Scrutiny Standing
Panel Agenda

SCRUTINY

Epping Forest District Council

ICT and E-Government Scrutiny Standing Panel
Monday, 18th July, 2005

Place: Council Chamber

Time: 6.00 pm

Democratic Services   S G Hill - Senior Democratic Services Officer
Officer: Tel: 01992 564249 Email: shill@eppingforestdc.gov.uk

Members:

Councillors F Maclaine (Chairman), M Cohen (Vice-Chairman), S Barnes, Mrs D Borton,
M Colling, Mrs D Collins, T Farr, P McMillan, Mrs P K Rush and Mrs M Sartin

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PLEASE NOTE THAT THIS MEETING IS OPEN TO ALL MEMBERS TO ATTEND

1.   APOLOGIES FOR ABSENCE

2.   SUBSITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

(Head of Research and Democratic Services) To report the appointment of any
substitute members for the meeting.

3.   DECLARATION OF INTERESTS

(Head of Research and Democratic Services). To declare interests in any items on the
agenda.

In considering whether to declare a personal or a prejudicial interest under the Code
of Conduct, Overview & Scrutiny members are asked pay particular attention to
paragraph 11 of the Code in addition to the more familiar requirements.

This requires the declaration of a personal and prejudicial interest in any matter before
an OS Committee which relates to a decision of or action by another Committee or
Sub Committee of the Council, a Joint Committee or Joint Sub Committee in which the
Council is involved and of which the Councillor is also a member.

Paragraph 11 does not refer to Cabinet decisions or attendance at an OS meeting
purely for the purpose of answering questions or providing information on such a

matter.

4.   TERMS OF REFERENCE / WORK PROGRAMME (Pages 3 - 4)

(Chairman/Lead Officer) The Overview and Scrutiny Committee has agreed the Terms of Reference of this Panel and associated Work Programme. This is attached. The Panel are asked at each meeting to review both documents.

5.   E- GOVERNMENT (Pages 5 - 92)

To consider the attached report.

6.   REPORTS TO BE MADE TO THE NEXT MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE

To consider which reports are ready to be submitted to the Overview and Scrutiny Committee at its next meeting.

7.   FUTURE MEETINGS

To consider the forward programme of meeting dates for the Panel.

TERMS OF REFERENCE - STANDING PANEL

Title: e-Government and Information & Communications Technology (ICT)	
Status: Standing Panel	

Terms of Reference:

(1) To consider how the implementation of the ODPM Implementing e-Government (IEG) Priority Outcomes and the local e-Government Strategy should be monitored and prioritised and to make any resulting recommendations to the ICT and Support Services Portfolio Holder or Cabinet as appropriate.

a) To consider within this theme options for Member connectivity to the Council's new Committee Management System. This relates to Priority outcomes R5, R6 and R22.

(2) To consider the introduction of a Corporate Customer Contact Centre on behalf of the ICT and Support Services Portfolio Holder and to make any resulting recommendations to the ICT and Support Services Portfolio Holder or Cabinet as appropriate.

a) To consider the specific ICT role within the Corporate Customer Contact Centre and agree which elements of this project should be monitored and reviewed by other O&S panels/committee

(3) To consider the Council's IEG Government Returns on behalf of the ICT and Support Services Portfolio Holder prior to consideration by Cabinet.

(4) To review the Council's ICT Strategy on behalf of the Overview and Scrutiny Committee, ICT and Support Services Portfolio Holder and Head of ICT and to make any resulting recommendations to the ICT and Support Services Portfolio Holder or Cabinet as appropriate.

(5) To monitor progress on the Council's ICT Service Business Action Plan on a six monthly basis.

(6) To consider the introduction of the Re-use of Public Sector Information Regulations 2005 on behalf of the ICT and Support Services Portfolio Holder prior to consideration by Cabinet.

(7) To report to the Overview and Scrutiny Committee, the Council and the Cabinet with recommendations on matters allocated to the Panel.

Work Programme 2005/6

Item	Priority	Report Deadline
1. Review of the Council's IEG Strategy	High	September 2005
2. Introduction of a Customer Contact Centre	High	September 2005
3. ICT Strategy Review	High	October 2005
4. Re-use of Public Sector Information Regulations	Medium	February 2006

Chairman: Councillor F Maclaine

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Report to E-Government and ICT Scrutiny Standing Panel

Epping Forest District Council

Date of meeting: 18 July 2005

Portfolio: ICT and Support Services – Cllr S Metcalfe

Subject: e-Government

Officer contact for further information: Adrian Scott – Head of ICT (ext 4457)

Committee Secretary: Zoe Folley (ext 4532)

Recommendations/Decisions Required:

(1) To agree the IEG capital grant allocation for 2005/6 (attached)

(2) To agree the IEG Government Return that was submitted in July 2005 (attached)

(3)To agree that the Overview and Scrutiny Committee monitors and prioritises the implementation of IEG Priority Outcomes and the Council's local e-Government Strategy.

Report

1. Central Government started the e-Government initiative in October 2001. The main focus for this initiative is to use modern information and communication technology (ICT) to improve the quality, efficiency and accessibility of public services. Although this initiative may initially appear to be about introducing ICT systems it is in fact a business reengineering initiative. The ICT element is purely one of the enablers of this business reengineering that assists the business in being far more effective and efficient in delivering Council services. Although disappointingly, to date, nearly all e-Government projects across England have been focussed on ICT systems and solutions, and the far more difficult challenge of changing the way Local Government delivers and manages its business have not been addressed

2. Central Government via the Office of the Deputy Prime Minister (ODPM) is currently providing capital grants, called Implementing e-Government grants (IEG), to assist Local Authorities with their local e-Government plans. Appendix 1 sets out the e-Government projects undertaken by the Council that have benefited from these IEG capital grants over the past 3 years and the proposed projects for 2005/6 IEG grant. This appendix shows the current status of the project and the IEG capital budget allocation. The ongoing ICT maintenance costs (CSB) of these e-Government projects are not shown, as they form part of the corporate ICT maintenance budget. The total budget increase in ongoing corporate ICT maintenance as a result of these projects has been £30,000 to date with an additional £15,000 allocated for 2005/6.

3. Central Government, in order to monitor progress with the e-Government initiative and assess the required level of future capital grants, has placed a duty on all local authorities to produce an annual IEG Government return that sets the Council's current status for electronically enabling 100% of all interactions with the Public by January 2006. This year Central Government changed the return process into a fully electronic online return with a prescribed format.

4. The IEG Government return is also the mechanism that allows all local authorities to gain access to Central Government funding by way of the IEG Capital grant. This grant is given to each local authority that submits, to the Office of the Deputy Prime Minister (ODPM), a satisfactory IEG return. The value of this grant was £200,000 for IEG1 in 2002/3 and a further £200,000 was awarded for IEG2 in 2003/4 last year the grant was raised to £350,000 for IEG3 and a grant of £150,000 is being made available for IEG4 in 2005/6.

5. As part of this years IEG return Central Government (ODPM) introduced two new elements to the monitoring of the e-Government targets.

6. Firstly the current Best Value Performance Indicator 157 (percentage of e-enabled interactions) now has a prescribed list of interactions; know as the Local Government Service List (LGSL). This list has been formulated by the ODPM and the Improvement and Development Agency (IDeA). The LGSL contains all interactions that Central Government believe that Local Authorities should deliver electronically. Previously this list was created and agreed locally by each Authority. The Council's list contained some 246 interactions that were agreed as part of the Councils IEG1 process. The LGSL contains over 1000 interactions but many are not applicable to a District Council and these have been removed from the new local list that the Council is now using. However, the number of interactions now measured under this BVPI157 total 556, which is a significant increase above the previous total.

7. The second element of monitoring is the ODPM's introduction of "Priority Outcomes" for e-Government. This is a list of some 78 e-Government priorities that are focused on direct outcomes. This list, again, sets out how Central Government sees e-Government being implemented in Local Authorities. This list is broken down into 3 categories; Required, Good and Excellent. The ODPM expects Local Authorities to deliver all the "required" and "good" categories by December 2005. Many Local Authorities have complained at the late introduction of "priority outcomes" (September 2004) and many do not believe at this late stage in the initiative that 78 new targets can be accommodated into their current e-Government plans.

8. The current IEG Government return is attached as appendix 2. This includes the Council current progress with the newly introduced priority outcomes. The Government has recently announced that the IEG Government Return will now be required at 6-month intervals rather than annually. Therefore a return will be submitted in July and December each year.

Current e-Government Strategy

9. The Council established its current strategy in January 2002 with its submission of IEG1. This was modified slightly by IEG2 in October 2002 and restated by IEG3 in October 2003. IEG4 that was submitted in December 2004 did not require a strategic statement.

The Council's e-Government strategy can be broken down into two main themes as follows:

Customer Contact theme

The Council will enable all their customers to access services in a way that gives a more convenient and flexible service but in doing so allows the Council to work more effectively and become more efficient.

This is being achieved by:

- Allowing all customers online access to their relevant personal or business information, including money they owe, or their current position in relation to grant, benefit, licence or other regulatory applications. This will cover access by the Council suppliers to procurement information and online access to procurement opportunities.

- Providing an on-line payments facility that allows both personal and business payments to me made for a wide range of Council services

- Allow customers to apply for all relevant Council services online, where the legally possible. This will include applications for grants, benefits, licences and other regulatory services.

- Allow customers to book and pay for facilities, resources and events on-line.

- Allow customers to access and participate in the democratic decision making function of the Council. This will include full online access to the complete democratic decision making process.

The main enabling technology for the customer theme is web and telephone based "self service" applications and the use of a corporate Customer Relationship Management (CRM) system.

Business theme

The Council will reengineer its back office functions and related processes to ensure the efficient delivery of the Customer theme.

The business theme is being achieved by:

- Implementing a dedicated corporate Customer Contact Centre (CCC) The CCC will have access to all relevant customer information via modern IT solutions from both internal Council services and other relevant Government agencies. This new business unit will facilitate all initial contact with customers of the Council. Currently over 80% of contact with the Council is made via the telephone and therefore the CCC will be making full use of all the other strands of the customer contact theme when facilitating customers via the telephone or face to face.

- Streamlining the Council's back office functions to fully accommodate the CCC and consider a "joined up" approach to the back office service both internally and with other Essex Local Authorities

- Introducing a corporate approach to procurement

- Introducing a comprehensive e-Government training programme to ensure that all staff are able to make effective use of the new ICT environment

- Considering the introduction of Home Working to allow for a more flexible approach to the recruitment and retention of staff and the releasing of office accommodation

The enabling technology for this theme will include the following key corporate components:

- A single corporate approach to the management, use and control of corporate ICT infrastructure (Voice and data networks, personal computers, mobile computing, mobile telephony, remote working, printers and related applications)

- A strategic corporate approach to back office systems. Back office systems relate to the specialist application used by Council staff to administrate and manage a specific business area or generic business function i.e. Council Tax, Financial Management, Planning, Housing, Benefits, ERDMS, GIS, CMS etc.

- A Content Management System (CMS). This manages and control what is commonly known as the Council's website.

- The integration of all back office systems, at the appropriate level, into a corporate Customer Relationship Management (CRM) system. The CRM effectively provides a single view of all customers of the Council and the related information (correspondence, contact, billing etc). Access to the CRM maybe granted to Members and other government agencies, with appropriate restrictions in place.

- A corporate Land and Property Management system that supports the National Land Inquiry System (NLIS) and the National Land and Property Gazetteer (NLPG)

- A Geographical Information System (GIS) to allow all relevant information to be accurately visualised. This currently relates to mainly property based information.

- An Electronic Records and Document Management System (ERDMS) to allow for a single corporate records system for the whole Council. This system is critical for both the CCC and in addressing the expected growth in access to information generated by new rights under the Data Protection Act 1998 and the Freedom of Information Act 2000

- A Committee Management System to manage the complete democratic decision making process. To include the provision of electronic access to Members in support of their District Councillor duties.

- An e-Procurement/Purchasing system to manage the current manual process and to facilitate new methods of procurement. These include e-Tendering and e-Auctions

Progress with implementation of the e-Government Strategy

10. The Council like many other District Councils initially struggled with some of the concepts behind this Central Government initiative, particularly in completing the ODPM's IEG statement where additional support from the ODPM was required. Prior to the IEG initiative the Council had put in place a clear corporate ICT plan and a capital funding programme to support it. This investment greatly assisted the Council in addressing the ICT requirements of the initiative but in some ways limited the way the Council could make use of a capital based grant, as many of the assets required had already been purchased as part of the corporate ICT plan. However the Council has moved positively forward with many specific e-Government projects that have been focussed on the Councils local e-Government strategy. These are summarised in appendix 1.

11. The Council has set up a specific Officer group (ICT and e-Government Working Group) to monitor progress on these specific e-Government projects. The group has a representative from each Council service area and is chaired by the Officer e-Champion (currently a vacant position). The Head of ICT has been chairing this group since the absence of the former Chief Executive who was the Officer e-Champion. The Councils Member e-Champion is Councillor S Metcalfe (ICT and Support Services Portfolio Holder). The recently appointed Joint Chief Executives are currently considering how to address the Officer e-Champion role and the future structure of the Officer group.

