				
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment:				
If already 'green' on R1, R2 & G1 above please comment on E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.	Comment: The Council has provided web links for R1, R2 & G1 but will not be able to engage with E1 as this is a County Council function.			
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Amber 01/04/2004	Amber 01/04/2004	Amber 01/04/2004	Amber 01/04/2004
Comment: The Council will be embarking on the deployment of a new website and an Intranet as part of the SSSC implementation. The website will be structured in line with the LGCL. In addition, the Council continues to support the HertsLink Community Portal.				
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Amber 01/04/2004	Green 31/07/2005	Green 31/07/2005	Green 31/07/2005
Comment:				
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Red 01/04/2004	Red 01/04/2004	Red 01/04/2004	Amber 01/03/2006
Comment: As reported in IEG4, the Council is in discussion with voluntary organisations as to how we can achieve greater community capacity to achieve this outcome. This will involve work with the LSP and Compact.				
If already 'green' on R3, R4 & G2 above please comment on E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. Otherwise you may leave this row blank.	Comment:			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Amber 01/04/2004	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
Comment: As reported in IEG4, this is one of four deliverables within the LGOL HertsLink solution. The implementation is almost complete and data and information is being checked and loaded onto the integrated Content Management system.				
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Red 31/12/2005	Red 31/12/2005	Red 31/12/2005	Amber 31/03/2006
Comment: This is seen as a later phase to the HertsLink implementation. However, the Council has yet to determine its policy with regards to this priority and has yet to develop a business case for the investment.				
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Amber 01/10/2004	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
Comment: The Council's Consultation Protocols are expected to come into force in September 2005 at which time all surveys carried out by staff will be available both postally and electronically. This will include the use of email alerts.				
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Red 01/04/2004	Red 01/04/2004	Amber 01/12/2005	Green 31/03/2006
Comment: As reported in IEG4, an updated website is a required outcome of the SSSC and as such the Council is developing a revised website strategy which will incorporate this outcome.				
If already 'green' on R5, R6, G3 & G4 above please comment on E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. Otherwise you may leave this row blank.	Comment:			
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
Comment: This is a required outcome of the SSSC. In addition, the Council has now provided a deeplink to Herts County Council Wasteaware from our website.				
R8 Online receipt and processing of planning and building control applications.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: The provision of an end to end on-line planning process is one of the required deliverables of the SSSC. In addition to this, the HertsLink solution is being developed to provide a level of integration between the Council's back office system and the National Planning Portal along with a deeplink to environmental services on Herts County Council website. Currently, Part 1 applications are posted on the Council's web site with weekly lists of applications received and determined.				
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
Comment: The Council intends to select a new GIS system and will meet this requirement as part of the implementation plan.				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment:				
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
Comment: A new Licensing Module has been installed and is integrated with Planning and Environmental Health services.				
If already 'green' on R7, R8, G5, G6 & G7 above please comment on E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:			
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber 01/10/2004	Amber 01/10/2004	Green 31/12/2005	Green 31/12/2005
Comment: Online ordering and authorising of payments for works, goods and services is in place as part of financial management system. BACS payments to suppliers became operational in July 2004 with 80% of suppliers using this facility. e-Procurement is a required outcome of the SSSC and the Council is about to partner with the County Council and the majority of District Councils in Hertfordshire to set up an e-Market place at which time e-Procurement software will be purchased.				
G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Red 01/10/2004	Red 01/10/2004	Red 01/10/2004	Amber 31/03/2006
Comment: All suppliers have a unique identifier. The provision of CRM is a required outcome of the SSSC and this area will be analysed in detail and a specification produced as part of this project.				
G9 Regional co-operation on e-procurement between local councils.	Red 01/10/2004	Red 01/10/2004	Red 01/10/2004	Amber 31/03/2006
Comment: The Council attends meetings of the newly established Centre of Procurement Excellence in the East of England. In addition, the Council attends the Hertfordshire Procurement Forum, which is exploring how to inter-relate to the Centre of Excellence.				
If already 'green' on R9, G8 & G9 above please comment on E5 Access to virtual e-procurement 'marketplace';	Comment:			
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;	Comment:			
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	Comment:			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
Comment:				
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Red 01/10/2004	Red 01/10/2004	Amber 31/12/2005	Green 31/03/2006
Comment: This is a chargeable module which will require funding. A decision is to be made on the priority for this and how this funding is achieved and whether the project will be included as part of the SSSC.				
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber 01/10/2004	Amber 01/10/2004	Green 31/12/2005	Green 31/12/2005
Comment: The Council introduced e-payments to provide a wider range of choice to customers than specifically for savings. However, the greater choice of payment methods supported the case for the closure of the central cash office, which will have delivered savings recorded in the relevant section of IEG4.5. In addition, work is being undertaken to establish baseline data within IEG and a process to monitor savings will be introduced.				
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Red 01/04/2004	Red 01/04/2004	Amber 31/12/2005	Green 31/03/2006
Comment: This is again a chargeable module. We are currently negotiating with our software suppliers on cost and an implementation programme.				
If already 'green' on R10, R11, G10 & G11 above please comment on	Comment:			
E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	Comment:			
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment:			
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment:			
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment:				
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Red 01/04/2004	Amber 31/08/2005	Amber 31/08/2005	Amber 31/08/2005
Comment: Project implementation was brought to a halt as the IT company went into liquidation. However, a new IT provider is now on board with a revised timetable for online bookings for May 2006. Requirement for online bookings has been written into services that are contracted out and both contractors are working towards achieving this objective.				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
