

BABERGH DISTRICT COUNCIL

**FROM: E GOVERNMENT STEERING
GROUP**

REPORT NUMBER E287

TO: STRATEGY COMMITTEE

DATE OF MEETING 9 March 2006

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG6) SUBMISSION TO REFLECT POSITION AT MARCH 31ST 2006.

1. SUMMARY

The government has provided £900,000 in funding for E-Government projects over the last four years. As part of the funding process the Council has had to complete and return an Implementing Electronic Government Statement No. 6 (IEG 6) by April 10th 2006, to the Office of the Deputy Prime Minister (ODPM). This statement is significant because the Priority outcomes prefixed with a G are expected to be Green by March 31st 2006.

This report seeks approval for the IEG 6 from the Strategy committee prior to being considered by full Council on April 11th 2006. This report also seeks approval to make any necessary refinements to the IEG 6 statement in light of any further work being carried out on efficiency savings as we approach the deadline of March 31st 2006.

2. RECOMMENDATION TO COUNCIL

- 2.1 It is recommended that the IEG 6 statement attached, as appendix A to this report, is submitted to the ODPM, subject to the Head of Organisational Development in consultation with the E-Government Steering Group being authorised to make any necessary changes as work is completed that affects the statement, to ensure that IEG 6 statement correctly reflects the situation at March 31st 2006.

The Committee is asked to recommend to Council.

3. FINANCIAL IMPLICATIONS

- 3.1 Babergh District Council has received £900,000 from the government for the purpose of implementing electronic government. With reference to Appendix A – section 5, we have committed to spend £900,000 before March 31st, 2006. We expect this to be invoiced and spent by the 31st of March 06. IEG spend is being overseen by the E-Government Steering Group.
- 3.2 The main reasons for the under spend is the delays due to Customer Access and Service Transformation (CAST) Projects. Certain projects such as Document Image Processing (DIP) and e-Procurement are now just starting up.
- 3.3 Section 6 in Appendix A refers to efficiency savings showing estimated incremental year on year savings. These figures have been built up using a complex model of potential savings for each project. In order to avoid over optimism, a conservative figure of 25% of the savings is being used for those projects that are yet to be completed. For those projects that have been completed, the full savings figure has been used and more accurate actual values used to calculate efficiencies (such as actual web hits or actual number of e-payments). The methodology of calculating the

efficiency savings has been agreed by E-Government Steering Group Members and reviewed by finance at the previous IEG 4.5 Statement.

4. **KEY INFORMATION**

- 4.1 The ODPM require all Councils to submit an end of year IEG statement in the final year of funding/support for e-Government to ensure that all Councils are on track to achieve the targets set by the ODPM. The deadline for submission is April 10th 2006.
- 4.2 The ODPM's target is to '...assist local government to achieve 100% capability in electronic delivery of priority services by 2005, in ways that customers will use'. The ODPM measure this by the number of services provided over the web. This measure is known as Best Performance Value Indicator (BVPI) 157 and is detailed in Section 3 of the report. The target for all councils is to achieve 100% on BVPI 157 by December 31st 2005. We met this target.
- 4.3 The IEG statement is a detailed pro-forma that needs to be returned electronically through the Electronic Service Delivery (ESD) Toolkit – web related software.
- 4.4 The pro forma for the IEG 6 statement has not been released by the ODPM however it is anticipated that any changes are only likely to be cosmetic
- 4.5 The e-Government Steering Group have reviewed the IEG 6 Statement and any changes have been incorporated.
- 4.6 With reference to section 1 in appendix A, there are a number of items within the Priority Outcome section that we do not expect to fully comply with by the expected deadlines. The reasons for this include; delay because of the CAST project, partnership working with other Councils within the County, joint working requiring a lead from the County Council, and lack of available resources. The items are R8, R10, R11, R16, R19, R27, R28, R29, G3, G4, G5, G7, G8, G11, G12, G16, G17, G19 and G24. Please see this section for details about the specific items.

