



Tendring
District Council

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OFFICE OF THE
DEPUTY PRIME MINISTER



local e-gov

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG6)

"Meeting the targets for e-government"

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Local Context

INTRODUCTION TO TENDRING

Tendring District Council is a rural district council on the coast of northeast Essex. We serve a resident population of 140,000 as well as a significant summer tourist trade. The main settlements in the district are Clacton, Harwich and Dovercourt, Frinton and Brightlingsea. 35% of the population are aged over 55 (2001 census) and in June 2004, the Council was judged as 'good' by the Audit Commission.

We have investigated the appetite for electronic service delivery amongst our local population using our annual MORI Citizen's Panel. In 2001 three-quarters of the Panel indicated that they would prefer to stick to more traditional methods of communication such as the telephone when contacting the Council. 35% of the Panel used the internet at least once a week, although only 6% of the Panel had accessed the TDC website.

Our Citizens' Panel in 2004 indicated that 42% of the Panel now use the internet at least once a week, with the proportion using it every day rising from 15% to 21%. 18% of the Panel have visited the Council's website with reporting abandoned vehicles and missed bin collection as the most important 'e-service'. There is still a preference for phone over internet contact. National statistics indicate that 19.2% of households in Tendring have a broadband internet connection.

The Council officially launched its redeveloped website during December 2005 and is participating in the Local Directgov project as part of its promotion of online services.

OUR ICT SERVICE DELIVERY ENVIRONMENT

In April 2004, we entered into a new ICT Services Contract with Liberata, which includes the provision of e-government support. The Council retains a small in-house ICT Team. In terms of the Council's e-government Programme, we have consistently invested in key technical infrastructure, regular upgrades and replacement of hardware and 'best of breed' service systems.

We are currently undertaking a full review of our ICT Strategy to cover the period 2006-2011. Once complete, this will be supported by an associated 5-year rolling ICT Programme Direction which will be reviewed on an annual basis.

Based on the local environment, the Council's first Programme Direction (included in our IEG3 Statement) focused on mediated access first, with direct access a secondary priority. This fits in with the Government's guidance with regard to IEG namely 'assisting local government to achieve 100% capability in electronic delivery of priority services by 2005 in ways that customers will use.'

Key elements of our approach to electronic service delivery to-date have included :-

- development of a partnership with BT to provide upgraded telephone access to the Council through a VOIP network;

- introduction of a Contact Centre for the Council's Benefits and Revenues Service;
- introduction of automated electronic payments and an online facility for Council Tax, NNDR, Parking Penalty Charge Notices and Housing Rents;
- development of Electronic Document Management Systems and Workflow as part of the Benefits and Revenues project;
- use of IDeA marketplace e-procurement for all of the Council's ordering; and
- continued investment in the implementation of key Council systems including Agresso Financial Systems, the ongoing expansion of the use of the CAPS suite of products for Planning, Environmental Services and Licensing and the use of SX3 in Benefits and Revenues and Housing.

Another key element of the Council's approach to electronic service delivery is partnership working with other key public sector organisations in Essex. 'Essex Online' is a partnership between the County, District and Unitary Councils in Essex alongside the Police and Fire Service. The Partnership works together on joint projects as well as securing opt-in agreements for packages such as electronic forms and bookings.

The Council also supports the Essex Online website and, particularly, the work on creating community websites which has been carried out as part of the Encore national project. We have signed up to the Essex Trust Charter on information sharing and have an information sharing protocol in place with the Police and County Council.

As set out in our earlier IEG statement submissions, the Council reviewed its ICT Capital Investment Programme in 2004/2005 in light of the publication of the e-Government Priority Outcomes. This review established the Council's position with regard to the priority outcomes. There is an acceptance that it would not be possible for the Council to hit all the priority outcome targets by their deadlines. As a district council with a traditionally low council tax base we do not have the capacity to implement all of the schemes. Nonetheless we have achieved a substantial number and have clear plans in place to achieve the remaining outcomes.

We will continue to focus on those outcomes and projects where the local business case is the strongest initially, before moving to the more advanced outcomes. Our key drivers are improving efficiency and reducing costs, followed by enhanced performance and improved customer service.

IMPACT AND ACHIEVEMENTS TO-DATE

For 2005/2006, as well as continuing our investment in our core ICT systems, our capital programme focuses on providing the capacity to deliver services to the community electronically.

In IEG4, IEG4.5 and IEG5, we set out our proposals for projects bringing together electronic service delivery and efficiency through a major focus on 'contact management'. We have developed these initiatives, both in terms of firming up project plans and in implementing key projects.

Website development

The major redevelopment and launch of the Council's website has now been completed. This included the complete redesign of the website and the use of a content management system (MCMS Rapid) to deliver a more accessible and user friendly facility. As part of the development project, we have taken into account e-GMS standards, the web accessibility initiative and the deployment of performance management software to monitor take-up.

We have built a framework for the future which will allow us to further develop our website as a channel to access information about the Council, to allow residents and visitors to serve themselves in terms of Council services and to communicate with the Council on issues of concern. We have also sought to design it in a way that would facilitate its use as a knowledge base for Council staff answering questions through the Contact Centre, Switchboard or face-to-face reception areas. This is an important area as we seek to become more efficient in our dealings with the public and improve our customer service.

The continued development of our website will include :-

- stimulation of take-up internally to offer an increasing number of services and range of information over the internet;
- position the internet as the Council's key knowledge base to enable telephone and face-to-face enquiries to be resolved through reference to information on the internet;
- promote take-up externally through the launch, a continued publicity strategy, and continued participation in the local DirectGov project; monitor take-up externally to target initiatives and new services – web trends monitoring;
- Beyond the 'look and feel' the key area of development is online forms and the ability for users to complete forms online and return them to us. As outlined above, the key challenge here is now not about the technology but is about getting the content right and ensuring that the Council has the right arrangements in place for receiving and processing the requests once they are received.

As a result of the investment and development in improving our website, we are now rated as Content + in the SOCITM Better Connected Survey 2006 (March) and received special mention for the range and quality of the third party information that we now provide.

E-payments rollout

As part of the website development we have extended our current e-payments solution to encompass a wider range of payments. We currently accept payments for council tax, NNDR, housing rent and parking penalty charge notices and have set targets for take-up during 2005/2006. Based on current projections the Council will take over £1million during 2005/2006 through web payments and an IVR telephone line. In the first 6 months of operation the Council collected £175,000 consisting of £124,000 web payments and £51,000 telephony payments. Further roll-out of our e-payments facility is in progress.

Online tracking for licensing & environmental services

CAPS has recently launched a public access facility in respect of environmental services and the Council is adopting this new facility. Until this is fully functional, mediated access is provided for the tracking of these online services.

Electronic planning

Following a major structural review of the Council's Regeneration, Planning and Community Services section in late 2004, we have appointed an Executive Manager for E-Planning and Customer Services. Working with our ICT partner, Liberata, we have used the national e-planning blueprint to develop a local blueprint and business case to introduce public access to planning information and online planning.

Contact management

As outlined in earlier IEG Statements, a great deal of the activity outlined above has taken place under the banner of 'contact management'. As well as the ICT investment, there have been targeted projects on take-up (resulting in the increased take-up of e-payments for example and targeted performance improvement in terms of e-payment of Council Tax and

Parking Penalty Charge Notices), internal initiatives building on the learning from operating a CRM system and communication with partners, e.g. community colleges, libraries and CAB, regarding how we can help the community to access services electronically. We have also carried out a major data-gathering exercise across the whole Council which looked at access channel take-up over a period of 2 weeks during June/July 2005.