	Comment: This will be delivered through the SSSC and the Council is currently undertaking a restructure to prepare for a change to front/back office functions. No decision, however, has been made on the introduction of Smart Cards.			
If already 'green' on R12, R13 & G12 above please comment on E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:			
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment:			
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Amber 01/01/2005	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
	Comment: As per G3, the Council's Consultation Protocols are expected to come into force in September 2005 at which time all surveys carried out by staff will be available both postally and electronically. This will include the use of email alerts.			
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Amber 01/01/2005	Amber 01/01/2005	Green 31/12/2005	Green 31/12/2005
	Comment: As reported in IEG4, the Council will be implementing a new software package in January.			
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005
	Comment: The Council has now added a deeplink to Herts County Council Roadworks section.			
If already 'green' on R14, R15, G13 & G14 above please comment on E12 Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:			
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
	Comment: As reported in IEG4, this is a required outcome of the SSSC.			
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Green 01/10/2004	Green 01/10/2004	Green 01/10/2004	Green 01/10/2004
	Comment:			
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
	Comment: This is a required outcome of the SSSC.			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
If already 'green' on R16, R17 & G15 above please comment on E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	Comment:			
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. Otherwise you may leave these rows blank.	Comment:			
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
G16 Systems to support joined-up working on children at risk across multiple agencies.	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005	Amber 31/03/2006
	Comment: Information and Sharing Assessment Project (ISAP) is being led by Herts County Council. The Council is part of a working party looking at the implementation of multi-agency data sharing. In addition, the Council is already working with children at risk on playschemes and on Youth Inclusion Support Panels and with HCC and PCTs in the creation of Children's Trusts.			
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red 01/04/2005	Red 01/04/2005	Amber 01/10/2005	Amber 01/10/2005
	Comment: As reported in IEG4, the Single Assessment process is currently being operated as a paper based system until the PCT and Acute Hospital Trusts and Adult Care Services (ACS) system adaptations can be made to allow an electronic data interface. Mediated access via the telephone allows the organisations to identify if clients are already known to one of the partner agencies. Meals assessments are undertaken by ACS in the Council's behalf. We are currently identifying funds to use mobile technology for Careline Assessment in the field.			
If already 'green' on R18, R19, G16 & G17 above please comment on E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57). Otherwise you may leave this row blank.	Comment:			
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Amber 01/07/2005	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	Comment: As reported in IEG4, the Council will review its policy to comply with this outcome.			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber 01/10/2004	Amber 01/10/2004	Green 31/12/2005	Green 31/12/2005
Comment: This is a required outcome of the SSSC. The policy is ready for launch pending the provision of the technology.				
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Amber 01/10/2004	Amber 01/10/2004	Amber 01/10/2004	Green 31/03/2006
Comment: This is a required outcome of the SSSC. The policy is ready for launch pending the provision of the technology.				
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Amber 01/10/2004	Amber 01/10/2004	Amber 01/10/2004	Green 31/03/2006
Comment: This work is now underway.				
If already 'green' on R20, R21, R22 & G18 above please comment on E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working. Otherwise you may leave this row blank.	Comment:			
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: As reported in IEG4, this is a required outcome of the SSSC.				
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: As reported in IEG4, this is a required outcome of the SSSC.				
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Amber 01/10/2004	Amber 01/10/2004	Amber 01/10/2004	Amber 01/10/2004
Comment: The Council is currently recruiting to the new post of Information and Records Manager with a view to adopting the relevant standards.				
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: An updated website is a required outcome of the SSSC and as such the Council is developing a revised website strategy which will incorporate this outcome.				
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: This is a specific requirement of the SSSC and some areas are already compliant.				
If already 'green' on R23, R24, G19, G20 & G21 above please comment on E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. Otherwise you may leave this row blank.	Comment:			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Amber 01/01/2005	Amber 01/01/2005	Amber 01/01/2005	Green 31/03/2006
Comment: The Council is reviewing this requirement as part of a County wide partnership and is evaluating the appropriate software.				
R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Red 01/04/2005	Red 01/04/2005	Amber 31/12/2005	Green 31/03/2006
Comment: The HertsLink solution is in the early stages of use and as such performance measures have yet to be introduced. In the case of the Council's website, these measures will be introduced within our new website strategy.				
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: As reported in IEG4, this is a required outcome of the SSSC.				
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: An updated website is a required outcome of the SSSC and as such the Council is developing a revised website strategy which will incorporate this outcome - if appropriate.				
If already 'green' on R25, R26, G22 & G23 above please comment on E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings. Otherwise you may leave this row blank.	Comment:			
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: As reported in IEG4, this is a required outcome of the SSSC.				
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: As reported in IEG4, this is a required outcome of the SSSC.				
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Amber 01/12/2004	Amber 01/12/2004	Amber 01/12/2004	Green 31/03/2006
Comment: The Council's Customer Care Strategy will now be amended in line with this requirement.				
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
Comment: As reported in IEG4, this is a required outcome of the SSSC.				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.</p>	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<p>If already 'green' on R27, R28, R29, G24 & G25 above please comment on</p> <p>E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: As reported in IEG4, although not a specific requirement of the SSSC, it is hoped this functionality can be developed and implemented through that project.</p> <p>Comment:</p>			