5. **APPENDICES AND BACKGROUND PAPERS REFERRED TO:**

- a) Appendix A – IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG 6)

CONTACT: Carl Reeder **DIRECT LINE: 01473 825874**



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG6)

"Meeting the targets for e-government"

by ensuring the processes work effectively and are driven by the 'customer first' approach.

Each option looks at the transformation of corporate services to provide savings to fund the Customer Access proposals and to provide more efficient and effective services.

Babergh has sought external help via the 4Ps and the Improvement and Development Agency (IDeA) to support the CAST project. The ODPM recently (October 2004) agreed to provide LGOL funding to enable Babergh to buy in expertise required for this complex project. The view of 4Ps and the IDeA is that this has the potential to be an exemplar project.

The Council has decided that the best way forward will be to establish whether BPR will provide the efficiency gains and service improvements expected and to continue to talk with other Councils in Suffolk to establish whether joint working in Customer Access is a viable option.

We have undertaken two BPR pilots. In Benefits and Revenues we looked at the New Benefits Claims and Change of Circumstance processes. In Development Control we investigated the Planning application process. The two pilots are currently being reviewed. If they are considered to be successful we will roll out BPR across the Council.

Suffolk Chief Executives Group (SCEG) is taking the lead in developing a common vision and strategy for delivery of customer access across Suffolk. Babergh is taking a lead role in facilitating partnership discussions between authorities. It is important that any proposals for developing customer access within Babergh are consistent with this vision. SCEG is due to report their findings in April 06.

Timescale:

- Commencement of discussions with Suffolk CC and other authorities September 05
- Commencement of BPR Pilots November 05
- Completion of discussions December 05
- Completion of BPR pilots January 06
- Evaluation of discussions and BPR pilots February 06
- Approval of strategic direction and plans for next stage April 06

A key issue arising from the work on the CAST project has been the interdependencies of projects on our e-Government programme. We have endeavoured to ensure that valuable resources (of time and money) are not wasted on projects that might need to be repeated, or where better value for money might be obtained as a result of the CAST project at a later time. An example of this is that we have not invested in a Customer Relationship Management system, as this would be covered by our requirements from the CAST project.

Efficiency Savings from the CAST Project are expected to be identified from the pilot BPR exercises and should be realised in the second quarter of 2006/07, and thus Babergh delivered 100% of the Best Value Performance Indicator (BVPI) 157 in parallel with these investigations.

Projects delivered by Babergh so far are...

- Re-developed website receiving on average 10,000 visits per calendar month
- Payments system receiving in the order of 1,200 payments per month.
- Babergh already collects 75% of its Council Tax and 69% of its NDR payments via Direct Debit.
- A new network and e-mail facility
- A project management approach based on Prince 2 methodology has been introduced for all IEG related projects and is being rolled out to the rest of the council.
- National Land Information Service (NLIS) Level 2
- An A-Z web directory of all Council services in Suffolk on our website.
- Online planning applications via the National Planning Portal and Monitoring of planning applications online.
- An online form for local plan post inquiry modification representations, appeal against a penalty charge notice and online forms for other services.

We have been an active partner, with all other Suffolk councils and the Police, and have delivered the following:

- a single portal for Suffolk and a Community web site.
- OneSuffolk Members' websites – websites allowing Members to have their own online presence.

We have successfully increased our BVPI score from 52% to 100%; this has been achieved with a concerted effort in working within our divisions on completing the content, focussing our effort in providing application forms and providing ways to take payments electronically.

Work in Progress

There are a number of projects that we are continuing with. These are being developed in parallel with the CAST project:

- On-line forms, which will allow citizens to fill in applications on-line such as Benefit Claim forms, Building applications, etc... The e-forms project is well underway and we have started to e-enable existing forms. Those required by BVPI157 are taking priority.