Over that 2 week period the Council received 39,661 contacts (making an annual estimated figure of 1,031,186) with a breakdown of contacts as follows : Web and e-mail 11.4%; Telephone 30.6%; Post 18.6%; Face-to-Face 38.7%; and Fax 00.5%.

We will be using this information to set targets for channel migration and further details can be found in the take-up section of this IEG statement.

System architecture

As a by-product of the contact management and website development initiatives, we have produced a set of principles governing our use of and investment in ICT systems. This is to promote connectivity between systems and a stable environment to enable our services to plan for the longer term.

Self-referral

As part of our approach to electronic service delivery we were successful in obtaining additional monies (£100,000) through the self-referral process. This money has been used for the website development project, support for programme management of the implementation of the e-planning blueprint and support for changing business processes to take maximum advantage of ICT.

Social Inclusion and Promotion of e-Services

We are aware, through a variety of evidence including our own equality and diversity impact assessment, that not everyone has access to or chooses to access Council services through the website. It is with this in mind that the project team has been talking to our key partner organisations in the Tendring community and has suggested specific training for these organisations on navigating their way around our new website. Over the coming months we will be working with Essex County Libraries, Colbayns Community Centre, Bishops Park Community College and the CAB to introduce our website and promote the use of this facility to help their visitors and customers to access the District Council services online.

The Council acknowledges that the ODPM's e-government programme has acted as a significant catalyst for change. This has encouraged collaborative working to ensure that common standards were established so that everyone can benefit from true electronic service delivery.

The next 5 years are equally important years for the Council as we continue to enhance our electronic service delivery and we are committed to taking further action to change customer behaviour by both attracting customers to electronic channels and modernising the way that we deliver our services to the community.

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/index.asp?id=1002882&PressNoticeID=1546> 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 19/10/2005	Green 19/10/2005
	Comment: Essex County Council will be providing an online admissions facility and Tendring DC will be deep-linking to this service. In the meantime the Council has provided deep-links to the online information and downloadable documents.	
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 30/11/2005	Green 30/11/2005
	Comment: Essex County Council are planning to make its Intranet information available on its website and Tendring DC will be deep-linking to this service. In the meantime the Council has provided deep-links to the online information and downloadable documents.	
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 31/12/2005	Green 31/12/2005
	Comment: Building on R1 - An e-enabled contact centre for schools is in place at Essex CC, this will be integrated with the ECC website and the planned online schools admissions portal. EOLP partners are linking to this.	
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: Essex County Council has committed to measure and publish all related information on the web and other media as appropriate.	
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 09/12/2005	Green 09/12/2005
	Comment: The Essex Online Partnership (EOLP) has adopted the Encore A-Z tool. The launch of the generic Essex version on the EOLP Portal took place in July 2005. Tendring has incorporated the LCGL in the development of its new website and a deeplink is also provided to the Encore facility. In addition, we are participating in the Local Directgov programme to develop the technology to seamlessly connect from Directgov to our website. This will provide our citizens with quick and easy access to all key local authority services.	
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 01/12/2004	Amber 01/12/2004
	Comment: Essex CC, as the lead authority, is planning to implement the integrated Children System, for which it has gained beacon status, with its partners across the county. As part of this we will use the Essex Extranet and secure email for the exchange and sharing of information. ECC are awaiting final clarification on the ISA from the DfES before fully committing to the final technical solution.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
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 19/10/2005	Green 19/10/2005
	Comment: The Essex-wide "LIFE" database already holds 10,000 records. The EOLP is leading on the Encore Community Publishing solution and will be hosting this facility for the EOLP partners. Through its membership of the EOLP, Tendring DC has provided an appropriate deep-link to this facility and will continue to promote the facility via its website to encourage and support its local organisations to participate in this initiative.	
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:	
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 03/12/2004	Green 03/12/2004
	Comment: Tendring DC has implemented the Essex CC committee minutes and agenda system in partnership with Essex CC and has established a common support arrangement with BT (Essex CC ICT services partner). The EOLP is investigating the best way to deep link to each others information.	
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 19/10/2005	Green 19/10/2005
	Comment: TDC has provided each of its Councillors with a web page on its redeveloped website.	
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.	Green 19/10/2005	Green 19/10/2005
	Comment: Tendring DC is conducting direct e-consultation with its citizens via its redeveloped web facilities by the use of online forms.	
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Green 19/10/2005	Green 19/10/2005
	Comment: Tendring DC has implemented an audio functionality for its website using Browsealoud software.	
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: The Council achieved "Green" status on the above Priority Outcomes following the launch of its redeveloped website in October 2005. Work is now underway to establish targets for e-participation, and e-consultation is currently underway using a "Quick Poll" facility on its website.	
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 31/12/2005	Green 31/12/2005
	Comment: Tendring DC have addressed this outcome as part of its redevelopment of its web facilities and has facilitated this outcome by the provision of e-forms. Tracking is available via a mediated access facility in conjunction with an automatically allocated unique reference number. Elements of this outcome are also linked to the the CAPS system public access module for back-end processing.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R8 Online receipt and processing of planning and building control applications.	Green 01/12/2005	Green 01/12/2005
	Comment: The Local e-planning "Blueprint" has been completed and the initial phase, the implementation of the CAPS Public Access Module, went live in November 2005. The Council has signed up to the Planning Portal which is also now accessible via its website. However, the provision of online building control applications is currently not provided by TDC at present, but customers can download a form from our website.	
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber 01/07/2005	Amber 01/07/2005
	Comment: Public access to GIS has been incorporated within the local e-planning blueprint. TDC is looking to use CAPS ESRI Arcview as a corporate system and phase out the use of GGP.	
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Red 01/04/2004	Green 31/03/2006
	Comment: TDC has provided links to the ECC Trading Standards section of its website. The EOLP has established the Essexnet for secure messaging between Essex CC and the partners. The Council has signed up to the EOLP information sharing protocol. It is currently anticipated that TDC will enable compliance by the proposed dates.	
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 01/01/2005	Green 31/03/2006
	Comment: The council has implemented a common system to serve the Licencing, Environmental Health and Planning services. Therefore the creation and operation of an internal electronic system to make information sharing both faster and more efficient between the key services is considered to be a fairly straightforward project. The EOLP is using the Essexnet for secure messaging.	
If already 'green' on R7, R8, G5, G6 & G7 above please comment on	Comment:	
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.		
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green 16/12/2005	Green 16/12/2005
	Comment: Tendring DC has implemented IDeA Marketplace for paperless ordering, and has implemented replacement debtor and creditor applications to enable full integration with its financial systems. However, the authority's ability to enable e-invoicing and authorisation for payment also requires the implementation of electronic document records management systems (EDRM) throughout the Council, and at present this technology is being piloted within its Benefits and Revenues Service. However, TDC is already achieving 40% of its payments electronically using BACS technology and about 95% of its suppliers are now interacting with the council electronically. This was part of the first generation Essex Local Public Service Agreement.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>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).</p>	<p>Amber 01/07/2005</p>	<p>Amber 01/07/2005</p>
	<p>Comment: Members of EOLP are taking part in an Essex County led pilot between Essex County and 2 Districts, surrounding joint working between Trading Standards, Environmental Health and Economic Development, which will also assess issues related to a Single Business Account . This pilot will also consider the use of Government Connect to assist in the solution in relation to authentication. TDC is also investigating how it can utilise its CRM system and the business element of personalised website usage to satisfy this PO. In addition, the council is a member of, and attends the regular Procurement Specialists meetings which are chaired by the Regional Centre of Excellence. These meetings enable exchange of information and collaboration as appropriate across the Eastern Region. The Council is also a member of the Procurement Agency for Essex which meets quarterly to coordinate procurement activity within the County and to arrange collaborative working and add value to the procurement process. The PAE also acts as a strong link to the Regional Centre of Excellence.</p>	
<p>G9 Regional co-operation on e-procurement between local councils.</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
<p>If already 'green' on R9, G8 & G9 above please comment on</p>	<p>Comment:</p>	
<p>E5 Access to virtual e-procurement 'marketplace';</p>	<p>Comment:</p>	
<p>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;</p>	<p>Comment:</p>	
<p>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.</p>	<p>Comment:</p>	
<p>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).</p>	<p>Green 31/10/2005</p>	<p>Green 31/10/2005</p>
	<p>Comment: Tendring DC has implemented a hosted alternative payment system with our partners (BT). The September 2004 implementation included both credit and debit card payment for the following services : Council Tax, NNDR, Housing Rents and Parking Fines. Further roll-out is planned to include the remaining services, including sundry debtors. The EOLP has a Government Connect Project Board in place and is actively pursuing e-payments and e-authentication solutions.</p>	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
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.	Amber 30/09/2005	Green 31/03/2006
	Comment: Tendring DC recognises the need for this project and has included it within its ICT Development Programme. The EOLP has a Government Connect Project Board in place and is actively pursuing e-payments and e-authentication solutions and Tendring will complete its planning process and commence implementation once the outcome of the EOLP investigations are known and funding has been secured. TDC has elected to participate in the authentication level risk assessment project via its subscription to the ESD Toolkit online facility. In the meantime TDC is planning to implement a local solution to satisfy this requirement.	
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green 01/04/2005	Green 01/04/2005
	Comment: Tendring has established targets in respect of efficiency savings arising from the implementation of e-payments and has already commenced its statistical data collection. Online payments have already been implemented for Benefits & Revenues and Car Parking penalty notices and further rollout is underway to include the remaining services. Targets have been established for these services for 2005/2006. Evidence from first 6 months of operation of decriminalised parking enforcement shows payments exceeding projected financial model as a result of electronic take-up. Backward looking efficiency statement includes efficiencies from e-payments.	
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Red 04/08/2004	Red 04/08/2004
	Comment: Tendring DC is currently conducting a full ICT Strategy Review for the period 2006-2011. This project will be considered as part of this review and, if the business case appraisal is satisfactory and the priority of the work is agreed, this facility will form part of the forthcoming development 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 20/05/2005	Green 20/05/2005
	Comment: Tendring has provided a link to Essex CC's ELAN system to deliver this priority outcome.	
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 09/12/2005	Amber 09/12/2005
	Comment: The Council has purchased the Achieve Bookings facility and has commenced pilot use of this facility. Rollout will be dependent on the outcome of this pilot.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>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.</p>	Red 01/04/2004	Red 01/04/2004
	<p>Comment: Tendring DC is currently conducting a full ICT Strategy Review for the period 2006-2011. This project will be considered as part of this review and, if the business case appraisal is satisfactory and the priority of the work is agreed, this facility will form part of the forthcoming development programme. The Council intends to conduct a feasibility study to investigate the benefits arising from implementing an appropriate solution in respect of this Priority Outcome. The implementation of this project will be subject to sufficient funds being made available, therefore the dates specified can only be regarded as tentative at this time. The EOLP is taking part in the County's smartcard project which is currently being piloted by Bishops Park School, in Clacton on Sea. EOLP has a Government Connect Project Board in place and is actively pursuing e-payments and e-authentication solutions.</p>	
<p>If already 'green' on R12, R13 & G12 above please comment on</p> <p>E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment:</p>	
<p>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.</p>	Green 19/10/2005	Green 19/10/2005
	<p>Comment: Tendring DC has already incorporated links to the Essex CC journey planner application in addition to direct links to third party providers of public transport such as Bus and Rail services and the new national facility at www.transportdirect.info.</p>	
<p>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.</p>	Green 16/12/2005	Green 16/12/2005
	<p>Comment: Essex CC is consulting with the EOLP partners on the creation of a micro-site that will be used for county-wide consultations. This solution will also deliver Priority Outcome G3.</p>	
<p>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.</p>	Green 31/12/2005	Green 31/12/2005
	<p>Comment: This development is being managed using a number of components, including TDC's implementation of its online forms facility (Achieve Forms). TDC is participating in an electronic data interchange sharing of information with the DVLA.</p>	
<p>G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.</p>	Green 01/01/2004	Green 01/01/2004
	<p>Comment: Tendring DC, in association with the EOLP partners, deep-link to the Essex CC application - Road Works.</p>	
<p>If already 'green' on R14, R15, G13 & G14 above please comment on</p> <p>E12 Agreed baseline and targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: Work is now underway to establish targets for customer satisfaction and efficiency savings.</p>	