Section 2 - Change Management (self-assessment)

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

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757): 				
i) Member & officer e-champions	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
Comment:				
ii) e-government programme manager	Amber 01/10/2004	Green 01/08/2005	Green 01/08/2005	Green 01/08/2005
Comment: The Council will appoint a full time Programme Manager for an initial period of three years to manage the implementation of the Council's SSSC. The recruitment programme is underway.				
iii) customer services management	Green 01/04/2003	Green 01/04/2003	Green 01/04/2003	Green 01/04/2003
Comment: As reported in IEG4, the Council has a full time Customer Services Manager.				
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning 	Amber 01/10/2004	Amber 01/10/2004	Amber 01/10/2004	Green 31/03/2006
Comment: As reported in IEG4, this is integrated with Priority Outcome G18.				
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment: The Council has a Project Board comprising senior officers and Members. The role of the Project Board is being enhanced to manage the implementation of the SSSC and this will include monitoring cost and efficiency savings.				
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme 	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment: A corporate approach to project management is being developed. The principles of PRINCE2 are being used in major projects and several key officers have now received appropriate training.				
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003
Comment:				
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 31/03/2002	Green 31/03/2002	Green 31/03/2002	Green 31/03/2002
Comment:				






Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Amber 31/03/2004	Amber 31/03/2004	Amber 31/03/2004	Amber 31/03/2004
Comment: This is under development and will be integrated into the Council's Access to Services Strategy.				
<ul style="list-style-type: none"> Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act) 	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003
Comment:				
<ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer 	Amber 31/03/2003	Amber 31/03/2003	Amber 31/03/2003	Amber 31/03/2003
Comment: The Council has created a Socio-Economic Map that includes data sharing protocols but is in the process of researching the Public Services Trust Charter. We are also recruiting an Information and Records Manager who will integrate the various information sharing protocols that exist.				
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Red 31/03/2002	Red 31/03/2002	Red 31/03/2002	Amber 31/03/2006
Comment: As reported in IEG4, the Council has carried out a limited amount of research into Broadband. However, we would be interested in participating to a Broadband Project within our region and will be pursuing this option over the next few months.				
<ul style="list-style-type: none"> Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal) 	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
Comment: As reported in IEG4, the Council has carried out a limited amount of research into engaging intermediaries, including high level discussions with the CAB.				
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Amber 31/03/2004	Amber 31/03/2004	Amber 31/03/2004	Green 31/03/2006
Comment: As reported in IEG4, this is an action within the Council's IT strategy and we hope to make further progress during the initial phases of the SSSC.				
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Amber 01/10/2004	Amber 01/10/2004	Green 31/10/2005	Green 31/10/2005
Comment: The Council is in the early stages of producing a Benefits Realisation Plan and will use the IEG4 and AES processes as a catalyst. The SSSC has an objective of producing both efficiency and cost savings and these will be monitored by the Council's Project Board and Performance Audit and Review Committee. This will be consolidated into a Benefits Realisation Plan by October.				
<ul style="list-style-type: none"> Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgsi.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Red 31/03/2005	Red 31/03/2005	Amber 01/10/2005	Green 31/03/2006
Comment: As reported in IEG4, the Council is in the process of adopting the esd toolkit for BVPI 157 and intends to review the approved security levels once this exercise is completed.				