- Facility to pay for services on-line – this will be integrated with our existing on-line payments facility and e-Forms to pay for other services than those collected by revenues.
- Property Gazetteer, Integrated property referencing and mapping – allowing all property to be accurately referenced
- National Land Information Service (NLIS) Level 3
- Land Charges, a module in the planning system that allows the answering and monitoring of local land charge searches. It allows questions to be answered by Planning, Building Control, Highways, Environmental Health and Land Charges relating to statutes. It is up and running, data capture is planned to be completed within the land charges office by March 2006.
- GIS online, we are developing GIS in partnership with other district councils in the county.
- OneSuffolk FAQ – allowing citizens to look up frequently asked questions
- Document Image Processing (DIP) and Workflow software – is now in place within the Benefits and Revenues division and in April will be extended to our Housing, Technical Services and Legal Services divisions.
- Mobile working with real-time access to back office systems pilot within the Building Control division.

There are also Priority Outcomes that need to be achieved. These are split into three levels; 'Required', 'Good' and 'Excellent'. Some of these Outcomes are intrinsically linked with the CAST project and will be delivered as a result of the project. As indicated above the CAST project will not deliver any savings until October 2006, therefore Babergh will deliver on these Outcomes as soon as possible, but later than the prescribed target dates. The following Priority Outcomes are affected: R11, R16, R27, R28 and R29 for the 'Required' outcomes; and G3, G4, G5, G7, G8, G11, G12, G16, G17, G19 and G24 for the 'Good' outcomes.

Babergh is also currently involved with the Suffolk Accessibility Group Partnership (SAGP), which is developing projects jointly. These include:

- OneSuffolk Portal – further development of interactive services.
- OneSuffolk FAQ - Enabling citizen to look up frequently Asked Questions.
- OneSuffolk Authentication – Single sign-on using Government Connects

The Council is undertaking the "solution definition" phase of the Local Authority Modernisation Programme (LAMP). This started in December 05 and will identify the options available to achieve NLIS Level 3, and other process needs and integration aspects of handling our land and property information. It is expected that this phase will be completed by April 06. The resulting proposed plan will then be put to the

Council to determine which solutions are to be implemented based on the business case and available funding. An estimate of likely costs for an implementation has been included for consideration in the annual budgeting process currently being undertaken.

Contribution of e-government to corporate efficiency gains

To date rough estimates have been used to establish the likely hood of efficiency gains obtained through the delivery of new projects. Babergh's project management methodology is currently being adapted to incorporate benefits realisation within business cases such that expected efficiency gains can be monitored prior to and after project implementation. It is expected that a monitoring tool will be implemented that will show regular improvements to specifically identified direct benefits, that are both financial and non-financial.

Plans for increasing the take-up of e-services and promoting digital inclusion

We regularly advertise the services available on our website to our Citizens via 'Babergh Matters!' a quarterly magazine to all residents. We are liaising with Suffolk County Councils library service to promote Babergh's website in Libraries and will ensure that our advertisements about free online access, both at libraries and kiosks in the district are targeted at customers that are digitally excluded.

Other Papers

The following additional papers that support this statement are available on request:

- e-Programme Overview
- Efficiency Gains
- Priority Outcome/Project Matrix

Section 1 - Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005. See http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2004_0112 and <http://www.idea.gov.uk/knowledge>.

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Green 04/10/2005	Green 04/10/2005
	Comment: Deep link from Babergh's website to Suffolk County Council's admissions page.	
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 04/10/2005	Green 04/10/2005
	Comment: Deep link from Babergh's website to Suffolk County Council Looked after children page.	
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 04/10/2005	Green 04/10/2005
	Comment: Deep link from Babergh's website to Suffolk County Council's admissions page.	
If already 'green' on R1, R2 & G1 above please comment on	Comment: We have commenced discussions with Suffolk County Council.	
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.		
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Green 03/10/2005	Green 03/10/2005
	Comment: A-Z page complete on www.babergh.gov.uk Also working in partnership with OneSuffolk who use LGCL.	
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Green 01/11/2005	Green 01/11/2005
	Comment: We meet the minimum requirements and we are engaged with other Suffolk councils to pilot secure email with the Suffolk ASBO network.	
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Green 01/06/2005	Green 01/06/2005
	Comment: Deep links OneSuffolk	
If already 'green' on R3, R4 & G2 above please comment on	Comment: We have commenced discussions with Suffolk County Council.	
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.		