12. The Council is being assisted in delivering its e-Government objectives by the Essex Online Partnership. This partnership has a membership of all Essex Districts Councils, Essex County Council, Police, Fire and Health Authorities. It was established in 2002 from ODPM funding and has been fully funded by its members since April 2004. The current annual membership fee is £20,000.

13. The main benefits of this partnership have been providing capacity to undertake specialist e-Government research and implementing Essex wide ICT infrastructure projects. A full analysis of the specific benefits realised by the Council from this partnership is currently being produced with some examples of this being noted below:

    - Implementing an Essex wide network to link all Local Authorities computer and telephone networks together. This is called the Essextranet. The Council is using this network for the transmission of sensitive e-mail between partners and the introduction of new systems to address current issues around information management of vulnerable groups in the community.

    - Implementing an Essex Broadband Strategy to deliver 100% broadband availability across Essex.

    - Assisting partners with the addressing of Priority Outcomes

    - Developing an Essex Smartcard strategy

14. The Council has a formal commitment to the Essex Online Partnership for a further two years and based on its current performance this will greatly assist the Council with its outstanding e-Government objectives. The current Essex Online Business Plan is attached.

Option for Action

15. IEG 4.5 Government Return (attached as Appendix 2)

16. IEG capital grant allocation for 2005/6 (attached as Appendix 1)

Statement in Support of Recommended Action

17. The Governments ambition for achieving 100% 'electronic government' by March 2006 is now seen by many as just the beginning of a whole new way of delivering public services. Although the true meaning of '100%' will require further definition it is quite clear that all Local Authorities have moved e-Government to the top of their strategic efficiency agenda. With the second series of Comprehensive Performance Assessments (CPA) only a few months away, the use of ICT to support and deliver a far more cost efficient and effective public service will form a key part of this round of CPA reviews. The Council needs to take the opportunity to re-engineer its services by making best use of modern technology.

18. The newly formed ICT service is currently reviewing the Council's Corporate ICT Plan and will be publishing a new ICT Strategy in the Autumn 2005. This will set out the technological achievements to date and the way forward for the next 2 years. The Council needs to take the opportunity presented by the e-Government initiative to re-engineer its services by making best use of modern technology.

Consultation Undertaken:

19. The Council's Management Board and ICT and e-Government working group (senior management representation from all Council services) monitor progress on all e-Government projects. The Council is also represented (e-Government Member Champion, Joint Chief Executive (Resources) and e-Government lead officer) on the EOLP. The EOLP also works with Central Government agencies on national policy/strategy for e-Government.

Budget Provision: £150,000 from ODPM IEG Capital Grant in 2004/5

Personnel: Nil

Land: Nil

Community Plan/BVPP Reference: BVPI 157
Relevant Statutory Powers: None
Background Papers: Implementing Electronic Government Statement 2001/2002
Environmental/Human Rights Act/Crime and Disorder Act Implications: None
Key Decision Reference: None

IEG Capital Grant Commitments - Project Profile - 2002-2006

Description	2002/3	2003/4	2004/5	2005/6	Totals	Comments on system inplementation
Customer Contact Theme						
Committee Management System		50			50	In progress/Spend committed
E-Forms		20			20	Completed
National Land and Property Gazetteer (NLPG)	50		80		130	Part of the Integrated Planning System
HR Website redesign		10			10	Completed
Content Management system (Website)	100				100	Completed
Customer Relationship Management software			250		250	Report pending - Customer Contact Centre
Legal Case Management System			20		20	Completed
Electronic Payments		50			50	In progress/Spend committed
E-Democracy (Webcasting)				20	20	In progress/Spend committed
Subtotal	**150**	**130**	**350**	**20**	**650**	
Business Theme						
Telephony Upgrade (ACD)	50				50	Completed
Intranet (Enhancements)		30			30	Completed
Records Management - ERDMS (Pilot)		20		130	150	Pilot of Anite@work in Enviromental Health
Electronic Purchase Ordering		20			20	Completed
Total	**200**	**200**	**350**	**150**	**900**	

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IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2004 (IEG4)

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

1

Name of Authority: Epping Forest District Council

IEG Contact Name: Adrian Scott

Email: ascott@eppingforestdc.gov.uk

Telephone No: 01992 564457

Local Context

Epping Forest District Council is based on the London fringe and as a result has an urban/rural split community. This presents the Authority with different issues in terms of service delivery through its current channels and one that E-government may address to the benefit of all.

The Council is commited to achieving Central Government's target date of March 2006 for 100% electronic service delivery (ESD), but must point out that this will be done in accordance with the Council's own economic policies and business case justification. Central Governments capital based IEG grants are assisting the Council in implementing various new channels of access but this capital spend also puts considerable strain on the Councils limited revenue budgets. Obviously all E-government projects that are put forward will be subject to the resources available. Therefore the 100% target is very much determined locally by balancing both the customer needs and the economic reality of a District Council.

The Council's E-Government plan for 2005/6 is based on the many initiatives that are currently underway within the organisation. The plan is being achieved through a 'step by step' approach that allows each initiative to demonstrate its benefits and act as a pilot for later corporate adoption. This methodology has ensured that large investment is not made until clear corporate benefits can be realised. This is critical for a small organisation like Epping Forest District Council that suffers from limited resource and diverse business needs.

Central to the Council's strategy for e-government is the Essex Online partnership (EOLP) comprising of all District and Borough councils in the County, Essex Police, Essex Fire and Rescue, the Strategic Health Authority and the County Council. The aim of EOLP is for effective and joined up local government services making them more convenient and straightforward to use and access online, by collaboration we aim to reduce and share the costs of implementing e-government.

The joint programme of work has contributed to;

- An integrated and secure County data infrastructure so we can share data and information about our customers and our services between our organisations

- Joining up our various customer services functions by integrating our telephony systems and establishing standards for the sharing of customer information

- Helping to drive forward the take-up of electronic procurement so we can purchase goods and services more effectively and more cheaply, this has also resulted in an improved Merchant Traders interest rates for all authorities.
- Tackling the issue of Broadband availability and promoting it as an enabler of e-government.

The Council believes that E-Government will lead to far more effective service delivery and can in the medium to long term deliver real efficiencies across the whole Local Government sector.

The Council's main E-Government projects for 2005/6 are:

Corporate Customer Contact Centre development and implementation. This new access channel will offer various access methods ranging from 'face to face' to internet self service. All access methods will be supported by a corporate Customer Relationship Management (CRM) system that is integrated (at the appropriate level) into all of the relevant existing 'back office' ICT systems. This new single method of managing customer contact will offer significant improvements to the efficiency and effectiveness of the Council.

Implementation of an Electronic Records and Document Management System to enable all Council records to be made available in an electronic form. This project will ensure that records can be accessed easily and consistently across all services areas. This will not only streamline back office activity but will allow the far greater access to information by the public and other agencies.

3

Section 1 - Priority Outcomes (self-assessment)

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

4

Outcome & Transformation Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
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.	Red 01/09/2004	Red 01/09/2004	Green 01/12/2005	Green 01/12/2005	Owner: Essex County Council (ECC) - Category: Building on ECC projects. On Line admission facility will be made available.
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Red 01/06/2004	Red 01/06/2004	Green 01/05/2005	Green 01/05/2005	Owner: ECC - Category: Building on ECC projects. ECC to make Intranet information available on the Internet, then Essex Online Partnership (EOLP) partners will link to this.
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 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Owner: ECC - Category: Building on ECC projects. Building on R1 Partners can already transfer calls to ECC for telephone support using the EOLP integrated telephony infrastructure, this ensures a telephone transfer at no extra cost to the citizen.
E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.	(E1) Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.				
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Amber 01/12/2004	Amber 01/12/2004	Green 01/12/2005	Green 01/12/2005	Owner: Joint - Lead: ECC Category: Feasibility Study. EOLP is conducting a feasibility study. EOLP has a Portal project board shaping the future of the EOLP public facing solutions.
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	Amber 01/12/2004	Amber 01/12/2004	Owner: Joint - Lead: ECC Category: Feasibility Study. EOLP is awaiting further guidance from the ODPM in relation to clashing timescales between ODPM and DfES.
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.	Amber 01/12/2004	Green 01/03/2005	Green 01/03/2005	Green 01/03/2005	Owner: Joint - Category: Feasibility study. Working with community services. Tying in the Essex Community Strategy (140 organisations). The Essex wide "Life" database already holds 10.000 records. EOLP is investigating on how to provide promotion of job vacancies and events.
E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.	Owner: Joint - Category: Building on existing projects. EOLP is aiming to baseline the customer satisfaction response on "quality and accessibility of information on local organisations, clubs and groups", then set a target for improvement. Cost savings will be measured through				

Milestone					Comments
consultation with organisations, clubs and groups on their perceived savings. Savings to the councils will be measured through collaboration of consultation.					
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Amber 01/11/2004	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Owner: Epping Forest District Council - Category: New Project. The Council is currently implementing a solution from modern.gov to address this issue locally. 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.	Red 01/04/2004	Red 01/04/2004	Green 31/12/2005	Green 31/12/2005	Owner: Joint - Category: Feasibility study. EOLP has completed a feasibility study, joint procurement opportunities are being explored. EOLP partners are also evaluating the 6 months pilot, using www.councillorsuk.co.uk.
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.	Red 01/04/2004	Amber 01/01/2005	Green 01/05/2005	Green 01/05/2005	Owner: Joint - Category: Feasibility study. ECC is consulting with partners on the creation of a micro-site that will be used for county wide consultations. This solution will also deliver Priority Outcome R15.
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Red 01/05/2004	Red 01/05/2004	Green 30/12/2005	Green 30/12/2005	Owner: Joint - Category: Sharing experience. ECC will be web-casting council meetings, EOLP partners to evaluate the pilot with a view to implement the solution across the partnership.
E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.	Owner: Joint - Category: Building on existing projects. EOLP partners will baseline and set targets for e-participation.				
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).	Red 01/08/2004	Red 01/08/2004	Green 31/12/2005	Green 31/12/2005	Owner: Epping Forest District Council - Category: Building on baseline projects. EOLP partners will make use of the Essextranet for secure communications. The Council is currently considering an online solution from MVM the supplier of its Environmental Services Systsem to address this issue.
R8 Online receipt and processing of planning and building control applications.	Amber 01/10/2004	Amber 01/10/2004	Green 01/09/2005	Green 01/09/2005	Owner: Epping Forest District Council - Category: New project. The Council is currently implmenting a new Planning and Land Charges solution to address this issue.
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Red 01/04/2004	Red 01/04/2004	Green 31/12/2005	Green 31/12/2005	Owner: Epping Forest District Council - Category: Building on existing projects. The Council is considering the use of MapInfo to address this issue. This product will enable all appropriate Council GIS based data to be access by the public. EOLP is developing information sharing protocols to enable data layers sharing with timely updates to be set up

Ref / Description						Owner / Category
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Red 01/04/2004	Red 01/04/2004	Red 01/04/2004	Red 01/04/2004	Green 09/03/2006	Owner: Joint - Category: Building on existing projects. ECC is already sharing on a national level. EOLP is making use of the Essextranet for secure messaging between ECC and the partners. EOLP is also developing an information sharing protocol.
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 01/10/2004	Amber 01/10/2004	Amber 01/10/2004	Green 01/09/2005	Green 01/09/2005	Owner: Epping Forest District Council - Category: Building on existing projects. The Council has selected MVM to provide a Planning and Land charges system (R8) that will integrate with the existing MVM Environmental Services System (regulation and licensing function). EOLP is using the Essextranet for secure messaging. EOLP has developed an information sharing protocol (The Essex Trust Charter).
E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.						Owner: Epping Forest District Council - Category: Building on existing projects. A Baseline will be set on satisfactory implementation of the integrated MVM solution.
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber 01/06/2003	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Owner: Epping Forest District Council - Category: Building on existing projects. The Council is implementing its e-purchasing and e-procurement solutons via its current financial system (Cedar e-financials). PSA target to get 100% e-procurement by April 2005. EOLP is confident it will reach this target.
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).	Amber 01/10/2004	Amber 01/10/2004	Amber 01/10/2004	Amber 01/10/2004	Amber 01/10/2004	Owner: Epping Forest District Council - Category: Feasibility Study EOLP is carrying out a feasibility study which is not just Essex wide but includes Norfolk to start building a regional solution. The Council is currently establishing the framework for a corporate contact centre that would include the establishment of a 'single business account'.
G9 Regional co-operation on e-procurement between local councils.	Green 01/05/2004	Green 01/05/2004	Green 01/05/2004	Green 01/05/2004	Green 01/05/2004	Owner: Epping Forest District Council - Category: Building on existing projects. The Council is a member of the Procurement Agency for Essex (PAE) that has been established to ensure procurement is managed as an Essex wide activity. EOLP is actively taking part in other regional activities.
E5 Access to virtual e-procurement 'marketplace';						Owner: Epping Forest District Council - Category: Building on existing projects. The Council is currently considering taking part in the Essex "marketplace". This is a local Essex version of the IDeA marketplace product.
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the						Owner: Epping Forest District Council - Category: Building on existing projects. EOLP partners taking part in the