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal) 	Red 31/03/2005	Red 31/03/2005	Amber 01/10/2005	Amber 01/10/2005
Comment: The Council is now researching compliance with Government Connect via the partnership we have with the other Hertfordshire Councils. We are seeking to engage as a partnership and this may include the joint procurement of associated technologies.				
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Red 31/03/2005	Red 31/03/2005	Amber 01/10/2005	Amber 01/10/2005
Comment: The Council is now researching compliance with Government Connect via the partnership we have with the other Hertfordshire Councils. We are seeking to engage as a partnership and this may include the joint procurement of associated technologies.				
<ul style="list-style-type: none"> Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account 	Red 01/04/2005	Red 01/04/2005	Amber 01/10/2005	Amber 01/10/2005
Comment: The issue of authentication and what was then the Government Gateway was a required outcome of the SSSC. This will now be reviewed in light of the launch of Government Connect. In addition, the Council is now researching compliance with Government Connect via the partnership we have with the other Hertfordshire Councils. We are seeking to engage as a partnership and this may include the joint procurement of associated technologies.				
<ul style="list-style-type: none"> ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect 	Red 01/04/2005	Red 01/04/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:				
<ul style="list-style-type: none"> iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp) 	Red 01/04/2005	Red 01/04/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:				
<ul style="list-style-type: none"> iv) citizen & business authentication for services for services categorised at security levels 0-3 	Red 01/04/2005	Red 01/04/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:				
<ul style="list-style-type: none"> v) registration & authentication of employees for internal and cross-agency services 	Red 01/04/2005	Red 01/04/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:				
<ul style="list-style-type: none"> vi) corporate approach to collection of e-payments 	Red 01/04/2005	Red 01/04/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:				
<ul style="list-style-type: none"> vii) cross agency secure transactions (Government to Government) 	Red 01/04/2005	Red 01/04/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:				
<ul style="list-style-type: none"> viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes 	Red 01/04/2005	Red 01/04/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:				

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/04/2005	Red 01/04/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:				
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/04/2005	Red 01/04/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:				
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/04/2005	Red 01/04/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:				
• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Red 01/04/2004	Red 01/04/2004	Amber 01/10/2005	Amber 01/10/2005
Comment:				
• Connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004
Comment:				
• Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm)	Green 31/12/2004	Green 31/12/2004	Green 31/12/2004	Green 31/12/2004
Comment:				
• Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: The Council has been working towards a BS7666 compliant address database which is nearing completion. We remain on target for March 2006.				
• Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk)	Amber 01/10/2004	Amber 01/10/2004	Amber 01/10/2004	Green 31/03/2006
Comment: As reported in IEG4. the Council achieved NLIS Level 2 from 1.10.04 and is now looking to achieve Level 3. This may be completed ahead of the predicted date of 31.03.2006.				
• Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa)	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment:				

Section 3 - BVPI 157

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

BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	Actual				Forecast
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: ● Total types of interaction e-enabled ● % e-enabled	94 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 201 ● 67.23 %	● 297 ● 99.66 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	87 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 8 ● 100.00 %	● 8 ● 100.00 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	78 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 11 ● 57.89 %	● 11 ● 57.89 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 11 ● 30.56 %	● 11 ● 30.56 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	76 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 2 ● 3.70 %	● 2 ● 3.70 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	83 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 20 ● 14.08 %	● 20 ● 14.08 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	78 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 3 ● 18.75 %	● 3 ● 18.75 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	80 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 52 ● 98.11 %	● 53 ● 100.00 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	82 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 16 ● 57.14 %	● 16 ● 57.14 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	73 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %
Total: ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 324 ● 49.09 %	● 421 ● 63.87 %