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 01/10/2004	Green 01/10/2004
	Comment: All Council and Committee papers are available on Babergh's internet site. Meetings diary updated as necessary.	
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.	Green 22/07/2005	Green 22/07/2005
	Comment: Councillor websites via OneSuffolk	
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 01/04/2005	Amber 01/04/2005
	Comment: SNAP questionnaire is used for specific consultations. Facility to sign up for email alerts is not a priority within the IEG timeframe.	
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Red 01/06/2004	Red 01/06/2004
	Comment: Not a priority within the IEG timeframe.	
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).	Green 01/12/2005	Green 01/12/2005
	Comment: Our e-Forms project gives communications unique reference numbers.	
R8 Online receipt and processing of planning and building control applications.	Green 05/12/2005	Green 05/12/2005
	Comment: Our citizens have been able to submit a planning application via the National Planning Portal since the 5th of December 2005. They are also able to monitor the progress of their application online.	
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Red 01/08/2005	Amber 01/03/2006
	Comment: Joint working with other district councils.	
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Green 04/10/2005	Green 04/10/2005
	Comment: Deep links to Suffolk section of Trading Standards website.	
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 01/09/2005	Amber 01/09/2005
	Comment: We have the back office system in place and we share information with all relevant bodies by email where appropriate. The online aspect of this outcome will be developed in April 06.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
If already 'green' on R7, R8, G5, G6 & G7 above please comment on E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:	
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green 01/01/2005	Green 01/01/2005
	Comment: We meet the minimum requirements for this Priority Outcome.	
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 01/01/2004	Amber 01/03/2006
	Comment: Babergh's Customer Access and Service Transformation (CAST) Project, current status, options being developed.	
G9 Regional co-operation on e-procurement between local councils.	Green 01/01/2005	Green 01/01/2005
	Comment: e-Marketplace. All councils.	
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:	
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 01/08/2005	Green 01/08/2005
	Comment: Dependant on We have online payment facilities for key payment types - Non Domestic Rates, Council Tax, Rent, Sundry Debtors and Car Park Excess Charges. We will roll out online payments throughout our services with our e-Payments project.	
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 01/06/2004	Amber 01/03/2006
	Comment: Requires authentication technology. Government Connects see Section 2.	
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green 01/04/2005	Green 01/04/2005
	Comment: We have information regarding payment collection methods and volumes.	
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Red 01/01/2004	Amber 01/03/2006
	Comment: The volumes involved lead to this being a low priority for Babergh at the moment.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
If already 'green' on R10, R11, G10 & G11 above please comment on E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	Comment:	
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment:	
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment:	
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 04/10/2005	Green 04/10/2005
	Comment: Deep link to Suffolk County Council "Libraries Direct" page.	
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 01/07/2005	Amber 01/07/2005
	Comment: A dedicated website for Young people in Babergh will include online booking of sports and leisure courses run by the council.	
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.	Red 01/01/2005	Amber 01/03/2006
	Comment: Working with OneSuffolk, Suffolk Key project. one card across Suffolk. We will pilot the one card solution with the South Suffolk Leisure Trust. It will be implemented in April '06.	
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 04/10/2005	Green 04/10/2005
	Comment: Deep link to Traveline East Anglia.	
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Green 04/10/2005	Green 04/10/2005
	Comment: Deep link to Suffolk County Council's consultation page.	
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 01/06/2005	Green 14/02/2006
	Comment: The e-Form is on our website.	
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 01/10/2005	Green 01/10/2005
	Comment: Deep links OneSuffolk.	
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: We are have commenced discussions with Suffolk County Council.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Amber 01/04/2005	Amber 01/04/2005
	Comment: 80% of all Housing and Council tax enquiries via telephone to the Benefits and Revenues team are resolved at first point of contact. CRM is dependant on CAST.	
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 01/09/2003	Green 01/09/2003
	Comment: Online Benefits calculator, Claim form and .PDF claim forms to download and print.	
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 01/11/2005	Amber 01/11/2005
	Comment: Second Phase of Mobile Working project which is dependant the outcomes of our current mobile working pilot which is due to end in June 06.	
If already 'green' on R16, R17 & G15 above please comment on	Comment:	
E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.		
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 04/10/2005	Green 04/10/2005
	Comment: Deep link to County "Customer First" page.	
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 01/01/2003	Green 01/01/2003
	Comment: n/a to Babergh District Council.	
G16 Systems to support joined-up working on children at risk across multiple agencies.	Amber 01/10/2005	Amber 01/10/2005
	Comment: Suffolk County Council will lead on this project. We share information and are working to fulfil this requirement.	
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber 01/10/2005	Amber 01/10/2005
	Comment: Social Care will lead on this project. We work with the County council to perform joint assessments and are working together fulfil this requirement.	
If already 'green' on R18, R19, G16 & G17 above please comment on	Comment:	
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.		