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.	Green 31/03/2005	Green 31/03/2005
	Comment: The Council has implemented a Contact Centre solution in conjunction with electronic document records management/ workflow software within its Benefits and Revenue Service. Phase one of the "one stop" Benefits and Revenues Contact Centre operational since 28th May 2004 handles over a thousand calls a week with front-office resolution of between eighty and eighty-five percent. The BT Contact Central product is provided through GCAT Prime Contractor and partner BT and utilises Siebel 7 CRM. Phase two of the project will deliver full front-office to back-office integration utilising a Staffware electronic workflow solution with record management. The EOLP is investigating the best way to deep link to each others online services.	
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 19/10/2005	Green 19/10/2005
	Comment: Tendring has provided online facilities to enable its citizens to check eligibility for, and calculate entitlement to, Housing and Council Tax benefit for some 3 years. The provision of downloadable and printable claim forms is being undertaken as part of the redevelopment of the Council's website and the provision of online forms. The EOLP is investigating the best way to deep link to each others online services.	
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Green 28/02/2005	Green 28/02/2005
	Comment: Tendring has purchased mobile technology as part of its verification framework compliance and is now offering this service to citizens directly from their homes.	
If already 'green' on R16, R17 & G15 above please comment on	Comment: Targets are set on an annual basis and reported monthly to the Council's management board on a regular basis.	
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: The council was able to achieve this outcome until the latest release of the software provided by Northgate. The new notification letters no longer contain this information and the issue is being addressed with Northgate.	
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 31/05/2005	Green 31/05/2005
	Comment: Tendring's local care services for its elderly and vulnerable citizens (Careline) already provides information on the council's website. TDC is working with Essex District Councils and ECC Social Services via the Children and Young People Strategic Partnership and the Vulnerable Adults Committee to develop a consistent approach across the County. The actions recommended by these two groups, eg deep web links, sharing information and accessing information, will be implemented as financial resources allow. Essex On-Line Partnership (EOLP) is leading on this project. TDC has provided links to the the Essex CC website Vulnerable Adults and Vulnerable Children information. The information covers access to general social care information as well as information about the protection of children and adults.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
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 01/01/2002	Green 01/01/2002
	Comment: Not Applicable to Tendring District Council - however, Essex Online EOLP partners have linked to www.supportingpeople.essexcc.gov.uk to satisfy this Priority Outcome.	
G16 Systems to support joined-up working on children at risk across multiple agencies.	Amber 01/12/2004	Amber 01/12/2004
	Comment: As this is primarily a social services function, TDC is working with Essex District Councils and ECC Social Services via the Children and Young People Strategic Partnership to develop a consistent approach across the County. The actions recommended by the partnership, eg deep web links, sharing information and accessing information, will be implemented as financial resources allow. Essex On-Line Partnership (EOLP) is leading on this project. New I&DeA guidance allows for the fact that this target is linked to the DfES targets for implementation by 2007 and the above dates reflect this.	
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red 01/12/2004	Amber 01/03/2006
	Comment: As this is primarily a social services function, TDC is working with Essex District Councils and ECC Social Services via the Children and Young People Strategic Partnership and the Vulnerable Adults Committee to develop a consistent approach across the County. The actions recommended by these two groups will be implemented as financial resources allow. Essex On-Line Partnership (EOLP) is leading on this project. All Essex local authorities are signed up to the Protection of Vulnerable Adults Scheme. The EOLP is working alongside Basildon and Uttlesford DCs to gain knowledge which will then be shared with the other partners.	
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.	Green 07/12/2004	Green 07/12/2004
	Comment: The council provides email/internet access to all office based staff and all Members by means of a Members room equipped with full electronic facilities. In addition, Members with special responsibility allowances also receive ICT equipment and broadband connection at home and the Council is currently considering rolling this out to all Members. A Communications Group, with representatives from all services, has also been set up and it will continue to review and update the appropriate corporate policies on email and internet usage standards as required.	
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green 31/12/2005	Green 31/12/2005
	Comment: Tendring DC's Human Resources and Customer Services department has produced a draft policy for consideration by senior management.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>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.</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
<p>Comment: Following production of Tendring's Home/Remote Working Policy, the implementation will incorporate a pilot project to identify and resolve any issues associated with home/remote working prior to full compliance and will form a significant part of the current ICT Strategy review.</p>		
<p>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").</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
<p>Comment: Tendring DC provides a comprehensive e-skills training programme to all of its officers and Members. This training has been ongoing for the past 7 years via the council's ICT Services contract. In conjunction with its ICT Services supplier (Liberata), the Council has completed a benchmark comparison exercise to establish any differences in the standards of training between the Council's courses and the ECDL courses and the Council is satisfied that its own courses provide a higher level of training than the ECDL scheme.</p>		
<p>If already 'green' on R20, R21, R22 & G18 above please comment on</p> <p>E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: The Council now has an ICT infrastructure to support new ways of working. BPR analysis will be undertaken across all services to establish where benefits and efficiencies can now be realised.</p>	
<p>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).</p>	<p>Green 19/10/2005</p>	<p>Green 19/10/2005</p>
<p>Comment: Tendring DC has addressed this requirement as part of the redevelopment of its web services. In addition, TDC has already implemented a Contact Centre and CRM system within its Benefits and Revenues Service. Delivery of mediated access to Council services beyond 9- 5 opening hours is being progressed through a number of key customer contact channels and projects: 1. The Council is investigating extending its Contact Centre opening hours. 2. Self-service bill payment is already available via the telephone and web twenty-four hours a day for a number of services with corporate roll-out ongoing. 3. A review and re-design has progressed service information and e-forms already available via the Council's internet.</p>		
<p>R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.</p>	<p>Green 19/10/2005</p>	<p>Green 19/10/2005</p>
<p>Comment: Tendring DC has implemented Microsoft's Content Management Server in conjunction with Sharepoint and this has facilitated direct publishing for both intranet and internet.</p>		
<p>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).</p>	<p>Amber 01/11/2004</p>	<p>Green 28/02/2006</p>
<p>Comment: Tendring has developed the required policies and procedures to comply with this standard. Corporate implementation is complete and workshop training was provided to all service units during August -October 2005. Ongoing review of requirements will be managed by the council's Communications Group.</p>		