Section 4 - Access Channel Take-Up

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

E-enablement & Main E-Access Channel Take-Up	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	667,000	3,896,118	3,233,000	3,718,000	4,090,000
• Unique users, i.e. separate individuals visiting website (annual)	39,500	200,996	250,000	300,000	350,000
• Number of e-enabled payment transactions accepted via website	1,500	3,560	4,000	4,000	4,000
• Number of change of address notifications accepted via website	0	0	0	0	0
	Comment: There was an increase in website access in December 2004 following the launch of the Council's Freedom of Information pages. The Council now has a complete year's information on its website trends and is now able to provide an accurate number of unique users.				
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>					
• Number of e-enabled payment transactions accepted by telephone	23,600	15,000	22,000	30,000	30,000
• Number of change of address notifications accepted via telephone	0	0	0	0	0
	Comment: In the case of change of address - we have not logged this interaction and so are unable to provide statistics.				
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i>					
• Number of e-enabled payment transactions accepted via personal contact	19,000	6,300	300	300	300
• Number of change of address notifications accepted via personal contact	0	0	0	0	0
	Comment: In the case of change of address - we have not logged this interaction and so are unable to provide statistics.				
Other Electronic Media <i>(e.g. BACS, text messaging)</i>					

	Actual		Forecast		
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
• Number of e-enabled payment transactions accepted via BACS	342,500	343,300	425,000	425,000	425,000
• Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	0	0	0
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0
	Comment: In the case of change of address - we have not logged this interaction and so are unable to provide statistics.				
Non Electronic (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	221,900	164,800	120,000	100,000	100,000
• Number of change of address notifications accepted via non-electronic form	0	0	0	0	0
	Comment: In the case of change of address - we have not logged this interaction and so are unable to provide statistics.				

Section 5 - Local e-Government Implementation Expenditure

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

Programme Resource	Backward Look (£)		Forward Look (£)		
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment:				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	Comment:				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	182,000	0	0	0	0
	Comment: Represents 1/11th of the LGOL spend.				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
• resources being applied from internal revenue and capital budgets to implement e-government	109,000	0	500,000	1,000,000	0
	Comment: Expenditure moved to correspond with the implementation plan within the SSSC.				
• other resources (e.g. training) (please specify)	0	0	0	0	0
	Comment:				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	Comment:				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	0	0	100,000	0	0
	Comment: DWP Grant (Performance Standards Funding) for Wireless Working in Revenues and Benefits.				
TOTAL	691,000	350,000	750,000	1,000,000	0

Section 6 - Local e-Government Programme Efficiency Gains

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

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	0	0	0	0	0	0	0	0
	Comment:							
• e-payments	3,000	0	60,000	56,000	63,000	60,000	63,000	60,000
	Comment: Improved electronic methods of payment on key collections such as Council Tax, NNDR and Sundry Debts have provided significant savings on the Council's recovery processes.							
• corporate services efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment: The Council will be embarking on a number of corporate wide solutions as part of the SSSC. These include: Corporate Document Management; Mobile and Home Working Initiatives; Intranet and Website; and CRM. We expect to generate efficiency savings in all areas, however, these have yet to be costed via business cases.							
e-Procurement, of which:								
• Service specific	0	0	0	0	0	0	0	0
	Comment:							
• Cross-cutting e-procurement efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
Productive time, of which:								

	Backward Look (£)		Forward Look (£)					
	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
• Service specific	0	0	33,000	33,000	33,000	33,000	33,000	33,000
	Comment: The Council has now withdrawn its cashing service which has generated additional savings. Whilst not wholly an e-Government saving, the closure was made possible by the introduction of alternative payment methods, in particular e-payments.							
• Cross-cutting productive time efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
Transactions	9,000	9,000	14,000	14,000	24,000	14,000	24,000	14,000
	Comment: The introduction of BACs payments in 2004/05 has already produced cost savings on printing, postage and data storage. Further non-cash efficiencies have been achieved on time saved for IT and administrative staff, but these have yet to be calculated.							
Miscellaneous efficiencies not covered above	6,000	6,000	6,000	6,000	16,000	16,000	16,000	16,000
	Comment: Improved efficiency around the production of agendas and minutes as part of a move to an electronic committee system. This implementation is nearing completion and greater savings are anticipated in future years.							
TOTAL EFFICIENCY GAINS - GROSS	18,000	15,000	113,000	109,000	136,000	123,000	136,000	123,000
LESS e-government implementation expenditure	350,000		750,000		1,000,000		0	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	-,332,000		-,637,000		-,864,000		136,000	