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 01/06/2003	Green 01/06/2003
	Comment: All Members and staff have email and internet access. We publish our email and internet policies on our intranet.	
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green 01/12/2005	Green 01/12/2005
	Comment: A Home working policy has been developed by our HR and IT departments.	
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Green 23/12/2005	Green 23/12/2005
	Comment: Pilot of 60 people is being rolled out to all staff and members.	
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 01/10/2005	Amber 01/10/2005
	Comment: ECDL pilot is complete. Recommendations for roll out of e-skills training to all employees are being finalised.	
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).	Green 16/12/2005	Green 16/12/2005
	Comment: Telephone are manned in some Departments. 8am to 6pm. There is an emergency number to phone out of hours. "Report a Problem" form available from website. BVPI 157 was 100% complete on 16/12/2005.	
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 01/10/2004	Green 01/10/2004
	Comment: Microsoft CMS.	
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 01/10/2005	Amber 01/10/2005
	Comment: Employ best practice within ICT Strategy document. The information Management role recommended within the IT Strategy document has been incorporated into the proposals for the new Council Structure. We have a nominated FOI person in each dept.	
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Amber 01/08/2005	Green 01/03/2006
	Comment: An accessibility training course is being rolled out to all our web editors complete with an accessibility standards document. All non-content related accessibility issues have been addressed	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Green 01/05/2005	Green 01/05/2005
	Comment: Any new systems we deploy will be eGIF compliant. We have no legacy systems that currently interface or connect to external customers or systems.	
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:	
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Green 07/12/2005	Green 07/12/2005
	Comment: The availability of Babergh District Council's website is independently monitored by an external company, called Site Improve. The statistics and commitments about future availability are available from our Website.	
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.	Green 14/12/2005	Green 14/12/2005
	Comment: We use Web Trends to monitor the usage of Babergh's internet site. The information is published on our website.	
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 01/10/2005	Amber 01/10/2005
	Comment: Forms part of our Customer Service priority requirements schedule of action.	
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 01/12/2003	Green 01/12/2003
	Comment: We have adopted the LAWS guidelines.	
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.	Red 01/04/2005	Amber 01/03/2006
	Comment: We are committed to deliver clear and easy accessible customer service. Our approach to a CRM system is dependent on CAST.	
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber 01/08/2005	Amber 01/08/2005
	Comment: e-Forms project incorporates unique reference number. All email correspondence to a generic email address will be acknowledged. We will comply with the first part of this priority outcome. The second part requires a CRM system and is therefore dependant on CAST.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>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.</p>	<p>Amber 01/08/2005</p>	<p>Amber 01/08/2005</p>
	<p>Comment: All email correspondence to a generic email address will be acknowledged. We will comply with the first part of this priority outcome. The second part requires a CRM system and is therefore dependant on CAST.</p>	
<p>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.</p>	<p>Red 01/04/2005</p>	<p>Amber 01/03/2006</p>
<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>	<p>Green 01/09/2005</p>	<p>Green 01/09/2005</p>
<p>If already 'green' on R27, R28, R29, G24 & G25 above please comment on</p>	<p>Comment:</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>		