Item					Owner / Notes
advantages of e-procurement to local suppliers and retain economic development benefits within local community;					Essex "marketplace" are already carrying out a 6 monthly survey, measuring e-enabling activities and have developed a supplier engagement programme which communicates the benefits of e-procurement which is in line with those EOLP partners' objectives for economic development and regeneration.
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).	Amber 01/04/2004	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Owner: Epping Forest District Council - Category: Sharing experience. The Council will set its individual baseline and methods for tracking, setting targets and monitoring improvements. EOLP partners will share their experiences.
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).	Amber 01/04/2004	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Owner: Epping Forest District Council - Category: Building on existing projects. The Council has established an automated (24 Hour) telephone payment service and is currently implementing an e-paments solution. EOLP has a Government Connect project board in place and is actively pursuing e-payments and e-authentication solutions. This is linked to G8, R11, R23 and R27
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Red 01/04/2004	Red 01/04/2004	Amber 01/04/2005	Green 31/03/2006	Owner: Epping Forest District Council - Category: Building on existing projects. EOLP has a Government Connect project board in place and is actively pursuing an e-authentication solution via the Government Gateway. The Council is currently considering options to implement a Council Tax and Benefits online enquiry system from its current supplier Anite PS. This solution would need the e-authentication system to be operation before implementation could start. This is limked to G8, R10, R23 and R27
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Red 01/04/2004	Amber 01/04/2005	Green 31/03/2006		Owner: Epping Forest District Council - Category: Building on existing projects. The Council is currently considering the best method to demonstrate both efficiency and savings.
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Red 01/04/2004	Amber 01/04/2005	Green 31/03/2006		
E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).					Owner:Epping Forest District Council - Category: Building on existing projects. EOLP partners will share their experiences.

Ref / Description	Status 1	Status 2	Status 3	Status 4	Owner / Comments
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).					Owner: Joint - Category: Building on existing projects. EOLP is going to evaluate the use of the ECC smartcard system.
E10 Agreed baseline and targets for reductions in unit costs of payment transactions.					Owner: Epping Forest District Council - Category: Sharing Experience. The Council will baseline its transaction costs and set targets to reduce the costs
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 30/11/2004	Green 30/11/2004	Green 30/11/2004	Green 30/11/2004	Owner: ECC - Category: Sharing experience. EOLP partners are providing a link to the County's ELAN system which delivers this priority outcome.
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Red 01/04/2004	Red 01/04/2004	Green 31/12/2005	Green 31/12/2005	Owner: Epping Forest District Council - Category: Building on existing projects. The Council is currently implementing a sports and leisure booking system. EOLP is investigating the best way to deep link to each others on line services.
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Red 01/04/2004	Red 01/04/2004	Amber 01/04/2005	Green 31/03/2006	Owner: Joint - Category: Build on ECC smartcard project. EOLP is taking part in the County's smartcard project. EOLP has a Government Connect project board in place and is actively pursuing e-payments and e-authentication solutions. As per previous smartcard comments.
E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings.					Owner: Epping Forest District Council - Category: Build on existing projects. EOLP partners are aiming to measure the online take up of sports and leisure facilities, making use of customer tracking on a CRM type system or other type of functionality. EOLP is aiming to measure the customer satisfaction around the on line facilities as well as the cost savings balanced against alternative. methods.
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.	Red 01/08/2004	Red 01/08/2004	Green 01/12/2005	Green 01/12/2005	Owner: ECC - Category: Sharing experience. EOLP partners are linking to the journey planner application on the ECC site. ECC are investigating how to provide real time service disruption information.
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.	Red 01/08/2004	Red 01/08/2004	Green 01/12/2005	Green 01/12/2005	Owner: Joint - Category: Feasibility study. ECC is consulting with 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.

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Ref & Description					Owner / Notes
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.	Red 01/10/2004	Red 01/10/2004	Amber 01/04/2005	Green 31/03/2006	Owner: Epping Forest District Council - Category: Building on existing projects. The Council is considering this issue with its parking provider(outsourced). EOLP are investigating the best way to deep link to each others on line services.
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004	Owner: ECC - Category: Building on existing project. Partners to link to ECC application, Road works.
E12 Agreed baseline and targets for customer satisfaction and efficiency savings.	Owner: Joint - Category: Building on existing projects. EOLP is aiming to baseline the customer satisfaction response in line with BVPI 103, on operational efficiency of the local transport service and set targets and standards. EOLP partners will monitor and publicise the standards.				
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Amber 01/10/2004	Amber 01/10/2004	Amber 01/10/2004	Green 31/03/2006	Owner: Epping Forest District Council - Category: Building on existing projects. The Council is currently establishing the framework for a corporate contact centre that would introduce CRM software. The CRM software would link together existing technology to address this requirement. (see G8 and R11)
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.	Red 01/04/2004	Red 01/04/2004	Amber 01/04/2005	Green 31/03/2006	Owner: Epping Forest District Council - Category: Building on existing projects. EOLP has a Government Connect project board in place and is actively pursuing an e-authentication solution via the Government Gateway. The Council is currently considering options to implement a Council Tax and Bernefits online enquiry system from its current supplier Anite PS. This solution would need the e-authentication system to be operation before implmenation could start. EOLP is investigating the best way to deep link to each others on line services.
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Red 01/11/2004	Red 01/11/2004	Amber 01/04/2005	Green 31/03/2006	Owner: Epping Forest District Council - Category: Building on existing projects. The Council is currently considering options to implement a Council Tax and Benefits remote working system from its current software supplier Anite PS. Theis is being done in conjunction with a DWP funding bid.
E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	Owner: Epping Forest District Council - Category: Sharing Experience. The Council will e-enable the processing of Council Tax and Housing Benefits claims in line with BVPI 78, relating to the speed of processing and the renewals process. EOLP partners will share experiences.				

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Milestone					Comments
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.					Owner: Joint - Category: Building on existing projects. EOLP partners will put systems in place to ensure that once a claimant has been found eligible for Council Tax Benefit or Housing Benefit they will automatically be pre-qualified to receive other council-administered entitlements that apply to them, triggering automatic applications for services such as School Uniform Grants and Free School Meals. EOLP partners will be using Essextranet for secure messaging. EOLP are also investigating the best way to deep link to each others services. EOLP has developed an information sharing protocol (Essex Trust Charter).
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 01/01/2002	Green 01/01/2002	Green 01/01/2002	Green 01/01/2002	Owner: ECC - Category: Building on existing projects. EOLP partners are going to link to ECC 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.
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 01/10/2002	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002	Owner: ECC
G16 Systems to support joined-up working on children at risk across multiple agencies.	Amber 01/12/2004	Amber 01/12/2004	Amber 01/12/2004	Amber 01/12/2004	Owner: Joint - Lead ECC - Category: Feasibility study. EOLP is awaiting further guidance from Claire King at I&DeA SSU in relation to clashing timescales between ODPM and DfES.
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red 01/01/2004	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Owner: Joint - Category: Feasibility study. All local authorities have signed up to the Protection of Vulnerable Adult Scheme. EOLP's Steve Beales is working alongside Basildon and Uttlesford (G15 mobile technology) to gain knowledge then share this with other partners when needed.
E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).					Owner: ECC - Category: Building on existing projects. ECC will be measuring customer satisfaction in the social care area and agree a baseline and targets for improvement in the percentage of users/carers who said they got the help they needed quickly in line with BVPI 57. Customer satisfaction information will be published on the

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Ref & Description					Comments
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 31/10/2002	Green 31/10/2002	Green 31/10/2002	Green 31/10/2002	Owner: Epping Forest District Council - Category: Building on existing projects. The Council has provided email and internet access for all staff who have access to a computer. Members currently have access to two PC's in the members room that has internet and Email access if required.
(top of column:) council website. EOLP partners are investigating the best way to deep link to each others information					
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber 01/10/2001	Amber 01/10/2001	Amber 01/10/2001	Green 31/03/2006	Owner: Epping Forest District Council - Category: Building on existing projects. The Council has in place the ICT infrastructure for home/remote working. This is currently used by staff and suppliers of Council services. The Council has established a Remote Working Policy and is currently developing a Home Working Policy. EOLP partners are looking at ECC's work life balance policies and await the update following DTI advice, then they can make use of parts or whole of the policies where needed.
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Amber 01/10/2001	Amber 01/10/2001	Amber 01/10/2001	Green 31/03/2006	See comments in R21
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").	Green 01/04/2001	Green 01/04/2001	Green 01/04/2001	Green 01/04/2001	Owner: Epping Forest District Council - Category: Building on existing projects. The Council has implemented a comprehensive corporate training programme that covers all aspects of Local Government training. The Council accesses the ECDL programme through ECC Human Resources team with funding from the Learning & Skills Council making it a very cost effective option.
E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.	→ Owner: Epping Forest District Council - Category: Sharing Experiences. EOLP partners will establish a baseline standard for the total costs of current working practices. Efficiency savings will then be identified and monitored on an ongoing basis. EOLP partners will share experiences				
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).	Red 01/04/2004	Red 01/04/2004	Amber 01/04/2005	Green 31/03/2006	Owner: Joint - Category: Building on existing projects. The Council is currently establishing the framework for a corporate contact centre that will include the option for extended hours of service. EOLP is investigating the best way to deep link to each others on line services. This is linked to G8, R10, R11 and R27.
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002	Owner: Epping Forest District Council - Category: New Project. The Council has implemented a corporate content management system from Harlequin Ltd (Punch).

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Requirement					Owner
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).	Red 01/04/2002	Red 01/04/2002	Amber 01/04/2005	Green 31/03/2006	Owner: Epping Forest District Council - Category: New Project. The Council will consider ISO 15489 as part of its ERDMS implementation. The Council has selected a system from Anite PS (Anite@work).
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002	Owner: Epping Forest District Council - Category: Building on existing projects. The Council Content Management System complies with this standard.
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002	Owner: Epping Forest District Council - Category: Building on existing projects. The Council requires all new systems (since April 2002) to comply with these standards. The Council is not attempting to gain compliancy with older legacy systems.
E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.	Owner: Epping Forest District Council - Category: Sharing experience. EOLP partners will define a series of criteria to measure efficiency savings from improving accessibility to council services. EOLP partners are sharing experiences in how to achieve this.				
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Red 30/11/2004	Red 30/11/2004	Amber 01/08/2005	Green 31/03/2006	Owner: Epping Forest District Council - Category: Sharing experience. EOLP partners are sharing experiences in how to achieve this. The Council will consider this requirement during 2005.
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 01/04/2004	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004	Owner: Epping Forest District Council - Category: New Project. The Council has implemented a system to monitor performance of its corporate website. EOLP partners are sharing experiences in how to achieve this.
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Red 01/12/2004	Red 01/12/2004	Amber 01/04/2005	Green 31/03/2006	Owner: Epping Forest District Council - Category: New Project. EOLP partners are sharing experiences in how to achieve this.
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Red 01/12/2004	Red 01/12/2004	Amber 01/04/2005	Green 31/03/2006	Owner: Epping Forest District Council - Category: New Project. EOLP partners are sharing experiences in how to achieve this.
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.	EOLP partners will define a series of criteria to measure efficiency savings from the migration of local authority business from conventional to e-access channels. EOLP partners will share experiences in how to achieve this.				

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Requirement	Status				Owner / Comments
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Red 01/04/2004	Red 01/04/2004	Amber 01/04/2005	Amber 01/04/2005	Owner: Epping Forest District Council - Category: Building on existing projects. The Council is currently establishing the framework for a corporate contact centre. This requirement will be addressed by the implmentation of an appropriate CRM system as part of this project. This is linked to G8, R10, R11 and R23. EOLP partners are sharing experiences in how to achieve this. EOLP is 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.	Red 30/11/2004	Red 30/11/2004	Amber 01/04/2005	Green 31/03/2006	Owner: Epping Forest District Council - Category: New Project. EOLP partners are sharing experiences in how to achieve this.
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.	Red 30/11/2004	Red 30/11/2004	Amber 01/04/2005	Green 31/03/2006	Owner: Epping Forest District Council - Category: New Project. EOLP partners are sharing experiences in how to achieve this.
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.	Red 01/04/2004	Red 01/04/2004	Amber 01/04/2005	Amber 01/04/2005	Owner: Epping Forest District Council - Category: Building on existing projects. See G8, R10, R11, R23 and R27
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.	Red 30/11/2004	Red 30/11/2004	Amber 01/08/2005	Green 31/03/2006	Owner: Epping Forest District Council - Category: New Project. EOLP partners are sharing experiences in how to achieve this.
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.					Owner: Epping Forest District Council - Category: Sharing experience. EOLP partners will have fully integrated customer relationship management, workflow and back office systems. Performance aspects of these systems will be logged, tracked, monitored and reported. Partners will then agree and publish baseline figures and improvement targets including the percentage of resolution of enquiries at first point of contact, as well as overall efficiency savings from the use of these technologies. EOLP partners are sharing experiences in how to achieve this.