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Green 19/10/2005	Green 19/10/2005
	Comment: Tendring DC has addressed this outcome as part of the redevelopment of its web facilities which takes account of these standards. The Council is currently using a tool Web QA to test all pages to ensure 'A' and 'AA' compliance. At this point in time all pages have achieved 'A' and the majority are at 'AA' status.	
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Green 19/10/2005	Green 19/10/2005
	Comment: Tendring DC has addressed this outcome as part of the redevelopment of its web facilities which takes account of these standards.	
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: The Council now has an ICT infrastructure to support new ways of working. BPR analysis will be undertaken across all services to establish where benefits and efficiencies can now be realised.	
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Green 16/12/2005	Green 16/12/2005
	Comment: The council has already procured an analysis application which is to be deployed as part of the redevelopment of its web services and the locally hosted Intranet server. Availability and performance standards will be incorporated within the Web Development Strategy.	
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 19/10/2005	Green 19/10/2005
	Comment: TDC has implemented the "Web Trends" application to produce a comprehensive analysis of the utilisation of its redeveloped web facilities.	
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 01/06/2005	Green 31/03/2006
	Comment: The electronic services utilisation statistics will be used to formulate internal targets and measures in respect of customer take-up of all access channels. This is being managed in connection with wider contact management initiatives.	
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 19/10/2005	Green 19/10/2005
	Comment: The adherence to all necessary standards have been incorporated into the specification for the new TDC web site and has used LGCL taxonomy and are looking to move to IPSV when 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: The Council now has an ICT infrastructure to support new ways of working and is currently establishing take-up targets, including participation in the local Directgov initiative to encourage and promote the use of e-access channels.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
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 03/01/2005	Amber 03/01/2005
	Comment: TDC has already implemented a Contact Centre and CRM system within its Benefits and Revenues Service. EOLP partners are sharing experiences and are investigating the best way to deep link to each others services.	
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Green 19/10/2005	Green 19/10/2005
	Comment: The e-payments and Achieve Forms applications which TDC has implemented within its redeveloped website generate acknowledgements and unique reference numbers automatically to enable tracking.	
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.	Green 19/10/2005	Green 19/10/2005
	Comment: TDC will review requirements of this P.O. The current standard for replies to enquiries is 5 working days and any changes to these corporate standards are subject to a policy decision. The redevelopment of the TDC web facilities has enabled the adoption of a faster response rate in this area and this will be looked at as a means of increasing takeup.	
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 01/09/2004	Green 31/03/2006
	Comment: TDC has already implemented a Contact Centre / CRM / EDRM / Workflow system within its Benefits and Revenues Service. The initial back office integration is being handled using integrator software. Integration with the major corporate systems will be achieved using this facility. The ICT Strategy review will also consider the further procurement of additional middleware products to facilitate further backoffice integration.	
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.	Amber 27/10/2004	Amber 27/10/2004
	Comment: The implementation of the Web Forms application (Achieve Forms) is being incorporated within the Council's web redevelopment project. However, as the definition of this outcome specifies that the e-form must link to the Council's Gazetteer, the dates shown above are tentative at this time. In addition, the Council also has concerns over the authentication and verification process associated with this function.	
If already 'green' on R27, R28, R29, G24 & G25 above please comment on	Comment:	
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.		
Otherwise you may leave this row blank.		