Section 2 - Change Management (self-assessment)

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

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757): 		
i) Member & officer e-champions	Green 01/01/2003	Green 01/01/2003
	Comment: Roles covered by eGovernment Steering Group and eBoards.	
ii) e-government programme manager	Green 01/04/2004	Green 01/04/2004
	Comment: eGovernment programme manager in place	
iii) customer services management	Green 01/01/2004	Green 01/01/2004
	Comment: Role covered by Customer and Office Services Dept and CAST board.	
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1) 	Green 01/06/2004	Green 01/06/2004
	Comment: Competency based development based on Performance Development Reviews is now embedded in the corporate HR process as part of workforce development.	
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 01/01/2003	Green 01/01/2003
	Comment: We have an eGovernment Steering Group that consists of Members and Officers.	
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Green 01/08/2004	Green 01/08/2004
	Comment: All eGovernment projects are managed using 'TimeWise' which is based upon PRINCE2 methodology.	
<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 01/08/2004	Green 01/08/2004
	Comment: Risks are documented within TimeWise and regularly reviewed.	
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 01/06/2003	Green 01/06/2003
	Comment: Customer Access Strategy incorporated surveys in 'Suffolk Speaks' programme in 2003 and 2004. State of the District survey and debates in September 2005.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Green 01/06/2004	Green 01/06/2004
	Comment: Set out in Policy June 2004. (strategic e-vision)	
<ul style="list-style-type: none"> Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialexclusion.gov.uk/page.asp?id=583) 	Amber 01/06/2004	Green 01/03/2006
	Comment: Our Customer Access Strategy includes using technology to make our services available to all our customers. We regularly liaise with community groups. We have provided information to Suffolk County Council who are producing a report about Diversity in Suffolk. The report was due in Jan '06 and will be disseminated to Babergh.	
<ul style="list-style-type: none"> Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures 	Green 01/10/2004	Green 01/10/2004
	Comment: We have FOI leads in each department.	
<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 01/08/2004	Green 01/03/2006
	Comment: The new organisational structure includes an Information officer role.	
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Green 01/01/2003	Green 01/01/2003
	Comment: No longer appropriate as broadband is available throughout the district.	
<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) 	Green 01/08/2005	Green 01/08/2005
	Comment: We are working with CAB.	
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Amber 01/09/2004	Amber 01/09/2004
	Comment: Our security policy includes the recommended 10 key principles. Our ICT Strategy recommends that we investigate the ability to achieve compliance, either on our own or by working with other councils. A decision about the way forward will be made in March 2006. We are in discussion with another Council about sharing a resource for information security management.	
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Green 01/08/2005	Green 01/08/2005
	Comment: Each project will incorporate Benefits Realisation Plan. Documented in TimeWise	






Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgs.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Green 30/11/2005	Green 30/11/2005
	Comment: OneSuffolk/GovConnects Registered with GovConnect. Working with SSTAB for countywide solution. We completed Group W of the Government Connect Authentication Level Risk Assessment Project.	
<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 01/09/2004	Amber 01/01/2006
	Comment: We have registered with Government Connects and will progress as soon as it is available.	
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Red 01/01/2007	Red 01/01/2007
	Comment: This is not a priority within the IEG timeframe.	
<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 ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp) iv) citizen & business authentication for services for services categorised at security levels 0-3 v) registration & authentication of employees for internal and cross-agency services vi) corporate approach to collection of e-payments 		
	Red 01/09/2004	Amber 01/01/2006
	Comment: We have registered with Government Connects and will progress as soon as it is available.	
	Red 01/09/2004	Amber 01/01/2006
	Comment: We have registered with Government Connects and will progress as soon as it is available.	
	Red 01/09/2004	Amber 01/01/2006
	Comment: We have registered with Government Connects and will progress as soon as it is available.	
	Red 01/09/2004	Amber 01/01/2006
	Comment: We have registered with Government Connects and will progress as soon as it is available.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
vii) cross agency secure transactions (Government to Government)	Red 01/09/2004	Amber 01/01/2006
	Comment: We have registered with Government Connects and will progress as soon as it is available.	
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Red 01/09/2004	Amber 01/01/2006
	Comment: We have registered with Government Connects and will progress as soon as it is available.	
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/09/2004	Amber 01/01/2006
	Comment: We have registered with Government Connects and will progress as soon as it is available.	
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/09/2004	Amber 01/01/2006
	Comment: We have registered with Government Connects and will progress as soon as it is available.	
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/09/2004	Amber 01/01/2006
	Comment: We have registered with Government Connects and will progress as soon as it is available.	
• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Red 01/09/2004	Amber 01/01/2006
	Comment: We have registered with Government Connects and will progress as soon as it is available.	
• Enable Directgov (see www.direct.gov.uk) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see http://www.localegov.gov.uk/localdirectgov/ieg5)	Green 03/11/2005	Green 03/11/2005
	Comment: All URL's required by DirectGov have been added to the esd-toolkit as per their instructions.	
• Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green 01/06/2004	Green 01/06/2004
	Comment: Direct Gov link on home page and links page.	
• Introduction of Digital Interactive TV services (see http://www.digitv.org.uk)	Red 01/04/2003	Red 01/04/2003
	Comment: We piloted digital TV in Babergh in 2003. There was low public take up and the service terminated because of national negotiations with Sky. It will be explored again in 2006/7.	
• Establishment of dedicated telephone contact centre(s) services	Red 01/10/2005	Amber 01/03/2006
	Comment: Dependant on CAST	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm) 	Green 01/01/2005	Green 01/01/2005
	Comment: Each department has a FOI representative that deals with requests. They have the support of the Legal Dept if they need advice.	
<ul style="list-style-type: none"> Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) 	Amber 01/09/2003	Amber 01/09/2003
	Comment: We will have a regularly maintained link by October '06. We will be able to submit to the hub by June '06.	
<ul style="list-style-type: none"> Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems 	Red 01/07/2005	Amber 01/03/2006
	Comment: Dependant on CAST and outcome of LAMP requirements gathering phase. As part of LAMP ways forward are being investigated.	
<ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Red 01/01/2003	Amber 01/01/2006
	Comment: We are currently at level 2. The solution definition phase of the Local Authority Modernisation Programme (LAMP) concludes in April '06. After which recommendations about the best way of proceeding will be made.	
<ul style="list-style-type: none"> Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) 	Green 01/09/2005	Green 01/09/2005
	Comment: Deep Links Suffolk County Council, Children's services InfoLink page	