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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.

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Change Management Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio/l/206757):					
i) Member & officer e-champions	Green 01/12/2002	Green 01/12/2002	Green 01/12/2002	Green 01/12/2002	Current E-champion Member is : Councillor Stephen Metcalfe Current E-champion Officer is : Chief Executive (Vacant)
ii) e-government programme manager	Red 01/10/2004	Red 01/10/2004	Green 01/06/2005	Green 01/06/2005	A new post of Programme/Project Manager has been proposed in the current review of the ICT staff structure. This proposed new post would take responsibility for the programme management of the Council's E-Goverment IT plans.
iii) customer services management	Red 01/07/2004	Red 01/07/2004	Amber 01/04/2005	Green 31/03/2006	The Council is currently considering the introduction of a corporate customer contact centre. This new dynamic access channel would create the need for a specific customer services manager. Currently the Council has a fragmented approach to customer services.
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.	Red 01/04/2003	Red 01/04/2003	Amber 01/04/2005	Green 31/03/2006	The Council is at the early stages of developing a corporate competency framework that would cover this E-Government requirement.
Establishment of an e-delivery programme board	Red 30/11/2004	Red 30/11/2004	Amber 01/10/2005	Green 31/03/2006	The Council has not yet considered the establishment of a board.
Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme.	Green 01/04/1999	Green 01/04/1999	Green 01/04/1999	Green 01/04/1999	The Council applies the main elements of PRINCE2 to all ICT related projects.
Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures.	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002	Risk management forms part of the corporate governance arrangements for the Council. Risk management forms part of all Council projects.
Use of customer consultation/research to inform development of corporate e-government strategy.	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002	Green 01/10/2002	The Council has undertaken consultation with the public in its e-government planning. This research indicated that most of the Council's customers would use this new channel for providing information. The Governments E-government agenda is comprehensive and any further consultation would at best merely determine those aspects of the agenda that the public would readily participate in.

Task					Commentary
Establishment of policy for addressing social inclusion within corporate e-government strategy.	Red 01/04/2004	Red 01/12/2004	Amber 01/04/2005	Green 31/03/2006	This is being addressed in partnership with the LSP Economic Prosperity Action Group.
Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)	Green 08/12/2004	Green 08/12/2004	Green 08/12/2004	Green 08/12/2004	The Council has nominated an existing Senior Officer the responsibility for co-ordinating the implementation of both the Data Protection and Freedom of Information Acts. Beyond that the Council does not have sufficient HR resources to undertake this work.
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).	Green 01/07/2004	Green 01/07/2004	Green 01/07/2004	Green 01/07/2004	Essex Trust Charter has been formaly agreed between all Essex Local Authorities
Establishment of partnerships for the joint (aggregated) procurement of broadband services.	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004	The Council is a member of the Essex Broadband Partnership that consider the use and procurement of broadband services across Essex.
Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf).	Amber 01/12/2004	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	The Council is working with Uttlesford District Council on the development of a Citizen Advice Bureau agency connection. This will give CAB advisors access to its Benefits and Revenue systems. The Council views that the use of e-enable services by intermediaries as the highest potential efficiency gain from e-government services.
Compliance with BS 7799 on information security management.	Red 01/04/2004	Red 01/04/2004	Amber 01/04/2005	Green 31/03/2006	The Council is proposing to increase its ICT staff capacity to manage compliancy with BS7799.
Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives.	Red 01/04/2004	Red 01/04/2004	Amber 01/04/2005	Green 31/03/2006	The Council does not currently have sufficient Human Resources to undertake this area work.
Completion of mapping of BVPI 157 services against approved security levels (0-3) (see http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc).	Red 01/04/2004	Red 01/04/2004	Amber 01/04/2005	Green 31/03/2006	The Council is proposing to increase its ICT staff capacity to assist with this work
Planned compliance to HMG Security and authentication frameworks (see http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc &	Red 01/04/2004	Red 01/04/2004	Amber 01/04/2005	Green 31/03/2006	The Council is proposing to increase its ICT staff capacity to assist with this work

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http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc).					
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).	Red 01/04/2004	Red 01/04/2004	Amber 01/04/2005	Green 31/03/2006	The Council does not currently have sufficient Human Resources to undertake this area work.
Use of Government Gateway (see http://www.gateway.gov.uk) to support:					
i) personalisation & registration for services categorised at security level 0	Red 01/04/2004	Red 01/04/2004	Amber 01/04/2005	Green 31/03/2006	The Council is currently considering the use of the Government Gateway as its single method of customer authentication and is negotiating with its current back office software suppliers the cost of providing the relevant connections to the Department Interface Server (DIS)
ii) citizen & business authentication for services for services categorised at security levels 1-3	Red 01/04/2004	Red 01/04/2004	Amber 01/04/2005	Green 31/03/2006	The Council is currently considering the use of the Government Gateway as its single method of customer authentication and is negotiating with its current back office software suppliers the cost of providing the relevant connections to the Department Interface Server (DIS)
iii) authentication of employees for cross-agency services	Red 01/04/2004	Red 01/04/2004	Amber 01/04/2005	Green 31/03/2006	The Council is currently considering the use of the Government Gateway as its single method of customer authentication and is negotiating with its current back office software suppliers the cost of providing the relevant connections to the Department Interface Server (DIS). The Council is also working with Uttlesford District Council on the development of a Citizen Advice Bureau agency coinnection to its Benefits and Revenue systems.
iv) corporate approach to collection of e-payments	Amber 01/10/2004	Amber 01/10/2004	Amber 01/10/2004	Green 31/03/2006	The Council has not, at present, agreed to use the Government Gateway for e-payments. The Government Gateway will need to demonstrate that its more cost effective than the current e-payment solution.
v) cross agency secure transactions (Government to Government)	Red 01/04/2004	Red 01/04/2004	Amber 01/04/2005	Green 31/03/2006	The Council is part of the Essextranet that allows for secure transactions between the Council, other Essex Public Authorities and the National Health Service. The Government Gateway will be integrated into this network in the future.

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Description					Comment
Government Gateway (see http://www.gateway.gov.uk) back office connection in place (Department Interface Server).	Red 01/04/2004	Red 01/04/2004	Amber 01/04/2005	Green 31/03/2006	The Council is currently considering the use of the Government Gateway as its single method of customer authentication and is negotiating with its current back office software suppliers the cost of providing the relevant connections to the Department Interface Server (DIS)
Connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004	The Council and EOLP provide direct links from its web site to the direct.gov website
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)	Amber 01/12/2003	Amber 01/12/2003	Amber 01/12/2003	Green 31/03/2006	Compliance with this new access to information legislation will evolve over the next two to three years, therefore it is not possible or prudent to claim compliance at this early stage.
Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)	Amber 01/04/2004	Amber 01/04/2004	Amber 01/04/2004	Green 31/03/2006	The Council is currently implementing a new corporate property gazetteer that will address this requirement.
Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk)	Amber 01/04/2003	Amber 01/04/2003	Amber 01/04/2003	Green 31/03/2006	The Council has currently reached level 2 of NLIS. The Council is aiming to reach level 3
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)	Red 01/06/2004	Red 01/06/2004	Amber 01/10/2005	Green 31/03/2006	The Essex wide multi agency Information Sharing and Assessment (ISA) steering group is working to complete this.

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

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BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	Actual			Forecast	
		2001/2	2002/3	2003/4	2004/5	2005/6
Providing information: Total types of interaction e-enabled	94%	0 0	0 0	0 0	340 100.00	340 100.00
Collecting revenue: Total types of interaction e-enabled	87%	0 0	0 0	0 0	3 100.00	3 100.00
Providing benefits & grants: Total types of interaction e-enabled	78%	0 0	0 0	0 0	0 0	4 100.00
Consultation: Total types of interaction e-enabled	86%	0 0	0 0	0 0	29 96.67	30 100.00
Regulation (such as issuing licenses): Total types of interaction e-enabled	76%	0 0	0 0	0 0	0 0	8 100.00
Applications for services: Total types of interaction e-enabled	83%	0 0	0 0	0 0	12 9.68	124 100.00
Booking venues, resources & courses: Total types of interaction e-enabled	78%	0	0	0	0	13

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e-enabled		0	0	0	0	100.00
Paying for goods & services: Total types of interaction e-enabled e-enabled	80%	0 / 0	0 / 0	0 / 0	17 / 100.00	17 / 100.00
Providing access to community, professional or business networks: Total types of interaction e-enabled e-enabled	82%	0 / 0	0 / 0	0 / 0	0 / 0	16 / 100.00
Procurement: Total types of interaction e-enabled e-enabled	73%	0 / 0	0 / 0	0 / 0	0 / 0	1 / 100.00
TOTAL Total types of interaction e-enabled % e-enabled	86%	0 / 0 %	0 / 0 %	0 / 0 %	401 / 72.12 %	556 / 100.00 %

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Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in up to 2005/6, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Industry definitions of page impressions

	Actual ('000s)	Forecast ('000s)				Comment
E-enablement + Main E-Access Channel Take-Up	**03/04**	**04/05**	**05/06**	**06/07**	**07/08**	
Local Service Websites						
• Page impressions (annual)	0	240	336	403	480	The Council does not currently collect statistical information on change of address notifications.
• Unique users, i.e. separate individuals visiting website (annual)	0	24	34	40	48	
• Number of e-enabled payment transactions accepted via website	0	0	2	4	7	
• Number of change of address notifications accepted via website	0	0	0	0	0	
Telephone *(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)*						
• Number of e-enabled payment transactions accepted by telephone	0	5	7	10	15	Telephone payments are made via a 24 hour automated facility. The Council does not currently collect statistical information on change of address notifications.
• Number of change of address notifications accepted via telephone	0	0	0	0	0	
Face To Face *(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)*						
• Number of e-enabled payment transactions accepted via personal contact	0	0	1	2	4	The Council does not currently collect statistical information on change of address notifications. The figures given in this table are based on information retrieved from the Revenues and Benefits system reagrding changes of address
• Number of change of address notifications accepted via personal contact	0	20	20	21	22	
Other Electronic Media *(e.g. BACS, text messaging)*						

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	422	445	467	471	472	
• Number of e-enabled payment transactions accepted via BACS or other electronic form	422	445	467	471	472	The Council does not currently collect statistical information on change of address notifications.
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0	
Non Electronic (e.g cash office, post)						
• Number of payments accepted by cheque or other non-electronic form	247	217	195	185	175	The Council does not currently collect statistical information on change of address notifications.
• Number of change of address notifications accepted via non-electronic form	0	0	0	0	0	

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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 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):

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Programme Resources	Actual (£'000s) 01/02 to 03/04	Forecast (£'000s) 04/05	05/06	06/07	07/08	Comment
• IEG capital grant	400	350	150			
• **your council's nominal pro rata share of** ODPM Local e-Government Partnership Programme capital grant allocated in your area	98	0	0	0	0	This and future central government funding is essential if the current developments in electronic service enablement is to succeed. These initial projects still require investment in order for them to evolve into the full vision for 2006. The EOLP is a key driver for delivering the shared vision of e-government for all Essex local authorities.
• financial contribution from public-private partnerships	0	0	0	0	0	
• resources being applied from internal revenue and capital budgets to implement e-government	1010	300	300	300	0	The Council maintains a high level of financial commitment for ICT projects through its 5-year capital programme. Although these resources are applied to all ICT projects (new infrastructure, applications and ongoing upgrades) this does contributes to the overall e-government programme.
• other resources (e.g. training) (please specify)	55	15	15	0	0	£40k in 2003/4 for a new training facility. £15k growth per annum over 3 years to sustain partnership working and e-government related revenue implications.
• ODPM e-Innovations Fund capital grant	0	0	0	0	0	No Comment
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	0	0	0	0	0	No Comment
TOTAL	1563	665	465	300	0	

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Section 6 - Local e-Government Programme Efficiency Gains

In order to justify corporate investment in local e-government, it is important to ensure that the benefits will outweigh the costs. In this regard, councils are asked to provide best estimates of efficiency gains arising from the implementation of local e-government. The expectation is that all cashable savings can be recycled in local services, but should be achieved without cutting service quality. Please also note that there is no intention here to add new burdens in terms of the measurement of efficiency gains or to set specific targets for local e-government, but figures should be calculated using existing data and accounting methods where possible. The exercise should also be seen as a starting point for future work on efficiency best practice and rewards. Links to listed websites in the table Notes also offer a key source of support in calculating figures. Please note that you are only required to put total figures in the Actual (01/02 to 03/04) column.