Section 2 - Change Management (self-assessment)

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

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 01/09/2002	Green 01/09/2002
	Comment: Resources Portfolio Holder and Chief Executive fulfill Member and officer e-champions roles. Head of Corporate Performance provides overall leadership on e-government	
ii) e-government programme manager	Green 01/06/2004	Green 01/06/2004
	Comment: E-government programme manager role performed as part of ICT management function. IEG grant top-sliced to provide performance related bonus for successful completion of tasks.	
iii) customer services management	Green 01/03/2003	Green 01/03/2003
	Comment: The management of the Contact Centre based in HR and Customer Services is also responsible for the switchboard. In addition, a cross-authority Customer Services Panel has been established.	
<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 01/04/2005	Green 01/04/2005
	Comment: Council's approach to workforce development planning approved by Manpower Committee 18/11/2004. Services currently identifying needs. Training is picked up through Contact Management project and other key initiatives. The Council has used the LAMIP Maturity Self Assessment Tool. The outcome of this exercise is :- Vision and Leadership - Exploiting; People and Culture - Exploiting; and Systems and Processes - Practising	
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 01/06/2004	Green 01/06/2004
	Comment: E-government delivery board introduced as part of the mechanism to review and approve development proposals. This group comprises representatives to replace the ICT Project Evaluation Team. In order to promote e-government as a service delivery issue rather than a technology issue, it is the intention of the Council to incorporate the evaluation and approval process within the sphere of responsibility of the Capital Strategy and Asset Management Group to ensure that all proposals are given equal consideration and corporate priorities are observed.	
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Green 01/09/2004	Green 01/09/2004
	Comment: E-government Programme Manager PRINCE 2 accredited. Additional managers have successfully passed the PRINCE 2 Foundation examination. As a minimum key elements of the methodology are used as appropriate to the individual project.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<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 01/04/2005	Green 01/04/2005
	<p>Comment:Council has developed a Code of Corporate Governance and Risk Management Strategy to give corporate approach to risk management. Approach applied to individual ICT projects as part of project evaluation. Recent web development strategy contains risk assessment and risk register.</p>	
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 01/09/2002	Green 01/09/2002
	<p>Comment:Council uses annual MORI Citizens' Panel to gauge customer appetite for electronic service delivery. The Customer Services Panel (see above) has introduced a Customer Focus Group earlier this year. E-consultation is now being delivered to the public via the Council's new website.</p>	
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Green 31/12/2005	Green 31/12/2005
	<p>Comment:Desktop research completed as part of the equality impact assessment. In 2004/05 the Haven Gateway Partnership submitted a successful Investing in Communities (iiC) bid to the East of England Development Agency for funding in excess of £370k. Full details of this partnership project can be found on the Council's website : - http://www.tendringdc.gov.uk/TendringDC/Business/Regeneration/Investing+InCommunities.htm</p>	
<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) 	Green 30/11/2005	Green 30/11/2005
	<p>Comment:Through a variety of evidence, including our own equality and diversity impact assessment, TDC is aware that everyone does not have access to or chooses to access Council services through the website. As a result of this, the Council has implemented a pilot contact centre for its Benefits and Revenues Service to provide a mediated access facility. In addition a project team has been talking to our key partner organisations within the Tendring community and we are working with Essex County Libraries, Colbayns Community Centre, Bishops Park Community College and the CAB to introduce our website and promote the use of this facility using the equipment and internet access available at these sites. In addition, TDC participated in an ISB3 funded joint project with Essex County Council and launched the Tendring Virtual Youth Centre (www.tvyc.com) during the summer of 2003. This facility is directly focussed on the young people most at risk of social exclusion. The content of this website is currently coordinated by the Tendring Youth Forum.</p>	
<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 	Amber 01/01/2004	Green 28/02/2006
	<p>Comment:An Information Manager has been appointed within the Council's Legal Services to lead on FoI. The Council has developed and adopted a Records Management Policy and a Document Retention Policy. A Good Practice Guide for Managing Documents and Other Records, which complies with ISO 15489 methodology, has been established and implemented throughout the authority.</p>	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<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 	Green 01/09/2004	Green 01/09/2004
	<p>Comment:Council has signed up to the Essex Trust Charter and Corporate Performance represent Council on Essex Information Sharing Group. An information sharing protocol is in place with the Police and the County Council relating to crime & disorder and TDC has signed up to the EOLP information sharing protocol.</p>	
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Green 31/12/2005	Green 31/12/2005
	<p>Comment:As a member of the Essex Online Partnership (EOLP), the Council is a participant in the Essex Broadband Partnership and Wide Communities project. The aims of this partnership are to :- * spearhead the Essex Wired Communities broadband project * influence BT's ADSL roll-out plan * maximise public and private sector effort in stimulating the take-up of Broadband for both households and businesses * work together to raise the profile and importance of broadband across Essex to assist in gaining public and private sector commitment.</p>	
<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 01/01/2005	Green 31/03/2006
	<p>Comment:Work on efficiencies and take-up in progress. TDC is aware, through a variety of evidence including its own equality and diversity impact assessment, that not everyone has access to or chooses to access Council services online. We have been talking to our key partner organisations and suggested specific training for these organisations on navigating their way around our new website. We are also working with ECC libraries, Colbayns Community Centre, Bishops Park Community College and the CAB to introduce our website and promote the use of this facility to help thier visitors and customers to access the council services online. In addition we are fully participating in the Local Directgov project.</p>	
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Amber 01/06/1999	Green 31/03/2006
	<p>Comment:The council has established a corporate security policy based upon the BS7799 standard which is being reviewed during 2005. These principles are employed when implementing our electronic service delivery programme.</p>	
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Amber 01/01/2005	Green 31/03/2006
	<p>Comment:As above, work on take-up and efficiencies is in progress. Dedicated project team looking at managing contact with the Council and realising efficiencies. Linked to wider national agenda on efficiency savings.</p>	
<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) 	Amber 01/06/2005	Green 31/03/2006
	<p>Comment:The Council has participated in the collaborative authentication level risk assemsment project, which is part of the Government Connect programme, via its subscription to the ESD-Toolkit. Works were undertaken during the summer of 2005 and TDC received the consensus view from the ESD team on 9/11/05. However due to only half of LAs participating the quality of the data was not found to be as good as it might have been. As a consequence the ESD team has not been able to declare a consensus across the whole of the LGSL. These findings have been passed to Government Connect, on whose behalf this exercise was conducted and they are considering options to progress this assessment forward and TDC will act accordingly.</p>	