Section 3 - BVPI 157

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

BVPI 157 Interaction Type	Forecast average IEG5 % e-enabled position at 31 December 2005	Actual				
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: ● Total types of interaction e-enabled ● % e-enabled	99 %	● 7 ● 2.50 %	● 12 ● 4.29 %	● 124 ● 44.29 %	● 183 ● 65.36 %	● 280 ● 100.00 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 2 ● 25.00 %	● 3 ● 37.50 %	● 4 ● 50.00 %	● 4 ● 50.00 %	● 8 ● 100.00 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	92 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 2 ● 18.18 %	● 4 ● 36.36 %	● 11 ● 100.00 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 0 ● 0.00 %	● 2 ● 9.09 %	● 6 ● 27.27 %	● 9 ● 40.91 %	● 22 ● 100.00 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	90 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 6 ● 16.22 %	● 6 ● 16.22 %	● 37 ● 100.00 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 0 ● 0.00 %	● 3 ● 2.29 %	● 34 ● 25.95 %	● 46 ● 35.11 %	● 131 ● 100.00 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	88 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 1 ● 33.33 %	● 1 ● 33.33 %	● 3 ● 100.00 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	91 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 47 ● 100.00 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 1 ● 3.85 %	● 3 ● 11.54 %	● 9 ● 34.62 %	● 16 ● 61.54 %	● 26 ● 100.00 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 10 ● 100.00 %
Total: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 10 ● 1.74 %	● 23 ● 4.00 %	● 186 ● 32.35 %	● 269 ● 46.78 %	● 575 ● 100.00 %

Section 4 - Access Channel Take-Up

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

E-enablement & Main E-Access Channel Take-Up	Actual			Forecast	
	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	272,000	1,500,000	1,575,000	1,600,000	1,750,000
• Unique users, i.e. separate individuals visiting website (annual)	72,000	72,000	75,000	80,000	80,000
• Number of e-enabled payment transactions accepted via website	1,000	1,000	1,000	1,000	2,000
• Number of change of address notifications accepted via website	0	40	100	250	500
• Number of planning applications accepted via website (including through the Planning Portal)	0	5	40	75	125
	Comment: We have recently implemented a Microsoft CMS-based website and are using WebTrends to analyse the traffic. As yet we have only 9 months worth of data so have correlated figures from this. We have discounted earlier methods of analysis. Of the 2000 average planning applications we receive a year, we expect planning applications received via the web to be less than 1000. Note: Planning applications via National Planning portal began 05-Dec-05.				
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	6,000	15,000	16,000	17,000	18,000
• Number of change of address notifications accepted via telephone	3,000	4,000	4,000	4,000	4,000
	Comment: Activated automatic telephone payments in early '04.				
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	2,000	2,000	2,000	2,000	1,000
• Number of change of address notifications accepted via personal contact	0	0	0	0	1,000

	Actual			Forecast	
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
	Comment: Address changes amount to less than 1000/year.				
Other Electronic Media (e.g. BACS, text messaging)					
• Number of e-enabled payment transactions accepted via BACS	312,000	271,000	274,000	276,000	278,000
• 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	1,000
	Comment: Address changes amount to less than 1000/year.				
Non Electronic (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	73,000	73,000	70,000	67,000	64,000
• Number of change of address notifications accepted via non-electronic form	0	0	0	0	0
	Comment: Address changes amount to less than 1000/year.				

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	156,000	0	0	0	0
	Comment:				
• 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	356,000	161,000	277,100	260,000	271,000
	Comment:				
• 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	51,000	379,000	0	0
	Comment:				
TOTAL	912,000	562,000	806,100	260,000	271,000

Section 6 - Local e-Government Programme Efficiency Gains

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

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	0	0	713	0	1,455	0	2,227	0
	Comment:							
• e-payments	7,812	0	8,437	0	8,775	0	9,126	0
	Comment:							
• corporate services efficiencies not covered above	0	0	104	0	524	0	1,065	0
	Comment:							
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	3,115	0	18,294	0	20,288	0
	Comment:							
Productive time, of which:								
• Service specific	0	0	71,274	0	74,157	0	77,177	0
	Comment:							

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
• Cross-cutting productive time efficiencies not covered above	77,536	0	248,146	0	506,137	0	685,520	0
	Comment:							
Transactions	0	0	0	0	25,883	0	35,546	0
	Comment:							
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
TOTAL EFFICIENCY GAINS - GROSS	85,348	0	331,789	0	635,225	0	830,949	0
LESS e-government implementation expenditure	562,000		806,100		260,000		271,000	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	-,476,652		-,474,311		375,225		559,949	