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Efficiency Gains	Actual	Forecast (£'000s)				Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
a) Cash Releasing Efficiency Gains						
e-Procurement, of which:						
• achieved through reductions in prices		0	0	0	0	The Council is currently formulating its procurement strategy and cannot at this point estimated any potential savings through using e-procurement
• other gains from e-procurement		0	0	0	0	The Council is currently formulating its procurement strategy and cannot at this point estimated any potential savings through using e-procurement
Corporate support (back office), of which:						
• e-recruitment		0	0	1	2	Savings will result from less reliance on paper based media
• e-payments		0	0	0	0	
• Other corporate support gains		0	0	80	40	Savings will result from less reliance on paper based media
Transactional services		0	0	0	0	
Productive time		0	0	0	0	
Sub total (a) cash releasing efficiency gains	**0**	**0**	**0**	**81**	**42**	
b) Non Cash Releasing Efficiency Gains						
non-cash benefits (1) please specify		0	0	0	0	
non-cash benefits (2) please specify		0	0	0	0	
Sub total (b) non cash releasing efficiency gains	**0**	**0**	**0**	**0**	**0**	
TOTAL EFFICIENCY GAINS - GROSS	**0**	**0**	**0**	**81**	**42**	

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	400	350	150	0	0
LESS e-government implementation expenditure					
TOTAL EFFICIENCY GAINS - NET	**-400**	**-350**	**-150**	**81**	**42**

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Appendix 3

PROJECT DOCUMENTATION

WORK PACKAGE

Business Plan 2004/7

Release: Issue 1.1
Date: 21st April 2004

PRINCE 2

Authors: Tony Dawson/Jos Tama/Malcolm Cheshire

Owner: Tony Dawson

Client: EOLP

Document Number: EOLP/2004-2007/2/WP

Work Package History

Document Location

This document is only valid on the day it was printed.
The source of the document will be found in T:\Strategic Programme Management\E
Champions\ Business Plan\ Business Plan 20047.doc

Revision History

Date of this revision:21st April 2004
Date of Next revision: [Click Here To Insert Date]

Revision date	Previous revision date	Summary of Changes	Changes marked
		Issue 1.0 based on BusinessPlan1.doc which formed the basis for the partnership agreement Now re-named Business Plan V1.0.doc	
21st April 2004		Introduced Document control and changes made to EOLP Project Team Structure	

Approvals

This document requires the following approvals.

Signed approval forms are filed in the Management/Specialist/Quality section of the project files.

Name	Signature	Title	Date of Issue	Version

The Essex Online Partnership

LGOL Partnership Business Plan 2004/07

Introduction:

The Essex Online e-government partnership (EOLP) has been together now for several years and is beginning to implement, in partnership, a number of shared services and e-government systems. This success however has raised the issue of sustainability. How do we maintain the systems we have implemented so far and keep the project agenda moving forward? This was recognised as a key issue by the Essex e-champions group and since then, has been discussed and debated at officer and member level (Full and Officer E-champions meetings). At your July meeting Claire Dimitros presented a paper on the EOLP. The paper raised the issue of sustainability as well as overall partnership progress. A recommendation from that meeting was to produce a business plan for the partnership.

This paper presents a three-year business plan for the Essex Online Partnership. The plan sets out a financially sustainable model to take the partnership forward.

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1. Executive Summary

This draft paper has put together with the knowledge and support of the Essex e-champions group – overall impressions ok. This next stage is to gauge the views of the EACE.

Costs: The paper sets out costs in the three areas of staffing, revenue expenditure and ongoing infrastructure costs - **£417k** per annum. Contributions range from £15k to £60k per authority.
Benefits: The paper has developed 6 benefits profiles, which equate to a realisable saving of **£180k in 2004/2005**. There is more work to do and project leads are engaged in developing these profiles. The report indicates however that 5 key areas of benefit offer significant potential, these are;
  1. Shared e-procurement
  2. Secure, more streamlined data and information transfer
  3. Shared telephony and data networks
  4. Shared revenue collection and benefits services
  5. An Essex-wide approach to Change of Address
Realisable benefit in these areas can offset our costs.

Key Points to raise at this stage;
  - Clarify the situation regarding LGOL grant funding for 2004/2005
  - Link this work into our respective IEG statements

Recommendations:

  - That the ELGA members agree the funding proposals for 2004/2005 set out in this business plan

- That the ELGA agree to changes to programme governance which formalises the realisation of business benefits across all partnership participants
- That the ELGA agree to accompany individual IEG3 statements with a copy of the EOLP business plan

Contents

2. Background

The Essex Online partnership was formed in 1999 and has successfully secured funding from the Government's Local Government Online (LGOL) fund for two successive years to implement shared projects to develop electronic services for the communities within Essex. The Governance arrangements are set out at Annex A.

Our shared vision:

The objectives for the partnership, which were originally set out in our LGOL bids and are embodied in our IEG Statements, are:

- To present socially inclusive, integrated, accessible and higher quality local services to Essex citizens and local businesses

- To increase the efficiency and effectiveness of our individual organisations by working together and sharing skills and resources

- To support each other and other organisations involved in the delivery of public services through sharing experience and learning

- To support and expedite the meeting of BVPI157.

Recently, the EOLP has revisited this and agreed an updated vision as follows:

"The Essex Online Partnership is working together to present socially inclusive, integrated, accessible and higher quality local services to Essex citizens and local businesses, in ways that are convenient to them and help us to become more efficient.'

The group has explicitly recognised that in implementing the agreed vision, we need to:

- Make a greater emphasis on customers and customer outcomes

- Reflect that the work of the Partnership should focus on things that the Partnership could deliver more effectively collectively than individually

- Recognise that the Partnership is a new way of working

- Recognise community development aspects of Partnership working, especially around broadband

- Place more emphasis on e-democracy and community engagement.

Progress

Since the change in management arrangements, nearly 12 months ago commitment and ownership have significantly moved ahead. This, together with the delivery of a tranche of projects with tangible outcomes and benefits, means that EOLP now has a very positive story to tell.

We have now completed a number of building block projects:-

- Integrated customer services strategy

Established a more co-ordinated investment strategy for any proposed customer services implementation projects in Essex ensuring that existing CRM initiatives underway in Essex authorities are integrated.

- Shared online payments capability

  Creating a shared online payments facility on the Essex Online portal.

- Shared eforms capability

  Developed a set of common electronic forms made available through the Essex Online portal.

- Secure network connectivity between partners

  To allow the smooth and efficient transfer of data between our organisations and form the basis for more joint working.

- E-Procurement

  Adoption of the I&DeA Market Place solution across six of the partners, with beneficial pricing with yet more funding secured to assist the remaining partners come on board in 2003/2004.

- Broadband strategy

  Developing a Countywide approach to tackling the lack of affordable Broadband provision, particularly in our most rural areas.

- Essex Online Portal

  The Essex Online Portal continues to develop as a focus and reference point for Essex-wide on line services. (www.essexonline.gov.uk)

A key message arising from all this work is that the EOLP programme <u>must</u> be considered exactly as that – a <u>programme</u>. The officer e-Champions believe wholeheartedly that the programme is delivering benefits and can deliver much more – both to our organisations and more importantly to our citizens. Making certain, collectively, that these benefits are delivered is critical.

Current Work Programmes

We are now working on developing these projects, and the whole programme, further, utilising agreed LGOL funding. This includes both rolling out their use more widely as well as beginning a major customer services project supported by LGOL funding for this year, and developing a communications strategy. A full break down of the current projects is included at Annex C.

Other Projects with partnership potential:

Proposals for a number of potentially attractive projects including some which would generate financial savings have been put forward. However, as these have no LGOL funding we have not been able to get agreement with partners to take these forward as yet. The two most significant of these projects are

1) Collective approach to Merchant Trader Banking (processing credit and debit card payments) – a questionnaire is currently being circulated to finance managers seeking views on participation and data, to inform a business case.

2) Collaboration on NNDR collection. There is significant support for such an initiative in the EOLP, but a decision by the Finance Officers Group to postpone further work until next year.

Key Issues

Partnership sustainability

Currently at least 11 people are working on the EOLP programme either full time or as a large part of their work. This includes 2 officers seconded to ECC (from Health and Uttlesford DC), 2 project managers on fixed term contracts, Project leads from Brentwood DC, Chelmsford BC and Thurrock UA). The rest is provided by ECC (programme manager and programme office support).

Some funding from LGOL has been used to provide the dedicated project managers and the secondments (which have been very successful), but this is "one-off" money. The Project leads and ECC's support are all provided from each host authority's own resources. The host authority is also bearing procurement and other costs.

As building block projects are implemented, on-going maintenance and support costs are being incurred. While small at present, with increased services and participation these will inevitably rise. Clearly, all participants share the benefits of all the work.

As all LGOL funding is capital, ECC is meeting these revenue costs but clearly this is not sustainable.

The officer e-Champions group have recognised the need to deal with this issue quickly, and build into our future governance arrangements service levels for operational services available through the Portal as well as financial sustainability.

The officer e-Champions have discussed the issue of sustainability and are clear that EOLP must for 2004-2005 have a sustainable financial model. Longer term there could well be significant opportunities to develop a commercial/trading entity, but for the shorter term, the current arrangements need shared funding via agreed contributions from all partners.

This business plan will set out the costs of supporting our partnership and alongside this provide a business justification in the form of the realisable financial benefits, which each EOLP can achieve through partnership working in this area.

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3. Business Benefits (building a business justification)

If we are to formally invest in our partnership the projects we deliver must demonstrate clear and realisable benefits. Financial savings are tangible and can to a degree be planned and measured. However, some improvements are less tangible, for example improvements to our customer's experience when dealing with us.

Benefits attributable to EOLP must be measurable beyond those realisable without a partnership approach. For example, in the case of electronic forms the benefits associated with automating a customer enquiry automatically are the same with or without the partnership. The partnership provides added value and greater levels of benefit by reducing levels of duplication across the partnership and by working together has given us access to valuable seed funding which would have otherwise not been possible.

There are three areas of benefit relevant to partnership working in e-government.

1) Those associated with shared systems development, deployment and infrastructure
2) Those associated with the development and implementation of shared services
3) Those associated with joint working – reducing the amount of duplication in areas of e-government support, strategy, research, funding, collective bargaining and procurement

It is important that we remain focussed and realistic in terms of benefits realisation. Stick to what is achievable and establish some quick wins, then re-invest.

The e-champions group will oversee and agree benefits profiles in these three areas. The Programme Manager will regularly report against the realisation of benefit. Once completed however, a nominated benefit sponsor will ensure anticipated benefits are realised.

A summary of benefits is shown below and is supported by a full benefits profile @ Annex D. This describes the benefit in greater detail, how we will achieve it, over what timescale and an approximated financial saving. A figure for oranisational take up reflects where partner members have already developed systems individually. These members will need to form a view regarding their capacity and willingness to adopt partnership solutions over time.

Benefit estimates contained in the profile show maximum benefits attainable. Individual partner members will still need to discuss how much of this is practical given local conditions.

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Benefits associated with shared systems development and partnership deployment.

EOLP Partnership Project / Shared Initiative	Tangible benefit (summarised)	Intangible benefit (summarised)	Benefits Take-up (No. of partners)	Estimated Savings per participating Partnership Member	Total Annual Benefit (£000's)
E-forms	Shared development, updating of forms, infrastructure management and maintenance costs (based on the creation of 50 shared forms)	Presenting a more consistent approach to local government services to Essex citizens. The look, feel and process can become identical regardless of where in Essex you live or work	10	£6,250 pa	£62.5
E-payments	Shared development, management and infrastructure costs of on-line e-payments	As above	7	£9,500	£66.5
e-authentication	Reducing the implementation overheads for online authentication and the collective bargaining for authentication solutions and digital certificates.	A consistent approach across Essex to Online authentication regardless of geographical location or service interaction	14	£5,000	£70
CRM integration	Introduction of automated workflow can directly reduce officer time	Improvements to call handling and tracking, extended service availability, change of address etc	14	£4,500	£63
E-procurement	Full implementation by all parties currently engaged by Dec.04 i.e. all orders transacted electronically via the Essex Marketplace	Facilitates companies to take part in e-procurement with Local Authorities (LSA T3 Target). Supports the Procurement Agency for Essex. Internal process re-engineering. Control over maverick buying. Increased management information.	12	Potentially significant yet Tbc	£0
Essextranet secure network	Streamlining the transfer of data and information between partner organisations	Improvements to service integration. Maintaining the security and integrity of personal information	17	Random	£54
Telephony and Data Networks: Shared / pooled infrastructure,	Telephony and Data Networks: Shared / pooled infrastructure, combined voice and data (VOIP), internal call routing (Featurenet), tele/remote/home working capabilities	Improvements to service integration	10	£7,000	£70
Content	Shared procurement and systems overheads	Improved information to information and data	4	£49,000	£196

Management		(digital capital)			
		Totals: 80		£56,000.00	£582.00

LGOL Partnership Business Plan 2004 - 2007

Benefits associated with the development and implementation of shared services.