Change Management Area	Status at 31/12/2005	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) 	Amber 01/09/2005	Green 31/03/2006
	Comment: In line with the direction set by the Essex Chief Executives, the EOLP is actively constructing a business case for Government Connect. This will be focused on improving services to the Essex citizen and in support of transformational government targets including Gershon efficiency savings.	
<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/) 	Amber 01/09/2005	Green 31/03/2006
	Comment: In line with the direction set by the Essex Chief Executives, the EOLP is actively constructing a business case for Government Connect. This will be focused on improving services to the Essex citizen and in support of transformational government targets including Gershon efficiency savings.	
<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 		
	Amber 01/09/2005	Amber 01/09/2005
	Comment: EOLP is working with the recently released ROI model and Business Case Template to develop the EOLP Business Case for consideration by the Essex Chief Executives.	
	Amber 01/09/2005	Amber 01/09/2005
	Comment: EOLP is working with the recently released ROI model and Business Case Template to develop the EOLP Business Case for consideration by the Essex Chief Executives.	
	Red 01/10/2005	Red 01/10/2005
	Comment: EOLP is working with the recently released ROI model and Business Case Template to develop the EOLP Business Case for consideration by the Essex Chief Executives.	
	Amber 01/09/2005	Amber 01/09/2005
	Comment: EOLP is working with the recently released ROI model and Business Case Template to develop the EOLP Business Case for consideration by the Essex Chief Executives.	
	Amber 01/09/2005	Amber 01/09/2005
	Comment: EOLP is working with the recently released ROI model and Business Case Template to develop the EOLP Business Case for consideration by the Essex Chief Executives.	
	Green 31/10/2005	Green 31/10/2005
	Comment: As per Priority Outcome R10 - Tendring DC has implemented a hosted alternative payment system with our partners (BT). The September 2004 implementation included both credit and debit card payment for the following services : Council Tax, NNDR, Housing Rents and Parking Fines. Further roll-out is planned to include the remaining services. EOLP is working with the recently released ROI model and Business Case Template to develop the EOLP Business Case for consideration by the Essex Chief Executives.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
vii) cross agency secure transactions (Government to Government)	Amber 01/06/2004	Amber 01/06/2004
	Comment: EOLP is working with the recently released ROI model and Business Case Template to develop the EOLP Business Case for consideration by the Essex Chief Executives.	
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Red 01/09/2005	Amber 01/02/2006
	Comment: EOLP is working with the recently released ROI model and Business Case Template to develop the EOLP Business Case for consideration by the Essex Chief Executives.	
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/09/2005	Amber 01/02/2006
	Comment: EOLP is working with the recently released ROI model and Business Case Template to develop the EOLP Business Case for consideration by the Essex Chief Executives.	
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/09/2005	Amber 01/02/2006
	Comment: EOLP is working with the recently released ROI model and Business Case Template to develop the EOLP Business Case for consideration by the Essex Chief Executives.	
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/09/2005	Amber 01/02/2006
	Comment: EOLP is working with the recently released ROI model and Business Case Template to develop the EOLP Business Case for consideration by the Essex Chief Executives.	
• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Amber 01/09/2005	Green 31/03/2006
	Comment: EOLP is working with the recently released ROI model and Business Case Template to develop the EOLP Business Case for consideration by the Essex Chief Executives.	
• 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)	Amber 04/11/2005	Green 10/03/2006
	Comment: TDC are participating in the Local Directgov project and achieved Phase 1 and Phase 2 within the required timescales.	
• Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green 19/10/2005	Green 19/10/2005
	Comment: TDC has recently launched its new website which includes links to Directgov on its home page and is participating in the Local Directgov project.	
• Introduction of Digital Interactive TV services (see http://www.digitv.org.uk)	Red 01/04/2006	Red 01/04/2006
	Comment: TDC does not currently have any plans in respect of Digital Interactive TV Services, however a review will assess the local appetite for such a service and, if appropriate, the draft dates above will apply.	
• Establishment of dedicated telephone contact centre(s) services	Green 31/03/2005	Green 31/03/2005
	Comment: TDC has implemented a dedicated contact centre in respect of its Benefits and Revenues Service.	

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
	<p>Comment:The Information Manager within Legal Services is responsible for FoI. In addition each Service Unit has assigned FoI responsibility to a coordinator to liaise with the Information Manager. TDC has a Publication Scheme, Document Retention Policy and a Records Management Policy in place, and training sessions have been delivered to all staff. In addition a Good Practice Guide for managing documents and other records, which complies with ISO 15489, has been implemented along with appropriate workshop training.</p>	
<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) 	Green 31/12/2005	Green 31/12/2005
	<p>Comment:The Council has compiled its LLPG database and a submission was made to the NLPG hub on 18/10/05 which was accepted. Arrangements are in place to update the NLPG hub on a monthly basis commencing in January 2006.</p>	
<ul style="list-style-type: none"> Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems 	Red 01/04/2006	Red 01/04/2006
	<p>Comment:The Council has not yet commenced its planning phase on this element of the LLPG connectivity. However, high level discussions are underway to commence this activity with the NNDR and Benefits and Revenues address database as an initial phase. The dates above are only indicative of intent at this time.</p>	
<ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Amber 03/01/2005	Amber 03/01/2005
	<p>Comment:The council is currently undertaking a data capture exercise to prepare for the computerisation of land charges, which will facilitate NLIS connectivity.</p>	
<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) 	Amber 01/06/2004	Green 31/03/2006
	<p>Comment:This Council is not directly responsible for Children's Services. Council carries out CRB checks for staff working with children and has a child protection policy. Part of Essex Online projects will work with County on linking to Children's Services information as per priority outcomes.</p>	

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 %	● 130 ● 32.99 %	● 177 ● 44.92 %	● 232 ● 58.88 %	● 274 ● 69.54 %	● 394 ● 100.00 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 7 ● 33.33 %	● 10 ● 47.62 %	● 12 ● 57.14 %	● 18 ● 85.71 %	● 21 ● 100.00 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	92 %	● 0 ● 0.00 %	● 1 ● 6.67 %	● 8 ● 53.33 %	● 9 ● 60.00 %	● 15 ● 100.00 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 34 ● 15.74 %	● 38 ● 17.59 %	● 105 ● 48.61 %	● 112 ● 51.85 %	● 216 ● 100.00 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	90 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 2 ● 3.45 %	● 28 ● 48.28 %	● 57 ● 98.28 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 136 ● 51.91 %	● 165 ● 62.98 %	● 197 ● 75.19 %	● 205 ● 78.24 %	● 262 ● 100.00 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	88 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 21 ● 77.78 %	● 21 ● 77.78 %	● 27 ● 100.00 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	91 %	● 6 ● 9.52 %	● 7 ● 11.11 %	● 9 ● 14.29 %	● 12 ● 19.05 %	● 62 ● 98.41 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 123 ● 35.04 %	● 142 ● 40.46 %	● 150 ● 42.74 %	● 162 ● 46.15 %	● 351 ● 100.00 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ● 0.00 %	● 5 ● 7.14 %	● 65 ● 92.86 %	● 69 ● 98.57 %	● 70 ● 100.00 %
Total: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 436 ● 29.52 %	● 545 ● 36.90 %	● 801 ● 54.23 %	● 910 ● 61.61 %	● 1475 ● 99.86 %

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)	900,000	1,066,000	3,600,241	3,780,253	3,969,266
• Unique users, i.e. separate individuals visiting website (annual)	70,000	75,000	135,699	142,484	149,608
• Number of e-enabled payment transactions accepted via website	0	1,055	5,757	11,514	23,028
• Number of change of address notifications accepted via website	0	0	16	1,060	1,590
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	10	85	170
	<p>Comment: Page Impressions & Unique Users - Figures for 03/04 and 04/05 are based on IEG4 and some intelligence from recent deployment of web trends. Figures for 2005/2006 are based on web trends information. Future years are based on 5% growth in take-up. Change of address notifications - due to a delay in providing the online change of address form the figures provided are actuals for Benefits & Revenues Changes in circumstance information only. The online form will be available by end of 1st quarter 2006/07 and figures provided are estimates only at this time. E-Payment figure for 2005/06 are actuals projected to the end of the financial year with forecasts based upon a 'family group' model projecting 100% growth per annum. To date this growth has been significantly exceeded. Planning applications accepted via the website have been averaging on approximately one per month for 2005/06. Estimates are provided for future years. A council-wide data gathering exercise will be undertaken across a two week period during the summer of 2006/07.</p>				
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	2,850	2,900	2,836	5,672	11,344
• Number of change of address notifications accepted via telephone	4,399	4,588	2,385	2,385	2,120
	<p>Comment: Figures brought forward from IEG 5 and based on best estimates. Payment transactions for 2005/06 are based on actual transactions. Change of address notifications are best estimates based on data collected during a two-week council wide data gathering exercise in</p>				

	Actual			Forecast	
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
	June 2005. A similar exercise will be carried out during the summer of 2006/07.				
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	5,310	6,310	2,303	4,606	9,211
• Number of change of address notifications accepted via personal contact	1,116	1,000	2,650	1,855	1,590
	Comment: Figures for 2003/04 and 2004/05 have been brought forward from IEG5 and based on best estimates. Figures for 2005/06 and projections beyond that date are based on data collected during a two-week council wide data gathering exercise in June 2005. A council-wide data gathering exercise will be undertaken across a two week period during the summer of 2006/07.				
Other Electronic Media <i>(e.g. BACS, text messaging)</i>					
• Number of e-enabled payment transactions accepted via BACS	22,053	23,301	25,464	26,737	28,074
• Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	408	428	450
• Number of change of address notifications accepted via other electronic media	30	30	0	0	0
	Comment: Figures for 2005/06 and beyond based on data collected during a two-week council wide data gathering exercise in June 2005. A further council-wide data gathering exercise will be undertaken across a two week period during the summer of 2006/07.				
Non Electronic <i>(e.g. cash office, post)</i>					
• Number of payments accepted by cheque or other non-electronic form	0	0	289,540	267,748	224,165
• Number of change of address notifications accepted via non-electronic form	0	0	0	0	0
	Comment: Unable to provide accurate figures for 2003/04 and 2004/05. Number of payments (non-electronic) for 2005/06 are actual and have been gathered from 5 cash office locations. Estimates have been provided for future years based on provision of additional online payment options and closure of 1 cash office location. A council-wide data gathering exercise will be undertaken across a two week period during the summer of 2006/07.				

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	100,000	0	0
	Comment: The Council has been awarded this grant in respect of its submission of a self-referral case to the IDeA in April 2005. This grant has been utilised on development programme support; business process re-engineering; business case development and a range of developments on the Council's website.				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	58,000	0	0	0	0
	Comment: This figure represents TDC's share of the Essex Online Partnership (EOLP) funding.				
• 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	531,000	435,420	1,504,772	333,311	333,311
	Comment: These figures represent TDC's capital programme plus additional revenue sums which are payable to our ICT Services supplier (Liberata) in respect of e-government services and website development.				
• other resources (e.g. training) (please specify)	14,000	788,000	0	38,853	38,853
	Comment: TDC has implemented a contact centre combining CRM software, VOIP telephony, e-payments and EDRM/workflow within its Benefits and Revenues Service. This was a partnership project with contributions from both the Council and the DWP. No specific e-government training is currently planned. However, TDC maintains a skill-set training programme for all of its officers and members in the use of ICT and evolving requirements are catered for in this way. Training courses are delivered as part of the council's ICT services agreement with Liberata and amount to approx £38850 per annum. This figure was included in the previous section in earlier IEG Statements, but are now shown separately to demonstrate the Council's ongoing commitment to investing in our staff skill set.				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0

	Backward Look (£)			Forward Look (£)	
Programme Resource	01/02 to 03/04	04/05	05/06	06/07	07/08
	Comment: Not applicable				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	79,000	0	0	0	0
	Comment: TDC was a partner with Essex CC and Basildon DC in respect of the Live Community Networks project. The TDC element of this partnership was to deliver a virtual youth centre. This web facility was launched in July 2003 and can be accessed by following URL: www.tvyc.com				
TOTAL	1,082,000	1,573,420	1,754,772	372,164	372,164

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	0	0	0	0	0	0
	<p>Comment: Efficiency Strategy: E-Recruitment The Council uses a recognised HR website to advertise vacancies being www.careersinessex.co.uk which is maintained by the Essex HR Strategic Partnership of which we are a member. In addition our current website includes an electronically downloadable and e-mailable job application form, recruitment and selection survey, candidate information pack and the job description for the vacant posts. Various technologies are currently being evaluated to improve our 'on-line' recruitment, although it is too early to quantify efficiency savings.</p>							
• e-payments	280	280	4,975	4,975	28,146	28,146	85,098	85,098
	<p>Comment: Efficiency Strategy:E-Payments Efficiency Savings Over the last eighteen months the Council has jointly developed with technology partners Bt Accurate a new E-Payment Service enabling customers to pay bills "self-service" via either a dedicated telephone payment number or over the web-site. The service is fully automated with no cashier intervention required. The service has been operational since October 2004 with service roll-out on a bill-type by bill-type basis. Early service e-enabled credit and debit card bill payments either via the web or telephone for C/Tax, NNDR, Penalty Charge Notices (parking fines) and Housing Rents. More recently the Council has enabled credit and debit card payments for any invoice generated by the Council's financial 'debtors' system (approximately 11,000 invoices per annum). Due to the relatively short time that the service has been operational growth is conservatively based upon figures provided by a 'family group' authority and calculations are based upon 100% growth per annum for the purposes of future out-turn forecast with the additional ODPM GDP inflationary figure of 2.14%. The 2005/06 statistical data to date identifies that the service growth has increased beyond this current model and will achieve a service growth rate approaching almost 200% by value. It is proposed that the service will be enhanced further in 2006/07 with the integration of customer completed web-forms and real-time payments. The Council is nearing completion of a review of customer access channels. It is envisaged that in the short/medium term re-structuring of channel management and the exploitation of ICT will generate a cashable efficiency saving of £18,000 in 2006/07 and £50,000 in 2007/08</p>							
• corporate services efficiencies not covered above	0	0	70,943	70,943	52,376	52,376	53,497	53,497
	<p>Comment: Efficiency Strategy:Converged Communications Savings (VOIP) Through upgrading the corporate communications infrastructure to a converged VOIP solution the following efficiency savings have been accrued: 1. The converged VOIP system maintenance costs of £19,664 represent a maintenance</p>							