EOLP Partnership Project / Shared Initiative	Tangible benefit	Intangible benefit	Benefits Take-up	Estimated Savings per participating Partnership Member	Total Annual Benefit (£000's)
Shared merchant trader accounts	Reduced on-line transaction charges and overheads (commissions)		7	£50,000	£350
Shared planning systems / processes	Sharing spatial data sets. Creation of an Essex-wide GIS based planning portal	Service improvement	6	0	0
Shared Business Rates service (NNDR)	Subject to the assessment lead by Essex Finance Officers it may be possible to realise modest financial savings on the basis of sharing the collection of Business rates	Service improvement	7	£2,000	£14
Shared integrated CCTV	Reduced duplication of what is minor investment. Collective bargaining for supply	Service improvement	4	£0	£0
E-commerce support to local commerce	Assisting to achieve LPSA targets and financial grant reward	Contributing towards a stronger Essex economy	14	£0	£0
Change of address	Collective procurement	Improves citizen experience	5	£5,000	£25
Integrated customer services data	See CRM Integration	See CRM Integration	0	0	0
		Totals: 20	£57,000.00	£389.00	

LGOL Partnership Business Plan 2004 - 2007

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Benefits associated with joint working – reducing the amount of duplication in areas of e-government (areas where are or should be deploying resource)					
EOLP Partnership Project / Shared Initiative	Tangible benefit	Intangible benefit	Benefits Take-up	Estimated Savings per participating Partnership Member	Total Annual Benefit (£000's)
Information sharing strategies (partners) – Freedom of Information	Reducing duplication	Sharing of knowledge and expertise	18	£0	£0
Adoption of national e-government projects	Sharing in the assessment of National e-government projects / initiatives. From 2005/2006 onwards, potentially greater access to additional IEG grant	Sharing of knowledge and expertise. A more coherent approach to national projects within Essex	14	£4,500	£63
Achieving NHSIA connectivity	Utilise ECC's NHSIA code of connection for partnership data traffic and integration with health	Greater information and data integration with Health. The sharing of knowledge and expertise	5	£8,250	£41
Regional systems and services integration	Reducing duplication	Presenting a coherent view of regional partnership priorities	18	£0	£0
NLIS / NPLG compliance	Reducing duplication	Sharing of knowledge and expertise	10	£750	£7
		Totals:	14	£13,500.00	£111.00

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LGOL Partnership Business Plan 2004 - 2007

The table below is based upon the benefit assessment completed so far and provides the basis for a break-even estimate for the partnership (see Annex E).

Benefits Profile					
Benefit	Annual Realisable (£000's)		04/05 (£000's)	05/06 (£000's)	06/07 (£000's)
e-forms	£62,500	Short term	£40	£50	£62
e-payments	£66,500	Short term	£40	£50	£66
e-authentication	£70,000	Medium	£20	£40	£70
CRM integration	£63,000	Medium	£0	£40	£63
e-procurement	(not EOLP specific)	Medium	£0	£0	£0
Secure Network	£54,000	Medium	£20	£50	£54
Shared Telephony and Data Networks	£70,000	Medium	£20	£60	£70
Content Management	£196,000	Medium (one-off)	£0	£196	£0
Shared merchant trader acct.	£350,000	Medium to long	£0	£100	£200
Shared planning systems (GIS) & processes	Not known	Medium	£0	£0	£0
NNDR	£14,000	Medium	£0	£14	£14
Integrated CCTV	£0	N/A	£0	£0	£0
E-commerce support	£0	Short to Medium	£0	£0	£0
Change of address	£25,000	Medium (one-off)	£0	£0	£25
Integrated customer services (See CRM integration)	N/A	N/A	£0	£0	£0
Information sharing	Not known	Short to Medium	£0	£0	£0
National e-gov project assmt.	£63,000	Short term	£40	£50	£63
Achieving NHSIA connectivity	£41,000	Medium to Long	£0	£10	£31
Regional systems and services integration	£0	N/A	£0	£0	£0
NLIS / NPLG compliance	£0	N/A	£0	£0	£0
		Totals:	£180.00	£660.00	£718.00

(Complete table upon completion of benefits profile – See Annex D)

4. Costs

Costs can be broken down into three main areas:

1) Staffing costs (core EOLP costs – excludes project management costs)
2) Capital infrastructure costs (beyond those to which are project / grant specific)
3) Revenue implications of existing projects / systems (current costs)

1. Staffing costs (see Annex B for details) (E – essential; D – Desirable)			
Staffing Type (role description see Annex B)	Year (core EOLP costs)		
	04/05 (£000's)	05/06 (£000's)	06/07 (£000's)
Programme Management (E)	£64	£67	£70
Programme Office (E)	£31	£33	£35
Generic Project Management (E)	£40	£42	£44
Project Analyst (D)	£35	£37	£39
Portal Manager (E)	£50	£53	£56
Portal Projects Interface (D)	£37	£39	£41
Totals:	£ 257.00 (£185 – essential)	£271.00	£ 285.00
* EOLP core costs: are the costs of maintaining central key roles such as the Essex Online portal manager. Project specific costs are excluded. Salary costs include 25% on-costs.			

2. Capital Infrastructure Costs			
Infrastructure items*	Year (EOLP costs)		
	04/05 (£000's)	05/06 (£000's)	06/07 (£000's)
e.g. e-forms architecture & routing	£10	0	0
e.g. e-authentication software	£10	0	0
Totals:	£ 20.00	£ 0.00	£ 0.00
* The majority of infrastructure expenditure will be project specific and therefore will qualify for grant funding			

3. Revenue Implications			
Revenue Item	Year (EOLP costs)		
	04/05 (£000's)	05/06 (£000's)	06/07 (£000's)
Essextranet Line Charges	£50	£53	£56
E-payments	£5	£6	£7
E-forms	£15	£17	£19
Annual service charges	£20	£21	£22
CRM integrated voice services	£20	£21	£22
Unplanned	£30	£31	£32
Totals:	£ 140.00	£149.00	£ 158.00

Total costs:	£417	£420	£443

Financial contingency has been included for unplanned expenditure that arises during the year.

5. Income

a) Grant income (capital)

EOLP Income (grant)			
Income Source	Year		
	03/04 (£000's)	04/05 (£000's)	05/06 (£000's)
LGOL grant	£786	Tbc	Tbc
LPSA pump-priming	£50	£0	£0
PoC grant (CRM National Project contribution)	£10	?	?
Totals:	£ 846.00	£0.00	£ 0.00

- LPSA grant: Essex authorities will receive a grant of £2,469,200 if we achieve the LPSA e-government target T3. Just over £2mn applies to ECC; the remainder is spread across the remaining partners and is proportional to organisational budget. No decisions have been made regarding the allocation of this grant.
- EEDA grant: ECC was recently awarded £300,000 to support the EOLP wired communities Broadband project.
- Grant estimates for 2004/2005: No figures have been included for any LGOL grant award in 2004/2005. However, it is highly likely that the strength and reputation of our partnership will be a major determinant in financial allocations.

b) Revenue income

EOLP Income (revenue)			
Income Source	Year		
	04/05 (£000's)	05/06 (£000's)	06/07 (£000's)
Revenue costs	£417	£420	£443
Partner contributions	£417	£370	£373
Earned income*	£0	£30	£40
Other income (transaction charges)	£0	£20	£30
Balance:	£0	£0	£0
* Earned income target (events, training and other consultancies). In the 1st full year our opportunities to earn additional income are limited.			

c) Partner contributions (Calculated for the year 2004/2005)

Partner Contributions / Net Benefits					
Partnership Authority	EOLP Cont. Scenario1* (£000's)	EOLP Cont. Scenario 2* (£000's)	Grant Benefit** (£000's)	Efficiency savings*** (£000's)	Net (costs) savings (£000's) – based upon scenario 2
Basildon	-£23.1	-£30	£47	£6.5	£23.50
Braintree	-£23.1	-£20	£47	£6.5	£33.50
Brentwood	-£23.1	-£20	£47	£6.5	£33.50
Castlepoint	-£23.1	-£20	£47	£6.5	£33.50
Chelmsford	-£23.1	-£30	£47	£6.5	£23.50
Colchester	-£23.1	-£30	£47	£6.5	£23.50
Epping	-£23.1	-£20	£47	£6.5	£33.50
Essex CC	-£23.1	-£60	£47	£6.5	(£6.50)

Essex F&R	-£23.1	-£15	£47	£6.5	£38.50
Essex Police	-£23.1	-£15	£47	£6.5	£38.50
Harlow	-£23.1	-£20	£47	£6.5	£33.50
Health (SHO)	-£23.1	-£15	£47	£6.5	£38.50
Maldon	-£23.1	-£15	£47	£6.5	£38.50
Rochford	-£23.1	-£15	£47	£6.5	£38.50
Southend UA	-£23.1	-£30	£47	£6.5	£23.50
Tendring	-£23.1	-£20	£47	£6.5	£33.50
Thurrock UA	-£23.1	-£30	£47	£6.5	£23.50
Uttlesford	-£23.1	-£15	£47	£6.5	£38.50
Total:	(£415.80)	(£420.00)	£846.00	£117.00	£542.5

* Scenario 1: Based upon an equal apportionment of partnership costs
* Scenario 2: Based upon an apportionment according to size (budget) of organisation, banded according to Small, Medium and Large
** based upon the level of grant funding received in 2003/2004
*** figure to be increased as individual benefits profiles are completed

Risk

Risk	Probability	Impact	Mitigation
What happens if the partnership do not agree to a funding formula	Medium	High	ECC may not be in a position to maintain ongoing revenue overheads – it will be difficult to keep the partnership together and we miss out on government funding
Only some of the partners sign up to the proposal	High	Medium	Focus our efforts, government grant and the realisation of benefit to those participating authorities
Anticipated benefits do not materialise	High	Medium	We anticipate benefits across a wide range of activities – we have built tolerances into our benefits realisation
Investment fails to make any impact on customer services	Medium	High	This funding proposal is for one year only. There must be an option to withdraw partner contributions
Benefits do not accrue to all participating partners	High	Medium	Benefit sponsors (e-champions – Members of Officers) will on behalf of the e-champions group ensure benefits are materialised more broadly
Delays to agreeing a formal arrangement	High	High	EOLP organisations are under great pressure to implement on-line solutions as part of BV157 transition plans. As such, many are committing to development solutions beyond the partnership. Each time this reduces the amount of realisable cash benefit. We must seek a commitment to not enter into new project spend in areas of anticipated benefits
Partners commit to	High	Mediu	Members consider the impact on the

Risk	Probability	Impact	Mitigation
partnerships and contracts with no opportunity to develop shared solutions		m	benefits realisation profile

Summary Recommendations (tbc)

- Planned growth (be realistic in 2004/2005)
- Service level agreements to formalise delivery of services, systems and benefits
- Support to future funding streams

Summary costs/benefits/partner contributions			
	2004/2005 (£000's)	2005/2006 (£000's)	2006/2007 (£000's)	
Costs	(£417)	(£420)	(£443)	
Benefits	£180	£660 (est.)	£718 (est.)	
Grant contribution	£0	Not known	Not known	
Partner Contributions	£417	£370	£373	

Annex A – Essex Online Governance Framework

Essex Local Government Association

e-Champions Group

Benefits sponsors 1 per area of benefit realisation. Ensures benefits delivery once project completed.

Each organisation represented by its Member and Officer e-Champion

Officer e-Champions

Monthly meetings

EOLP Programme Management and Support Office (ECC)

IT Advisory Group

Organisation IT managers and suppliers

Business / IT Advisory Group:
Meets twice per year to discuss what is currently going on in the EOLP programme and discuss any new business

Project leads and project management from project lead partner
Project Boards from interested organisations

Key

Proposed changes to agreed structure

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Annex B – EOLP Project Team Structure

Key
- ECC related staff resourcing
- EOLP core staffing
- Project (grant) specific resourcing

ECC IS Strategic Programmes & Performance Manager – Tony Dawson

ECC Strategic Information Manager – Mary Rowlatt

ECC Responsibilities (75%)

ECC Responsibilities

External Partnership Programmes Manager Eamonn Burnell

Project Manager (M3) – (LPSA / other ECC partnerships) Pete Perkin

LPSA T3 Project Manager - Comms and Marketing (M3) Richard Kneller

EOLP Portal Manager (M3) **CORE EOLP** Jo Morris/Cathy Day

EOLP Portal Projects Interface **CORE EOLP** (P3)   Vacant

EOLP Programme Mgr. **CORE EOLP** Malcolm Cheshire

EOLP Project Manager **CORE EOLP**   Jos Tama

CRM Int. Project Manager TBA (M3) Andrew Taylor

EOLP Project Analyst TBA (P1–P3) **CORE EOLP** - Vacant

CRM Int. Project Implementation TBA (M3) Lesley Haines

WCC Project Manager TBA (M2) Simon Cooper

Project / Business Support (B2) **CORE** EOLP Vacant

EOLP Project Office (Part of ECC Project / Programme Office.

EOLP Project Leads

Clerical Support (B1) **CORE EOLP** Vacant

Post	Funding Source	ECC £	EOLP (core) £	EOLP (non-core) £	LPSA £
Strategic Programmes and Performance Manager	ECC / EOLP	Yes (mainly)	14k		
External Partnerships Programmes Manager	ECC	Yes			
LPSA Project Manager (e-commerce, comms and marketing)	LPSA Pump-priming				50k
Project Manager (external partnerships)	ECC	Yes			
EOLP Programme Manager	EOLP		50k		
EOLP Project Manager	EOLP		40k		
CRM Project Manager	EOLP			50k	
CRM Project Implementation	EOLP			40k	
EOLP Project Analyst	EOLP		35k		
EOLP Portal Manager	EOLP		50k		
EOLP Portal Projects Interface	EOLP		37k		
Wired Communities Project Manager	EEDA			45k	
EOLP Project Leads	In kind				
EOLP Contract Project Managers	Grant / project funded			Tba	
Project / Business Support	EOLP		17k		
Clerical / Admin. Support	EOLP		14k		
Totals:		**Yes**	**£ 257.00**	**£ 135.00**	**£ 50.00**
Note: Amounts based upon 25% on-costs					

Role Descriptions:

EOLP Partnership Role	Brief Description	Risk (necessity)
Programme Management	Oversee and manage the day-to-day functioning of the partnership and on behalf of the E-champions group co-ordinate the delivery of EOLP projects, funding bids and future plans.	No overall co-ordination.
Programme Office	Ensures smooth communications and the effective dissemination of project-related information across the partnership. Supports the various working / steering groups and project boards.	Ineffective project / programme management and poor communication across the partnership.
Project Management (generic)	Manage non-grant funded EOLP projects and/or initiatives.	Reduces the partnership reliance upon external grant funding to carry out essential partnership activities, such as Information Sharing.
Project Analyst	Carries out investigative work in developing / capturing new ideas and opportunities for partnership / shared service delivery projects.	Loose our capacity to be innovative and respond to new opportunities for shared service delivery.
Portal Manager	Manages the Essex Online portal, including editing, content management, quality, links etc.	We loose our ability to plan and rapidly progress portal developments.
Portal Projects Interface	Manages the delivery of shared service delivery projects and ensures they are implemented as part of the Essex Online portal strategy and systems architecture.	Slow ad-hoc progress on implementing shared service project deliverables.

Annex C – EOLP Project Details

E-forms

To meet e-government targets set by central government, particularly BVPI 157, Essex Authorities, under Essex Online consortium, have developed an architecture and method of using generic, shareable forms that can be used by all authorities via the Essex On Line portal.

Each authority can hold a copy of the form on their website, email a form to a user or include it on CD. No back office systems need to be installed within the authority. The forms can also be 'linked' to the e-Payments facility. Also the ability to integrate with back office systems was successfully trialed. In this Phase of the Project we will be expanding on the work already completed, including the introduction of 'intelligent' routing. This will provide the ability to 'intelligently' determine the appropriate authority the customer requires and securely send the request to that authority. The customer will also receive a personalised letter from the appropriate authority.

E-payments

To meet e-government targets set by central government, particularly BVPI 157, Essex Authorities, under Essex Online consortium, have developed an e-payments system that has been implemented for payment of parking fines using the Essex Portal.
This project builds upon that success by:
1. Extending the payment types
2. Extending the payment channels
3. Integrating the payment facilities with the e-forms to further extend the services to citizens
4. Developing the feasibility/implementation for leisure booking/payments systems.

CRM Strategy

CRM Strategy document establishes a co-ordinated strategy for the partnership, taking into account current CRM initiatives underway. It looks at 'best practice' CRM capabilities in local government and includes a 'gap analysis' for Essex authorities in terms of their current CRM capabilities and future strategies. The output from this document forms the basis of the CRM delivery programme for 2003-2004.

CRM Integration

By March 2004 this project will:

- Improve telephony capability through automatic call distribution, call routing providing virtual contact centre capability and extended service availability.
- Introduce an automatic workflow capability to deal more effectively with citizen service requests at initial point of contact.

- Develop contact management functionality to provide full citizen contact history through all channels and support customer enquiries and changes, such as change of address.
- Establish a link to the national project to develop workflow and process management for which Harlow has been invited to attend.

Following on from the CRM strategy work completed in the first tranche of LGOL projects (EOL 4), the Project will develop a comprehensive partnership plan for shared service delivery that builds upon and integrates the investments already made by partners in the area of CRM. This will involve enhancing joint telephony arrangements and contact centre infrastructure to support all citizen interaction. Together these initiatives provide a level of uniformity for customer interaction across the Essex Online partners. The Project will establish a framework for integrated customer service and support effective joint working between all 12 Districts, 2 unitary authorities, Police, Fire, Health and Essex County Council.

The phased approach will allow the Partnership to begin with a minimum size 'pilot', where an increasing number of partner organisations adopt a minimum set of CRM functionality and business change components to prove concepts and build up confidence in new ways of working and technologies. This approach to CRM integration will allow individual partner organisations to develop their individual CRM applications within the context of an Essex-wide CRM architecture layer.

Members of the Partnership, including Harlow District Council, where the use of CRM is at an advanced state will continue to develop their CRM functionality. The lessons learned to date will benefit the wider partnership.

Phase one, to be completed by March 2004 will include:

- Improved telephony capability through automatic call distribution, call routing providing virtual contact centre capability and extended service availability
- Introduce an automatic workflow capability to deal more effectively with citizen service requests at initial point of contact
- Contact management functionality to provide full citizen contact history through all channels and support customer enquiries and changes, such as change of address
- Establish a link to the national project to develop workflow and process management for which Harlow has been invited to attend.

These elements can be scaled. The priorities however will be to establish an integration framework that will enhance cross-partner CRM integration with a gradual deepening of CRM functionality.

Essextranet

Essex authorities see the development of a secure Extranet as an essential pre-requisite for e-government in Essex, namely joint service delivery and more efficient working, all for the benefit of our customers. The building of a secure extranet ("the Essextranet") was agreed to as a project by the ODPM last year. During 2002/3, the necessary links between Essex County Council and all local district councils were established. This project will consider the concept further, and through this funding will sufficiently complete the network so that some real applications can be piloted

and larger-scale use planned beyond the 2003/4 timescale. It will not only address fundamental issues, such as firewall configuration, but perhaps more importantly, will endeavour to ensure that as many authorities as possible within the partnership are able to exploit the capabilities offered for the benefit of their customers.

This project will enable Essex councils to deliver against BVPI157 and provide additional evidence for their IEG3 statements.

Broadband Strategy

Many partners within Essex Online have ongoing activity on broadband issues, following through the concept that the local authority is a key community leader and has responsibility to ensure that the use of broadband technology as an enabler for e-commerce activity is optimised. As a result, a number of different technologies are in use and there have been a wide range of discussions with potential/actual private sector providers. In addition, some partners (e.g. Thurrock) have a clear drive to ensure that council/public sector broadband networks are self-sustaining, and are exploring ways in which these can be made available to businesses and potentially individuals at a cost.

Annex D – Benefits Profiles

EOLP Benefits Profile for: **E-forms**

A description of the benefit: All Essex authorities will collectively make a range of forms available on both Intranet and Internet sites. Essentially we provide similar services and therefore there is a great deal of potential for working together and making savings.

Tangibles:
- Savings in analysis and process modification time
- Savings in development time / resource (initial set up costs and ongoing modifications)
- Shared deployment and storage costs
- Shared infrastructure and infrastructure support costs (automatic routing facilities hosted in one location)
- Shared training costs to Business users on e-forms creation

Intangibles:
- Presenting a more consistent approach to local government services to Essex citizens. The look, feel and process can become identical regardless of where in Essex you live or work

How we will measure the benefit:
Calculate a cost overhead per e-form and multiply according to the number deployed and/or likely to be deployed.

Projected changes in business processes and operations:
Each time a process or existing form is made electronic there is scope to improve or modify the underlying process – this is the principle underpinning all our e-government strategies. This collective opportunity is significant.

Inter-dependencies with other benefits:
- E-payments and E-authentication: the ability to pay and authenticate on-line at the same time as completing the form is a key benefit
- E-forms underpins our broader CRM integration objectives (customer interaction and workflow)
- Shared services projects such as Business Rates and Planning will require shared e-forms and associated processes

KPI's (now and for the future – include any baseline performance):
The number of web-site transactions (BV157)

Dependencies on risks and other projects:
That authorities fully implement an e-forms solutions independently, prior to any major shared investment.

Financial valuation of the benefit (where possible):	
Unit analysis and process assessment costs (*50 @ 3 hours per form):	£3,000
Unit annual development and maintenance cost to produce 1 e-form (*50 @ 2 hours per form):	£2,000
A share of operating and infrastructures support costs (£500)	£500
A share of shared deployment and file storage costs (£250)	£250
End-user training (£500)	£500
Assumptions:	
Staffing calculated @ £20 per hour (inc. on-costs)	
Authorities take up the benefit	
Totals:	£6,250

When the benefit is expected to occur and over what period of time will realisation take place:
Short–term benefits (These are benefits realisable in 2004/2005) – they must be to ensure we meet the 2005 government deadlines.

EOLP Benefits Profile for: **E-payments**

A <u>description of the benefit</u>: An on-line e-payments system can host an electronic payments service for all Members of the EOLP and then integrate this facility into other portal projects and partnership initiatives, such as e-forms. In both the current year and in 2004/2005 we plan to extend the type of payment transactions available. There is a great deal of duplication across the partnership and notwithstanding the fact that some of our partners have already committed to other solutions cost reductions across the partnership are achievable.
Tangibles:
- Savings in reduced analysis and process modification time
- Achieve preferable transaction cost overheads (commissions) on the volume of use
- Shared deployment and storage costs
- Shared infrastructure and infrastructure support costs (automatic routing facilities hosted in one location)
- Shared contractual management

Intangibles:
- Presenting a more consistent approach to local government services to Essex citizens. The look, feel and process can become identical regardless of where in Essex you live or work. The portal can structure access to individual authority payment systems as well as the EOLP payment system

<u>How we will measure the benefit:</u>
Calculate a cost overhead per e-payment type and multiply according to the number deployed and/or likely to be deployed.

<u>Projected changes in business processes and operations:</u>
Each time a process or existing payment type is made electronic there is scope to improve or modify the underlying process – this is the principle underpinning all our e-government strategies. This collective opportunity is significant.

<u>Inter-dependencies with other benefits:</u>
- Strong dependencies with the e-forms and E-authentication projects: the ability to pay and authenticate on-line at the same time as completing the form is a key benefit

E-payments and e-forms are two important on-line elements of any Shared service we develop, for example the collection of revenue and benefits

<u>KPI's (now and for the future – include any baseline performance):</u>
The number of web-site transactions (BV157)

<u>Dependencies on risks and other projects:</u>
That authorities fully implement an e-payments solutions independently, prior to any major shared investment
Delays to agreeing the formal funding arrangements will result in an increase in the number of individual payment solutions.

<u>Financial valuation of the benefit (where possible):</u>	
Unit analysis and process assessment costs (*20 @ 3 hours per payment process):	£1,200
Unit annual development and maintenance cost per payment type (*20 @ 2 hours per pp):	£800
Central development costs (50% of the quoted £4,000 per authority per annum)	£2,000
A share of operating and infrastructures support costs (£500)	£500
Shared systems deployment & file storage costs (for security this normally involves specific h/w	£5,000
Reduction in transaction commissions (0.5% per transaction) – see Merchant Traders	
<u>Assumptions:</u>	
Based upon introducing 20 e-payment processes obo EOLP	
Staffing calculated @ £20 per hour (inc. on-costs)	
Authorities take up the benefit – we anticipate there will be a smaller take up than for e-forms	
Totals:	£9,500

<u>When the benefit is expected to occur and over what period of time will realisation take place:</u>
Short–term benefits (These are benefits realisable in 2004/2005) – they must be to ensure we meet the 2005 government deadlines.

EOLP Benefits Profile for: **e-Authentication**

A <u>description of the benefit</u>: A formal method of authentication will be needed to authorise high risk or high value transactions via individual partner websites or the Essex Online portal. At present the majority of our transactions are of minimal value and risk and therefore no formal method of authentication exists. This will inevitably change. It makes sense from both an Essex citizen's perspective and from one of financial efficiency to implement one common method of online authentication across the EOLP.

A formal method of authentication may also be needed to support the use of digital signatures and other methods of on-line authorisation within the partner organisations (e.g. for order receipts or personal claims etc.)

Tangibles:
- Reducing the implementation overheads for online authentication
- Collective bargaining for the supply of authentication certificates and systems
- Increases the opportunities for streamlining internal procedures through authenticated internal processes and procedures

Intangibles:
- Benefits citizens by presenting a consistent approach to authentication: ensures that transactions can be completed regardless of the point of access

<u>How we will measure the benefit:</u>
Calculate the difference between individual implementation costs against those of a collective project.

<u>Projected changes in business processes and operations:</u>
Implementing a method of authentication will have a significant business change overhead. The cost of doing so significantly reduces the cost benefits associated with implementing authentication.

<u>Inter-dependencies with other benefits:</u>
- Transactional services available on individual partner web sites or the Essex Online portal are reliant upon a formal, secure and affordable method of authentication.