Efficiency Gains	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
	saving against the old telephony system telephony maintenance costs (£52,019 p.a.) of £32,355 with NIL costs payable during year one (2005/2006). 2. Data network savings of £9,000 have already been accrued through ceasing equipment rentals no longer required. 3. Crematorium telephone maintenance & rental savings of £473.60 p.a. as they have been included in the corporate VOIP solution 4. Clacton Leisure Centre telephone maintenance & rental savings of £3,450.49 p.a as above 5. Further reductions and consolidation of land-line rentals is projected to save a further £6,000 2005/06							
e-Procurement, of which:								
• Service specific	131,364	117,364	141,660	128,526	146,233	132,818	149,363	135,661
	<p>Comment: Efficiency Strategy; IDEA Marketplace Implementation The Council has fully migrated onto the IDEA Marketplace e-procurement system. The procurement service completes about 8,400 orders per annum which generate a stationery cashable efficiency of £1,141 p.a. and a non-cashable resource efficiency of £14,000 p.a. An additional saving of £30,000 p.a. has been generated from the closure of the Council's corporate stores function. Efficiency Strategy: Use of Constructionline Constructionline has replaced the Authorities select/approved list of contractors. Thirty two contracts let from June 2004 have resulted in ongoing cashable efficiency savings of £67,340 across two areas of efficiency projected to £78,563 p.a. thereafter: 1. Negated the need to maintain the list - saving officer time in evaluating financial and health and safety details (estimated as 0.5 hours for a Finance Officer and 0.5 hours for a Safety advisor) 2. Negated the need to advertise for interest from suitable contractors / suppliers. Efficiency Strategy: Use of Collaborative 'Banner' Stationery Contract Reduction in cost of stationery items as a result of a collaborative procurement initiative - average 22% saving on previous supplier. Contract used from July 2004 has resulted in a pro rata ongoing cashable efficiency of £16,468 projected to £20,585 p.a. thereafter. Efficiency Strategy: Pest Control Service Contract Negotiation on tendered sum involving prioritisation of resources without any perceivable reduction in quality of service. Commencing on 1st November 2004 this efficiency has resulted in pro-rata ongoing cashable efficiency savings of £2415. Efficiency Strategy: Advertising Contract Procurement Collaborative E-Procurement of the Council's advertising contract is projected to save an estimated £8,650 for 2005/06 (10 months) with an annual estimated saving of £10,377 p.a. thereafter. N.B. ODPM GDP inflation rate of 2.14% used to project ongoing savings</p>							
• Cross-cutting e-procurement efficiencies not covered above	0	0	399,404	30,203	85,870	85,870	15,284	15,284
	<p>Comment: Efficiency Strategy:E-Procurement of 4 Key E-Projects Through GCAT Utilising the GCAT catalogue of products the Council has procured 4 key hardware/software solutions to improve customer service/ customer focus and communication efficiency/ effectiveness. The four areas of procurement are; new contact centre technology, Electronic Document Record Management pilot within the Benefits and Revenues Service, a converged replacement telephony and data network utilising VOIP technology and a hosted e-payments service. The contract was signed in June 2005 with efficiency/savings resulting from the procurement as follows: 1. A 2005/06 £163,000 one-off cashable savings generated through GCAT final price negotiations 2. A 2005/06 £206,201 one-off non cashable savings generated from the decision to opt for a VOIP solution as opposed to a traditional DPNSS telephony solution. 3. A 2005/06 additional £16,000 one-off non cashable efficiency generated from the decision to work collaboratively with the supplier to jointly develop a 'new to market' hosted e-payments solution at nil cost as opposed to purchasing an 'off the shelf' product. 4. Annual ongoing savings of £14,964 based upon the value of professional service days accrued as a result of reference site visits and annual maintenance savings vs second product(s) choice. Additionally, the Council has entered into a three year Enterprise Agreement with Microsoft for the supply of 550 desktop licences. It has been calculated that these new</p>							

	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
	licensing arrangements will save the Council £15,553 in 2005/06, £109,703 in 2006/07 but cost the Council £38,797 in 2007/08. (N.B. The cost in 2007/08 has therefore been deducted from savings in 2006/07 to avoid showing a negative figure in 2007/08)							
Productive time, of which:								
• Service specific	6,420	6,420	19,720	19,720	50,142	50,142	71,715	71,715
	Comment: Efficiency Strategy: Regeneration Planning Service Review and Business Process Re-engineering (BPR) Various Regeneration Planning Service BPR initiatives have been implemented throughout 2004 as part of the Service Review and re-structure. Better use of ICT has resulted in a 2004/05 cashable efficiency saving of £6,420 with ongoing savings of £19,270 p.a. thereafter subject to 2.14% GDP inflator. Efficiency Strategy: Electronic Document Record Management (EDMS) & Electronic Workflow Implementation Benefits and Revenues are currently piloting a trail corporate EDMS and workflow system. Whilst the project is ongoing it is estimated that ongoing cashable resource savings of £30,000 can be accrued in 2006/07. Efficiency Strategy: Land Charges Computerisation Computerisation of Land Charges in 2007/08 is projected to generate ongoing cashable efficiencies of £20,500 p.a.							
• Cross-cutting productive time efficiencies not covered above	0	0	36,430	26,940	27,517	27,517	28,106	28,106
	Comment: A new transactional efficiency based upon savings generated by the Council's use of the Electronic Service Delivery (ESD) Toolkit is now included above. Our efficiency calculations, based upon those recommended by the ESD Toolkit but applied more conservatively based upon our specific usage identify that we have generated a one-off non-cashable efficiency of £9,490 and will generate an ongoing cashable efficiency of £26,940 p.a. The ODPM GDP inflator of 2.14% has been applied to years 2006/07 and 2007/08.							
Transactions	65,680	65,680	81,215	81,215	82,953	82,953	84,728	84,728
	Comment: Efficiency Strategy: CON 29 Searches Introduction of an electronic data transfer system between Planning and Land Charges section. Enabled responses to CON29 enquiries from Land Charges being carried out routinely within one working day. Approx 50% of an Admin Officer's time released to carry out other duties in Customer Services and thus reduced the cost of increased resources applied to frontline areas of Planning Development Control. The changes will generate ongoing cashable efficiency savings of £7,970 per annum but as they came into effect on 1st September 2004 pro rata efficiencies of £4,650 have been used to calculate the above total. Efficiency Strategy: Parking Services use of Mobile Technology Use of Hand held computer terminals for Parking Attendants. Downloading of data in seconds that would otherwise require an additional staff member to input manually. This use of technology will generate ongoing cashable efficiencies of £16,501 per annum. The technology went live from 1st September 2004 so pro rata efficiencies of £10,808 have been included in the above total Efficiency Strategy: Payment Of Housing Benefit by Weekly BACS From 1 April 2004 the Council started to pay Housing Benefit BACS on a weekly basis. This encouraged an additional 209 landlords and 194 claimants to opt for payment by BACS. This has generated an ongoing cashable efficiency saving of £524 in 2004/05. Efficiency Strategy:VOIP Solution Efficiency Savings Savings generated by investment in a modern communications solution and utilising VOIP Cisco messaging service thus automating taking of customer telephone messages. This efficiency will generate an ongoing cashable saving of £27,210 per annum, as the new technology was corporately introduced by 1st October pro rata savings of £20,408 have been included in the above total Efficiency Strategy:Contact Centre Efficiency Savings Efficiencies created by establishing a Benefits and Revenues Contact Centre and investing in technology to improve staff efficiency and performance. This is a new efficiency							

	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
	calculated for 2004/05 using latest statistical information. The efficiency can be calculated over the full twelve month period and generates an ongoing cashable efficiency of £29,010. As this ongoing efficiency has only just been calculated it will positively affect future reported efficiencies savings throughout the period to 2007/08							
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
TOTAL EFFICIENCY GAINS - GROSS	203,744	189,744	754,347	362,522	473,237	459,822	487,791	474,089
LESS e-government implementation expenditure	1,573,420		1,754,772		372,164		372,164	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	-1,369,676		-1,000,425		101,073		115,627	