<u>KPI's (now and for the future – include any baseline performance):</u>
Numbers of secure transactions conducted via individual web sites or the Essex Online portal.

<u>Dependencies on risks and other projects:</u>
To some degree, the project is dependent upon the development of the Government Gateway project. This could dramatically reduce the cost of providing widescale authentication.

<u>Financial valuation of the benefit (where possible):</u>	
Collective bargaining for the procurement of authentication system and digital certificates	£5,000
Organisational efficiencies due to the adoption of digital signatures (intangible)	£0
Reduces the infrastructure overheads for e-authentication (tba)	£0
 <u>Assumptions:</u> That the Government Gateway solution does not become a short term deployable solution for citizen authentication. That internal audit departments accept the use of digital signatures as proof of identity.	
Totals:	£5,000

<u>When the benefit is expected to occur and over what period of time will realisation take place:</u>
Benefits attributable to collective procurement are medium term. For public authentication the benefits are longer-term and in proportion to the number of secure transactions passed through partner web-sites or the partnership portal. Internal savings however, due to streamlining internal processes uses digital signatures are realisable in the short term.

EOLP Benefits Profile for: **CRM Integration**

A <u>description of the benefit</u>: There are opportunities for EOLP and participating members to integrate customer related activities and as a result deliver significantly improved customer service plus improve internal efficiency. Further through systems integration there are benefits to be gained from standardisation of data, consistency of customer interface and customer contact tracking.

Tangibles:
- Improved utilisation of 1st and 2nd level customer service centres
- A higher % of customer enquiries answered at the first call
- Increased resolution of enquiries by the 1st level customer service centre
- Reduced need for return calls by local authorities

Intangibles:

- A substantial improvement in customer service
- 2nd level customer service centres able to focus on providing dedicated specialised support
- Increased skills and knowledge of 1st level customer service centre staff
- Increased availability for service cover in the event of the absence of first or second level operators
- Consistency of response throughout the organisation
- Tracking of customer enquiries and visibility of call history

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<u>How we will measure the benefit:</u>
Number of customer enquiries answered at the first call
Number of customer enquiries passed to the 2nd level customer service centre
Number of customer repeat enquiries

<u>Projected changes in business processes and operations:</u>
Broaden role of 1st level customer service centre staff with 2nd level staff concentrating on high-level enquiries.
Increased in 1st level customer service staff resources probably using existing customer-facing staff.
Standardisation of customer and call tracking data that is input online to CRM system
Interaction of customer call processes between partner organisations

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<u>Inter-dependencies with other benefits:</u>
Shared telephony/Shared Knowledge base/Portal development

<u>KPI's (now and for the future – include any baseline performance):</u>
Customer satisfaction survey
Percentage of customer enquiries resolved at first point of contact
Number of calls passed to the 2nd level customer call centre
Number of customer enquiries answered within agreed service timescale

<u>Dependencies on risks and other projects:</u>
Partner agencies have necessary technology/system to deliver and integrate service
Portal information being available and maintained
Ability to establish revised 1st and 2nd level customer service centres

<u>Financial valuation of the benefit (where possible):</u> A 1% reduction in customer calls estimated at the equivalent of 28,000 calls per annum <u>Assumptions:</u> Total of 2.8m calls per annum to participating partners (2*ECC number) Cost per call £2.85p based on ECC analysis and £20 per hour staff costs	£4,500
Totals:	£4,500

<u>When the benefit is expected to occur and over what period of time will realisation take place:</u>
Short–term benefits (These are benefits realisable in 2004/2005) – they must be to ensure we meet the 2005 government deadlines.

EOLP Benefits Profile for **Essex Marketplace (E-Procurement)**
The County, Rochford, Maldon, Tendring, Braintree, Basildon have all engaged with the IDeA Marketplace to form the Essex Marketplace project. This provides all partners with a common procurement platform and a set of shared catalogues and contracts, from which to leverage improved purchasing and through which to undertake internal process change. The remaining Districts have been offered a joint implementation discount from the IDeA and LGOL funding to encourage them to join the Essex Marketplace as a means of addressing both their own business requirements and the wider LSA T3 Target. ***Tangibles:*** Full implementation by all parties currently engaged by December 2004 i.e. all orders transacted electronically via the Essex Marketplace by the 6 partners.
Intangibles: • Facilitates companies being able to take part in e-procurement with Local Authorities (LSA T3 Target). • Supports the aspirations of the Procurement Agency for Essex. • Internal process re-engineering. • Control over maverick buying. • Increased management information. • E-government targets regarding 2005.
How we will measure the benefit: Quarterly measurement of the volume of transactions through Essex Marketplace.
Projected changes in business processes and operations: Individual partners will review and change internal finance and procurement processes as a result of implementation.
Inter-dependencies with other benefits: E-commerce (PSA T3)
KPI's (now and for the future – include any baseline performance) • County and Districts to be trading electronically with all suppliers by April 2005 • Range of individual targets pertinent to individual partners.
Dependencies on risks and other projects: • Procurement Agency for Essex County Council • E-commerce • Individual LA's FMS upgrades
Financial valuation of the benefit (where possible): Average target savings of between 2% and 5% on spend through Essex Marketplace, it is anticipated that for the 6 current partners, the benefit will begin to be realised during 2005.

EOLP Benefits Profile for: **Secure Network (Essextranet)**

A <u>description of the benefit</u>: All Essex authorities will be connected via a private network, called "Essextranet". This will enable interchange of information between partners without using separate point-to-point private connections, or going via the public Internet, or using physical media sent by post or courier. It will open up opportunities for new efficiencies as the workflows of existing processes are re-designed to take account of the availability of the facility. Any re-designed or new applications will be made available to all partners, and so there will be room for considerable development and operational (revenue) savings for all.

Tangibles:
- Cease some current network connections, either private point-point or ISDN or dial-up, leading to ongoing direct revenue savings. A number of situations have already been identified where this will apply (Access to ECC Library application from Thurrock and Southend, Remote access to Essex CC Payroll used by some partners, Highways application)
- Remove the need to procure new connectivity between partners for specific applications (ECC Social Care outpost at Colchester BC)
- Faster connections (compared with dial-up) leading to easier and quicker working (saves Officer time)
- Bringing currently isolated applications onto Officers' standard PCs: Some current applications (e.g. Highways) are configured with a dedicated PC in the District, only used for that application. Officers currently have to share its use for Highways work. Use of Essextranet will enable Highways application to be available on all relevant Officers' PCs (client software licences permitting), so saving both Officer time, integrating the work more closely with other applications on the same PC, and removing the need for a dedicated PC (revenue and some capital savings)
- Information can be sent between partners of sensitivity to Level 1 (OoE definitions) "Restricted" without further safeguarding. This permits electronic exchange of information which to date was not possible to send by email (for example), without any new user training required (examples include "Supporting People" which requires checks between County Hall and Districts before some benefits are paid, other applications exist where partners are either exchanging diskettes/CDROMs by post, or using paper and re-entering data, or sending emails with attachments that probably break the DPA)
- Easier transfer of more sensitive information (albeit with additional security protection), especially that related to Children, Vulnerable people and Criminal Justice, with no new networking cost.
- A required capability for much of the EOL CRM project: distributing data captured under "I am Moving"; sharing call log information between partners; common partnership-internal knowledge database, including a partnership-wide telephone directory
- Shared development and trialling costs
- Shared infrastructure and infrastructure support costs

Intangibles:
- Basically impractical to have an internal partnership website for shared knowledge without an internal network
- Really makes more joined-up working within the partnership much more viable.
- Electronic working between partners becomes more viable – new potential applications are regularly being raised by partners for consideration, in order to raise efficiencies and save direct costs

<u>How we will measure the benefit:</u>
Costs of current network connections, which will be ceased by using Essextranet.
Estimates of "efficiency gain" for Officers given a better way of working (e.g. Highways).

<u>Projected changes in business processes and operations:</u>
Each time a process is made electronic there is scope to improve or re-engineer the underlying process – this is the principle underpinning all our e-government strategies. This collective opportunity is significant.

<u>Inter-dependencies with other benefits:</u>
- The CRM project will gain from being able to transfer data between partners where incoming calls need to be moved from one partner to another. The transfer of the data with the call will enable customers to perceive a more joined-up working, as they will not need to repeat all the information already given to the first Customer Service Adviser.

- E-forms, E-payments, E-authentication: all will be able to use Essextranet in the future for inter-partner traffic. - Shared services projects such as Business Rates and Planning - Essex Portal will provide a common Content Management System (CMS) open for use by all partners	

KPI's (now and for the future – include any baseline performance):
The number of web-site and e-enabled transactions (BVPI157)

Dependencies on risks and other projects:
- Partners maintain connectivity to Essextranet
- Ongoing funding for the Wide Area aspects of Essextranet continues
- E-Authentication delivers a simple way for authentication of Officers (by Digital Certificate) within the partnership (including maintenance of such) so that a standard means can be used to handle higher-sensitivity information (for example by using the standard encryption and signatures on email within Outlook)

Private link from Castle Point DC to Essex CC Payroll (split 50/50 between CPDC and ECC)	£5000 pa
Estimate same for Brentwood and Essex Fire – remote access to payroll	£7500 pa
Highways remote access (Epping Forest DC to ECC): ISDN line (estimate)	£500 pa
All other relevant DCs access for Highways (estimate)	£5000pa
Updating Libraries information (not yet implemented, Thurrock)	£13500pa
Estimate remote link for libraries (Southend)	£10000pa
Social Care outpost at Colchester BC (rough estimate)	£10000 pa
"Supporting People" – legal transfer of info electronically	Tba
Exchange of information on Vulnerable people, incl Children	Tba
Exchange of information for CRM project – assume one ISDN/partner, 5 active	£2500pa
New Essex Police application	unknown
Assumptions: Authorities take up the benefit	
Totals:	£54k pa

When the benefit is expected to occur and over what period of time will realisation take place:
Benefits will accrue as applications are embedded and existing network link/access contracts are ceased or expire and are not renewed. This will probably be mostly in 2004/5 and 2005/6.

EOLP Benefits Profile for: **Shared Telephony (data networks)**

A <u>description of the benefit</u>: Increasingly, there are opportunities for EOLP and EOLP partners to work alongside other authorities in the region. As a result of shared telephony the EOLP participants will be able to seamlessly transfer customer enquiries to partner agencies plus substantially reduce the costs of communications between partner functions.

Tangibles:
- Developing opportunities for shared services on a regional basis
- Reduced costs of call charges between partners
- Potential to cover partners at peak times or put of hours (virtual call centre capabilities)
- Free calls between partners
- Resilience/fail over between partners
- Utilise network by automatically routing calls along an optimum path
- Saving from fixed lines to mobile lines
- Collective bargaining for supply

Intangibles:
- Improve customer service
- Increase availability of customer services at the first enquiry call
- Improvement in desk to desk capability
- Business continuity
- Presenting a more consistent approach to local government services in the region.
- Presenting a coherent view of partnership priorities, driven by the Essex e-champions group

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<u>How we will measure the benefit:</u>
Calculate the cost of calls between the partners.
Estimate the amount of time each authority spends on assessing issues and partnership opportunities.

<u>Projected changes in business processes and operations:</u>
Ensure staff receiving calls know how to transfer them – dialling plan, training, cross partner online directory.
Increased number of customer enquiries answered at the first call.
Customer call centre functions to have direct access to partner organisations

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<u>Inter-dependencies with other benefits:</u>
Development of contact centre functions and CRM systems

<u>KPI's (now and for the future – include any baseline performance):</u>
Customer satisfaction survey
Reduction in telephone bills

<u>Dependencies on risks and other projects:</u>
Partner agencies have necessary telephone system technologies to secure connectivity
Willing to commit to upgrade or replace existing equipment.

<u>Financial valuation of the benefit (where possible):</u> Reduction in telephone communication costs between partner organisations Reduced internal call charges based on 10% of calls being 'internal' to partners <u>Assumptions:</u> Partner agencies have necessary telephone system technologies to secure connectivity and facilitate partner integration. Willingness of partners to commit to upgrade or replace existing equipment. Once facilities exist for reducing the cost of connectivity and calls that people and organisations take advantage.	£7,000
Totals:	£7,000

<u>When the benefit is expected to occur and over what period of time will realisation take place:</u>
Short–term benefits (These are benefits realisable in 2004/2005) – they must be to ensure we meet the 2005 government deadlines.

EOLP Benefits Profile for: **Content Management**

A <u>description of the benefit</u>: I
Purchase of the "Gauss" Enterprise Content Management (ECM) software provides the opportunity for the EOLP to offer members licences to the system via the secure network. As a result participants will secure lower costs for system procurement and installation plus benefit from common standards for document management.

Tangibles:
- A reduction in systems procurement and installation costs.
- Shared system maintenance costs

Intangibles:
- Enable sharing of documents that can be imported to Local Authority Webb sites
- Ensure enforcement standards are consistent and maintained
- Availability of standard templates to all users.

<u>How we will measure the benefit:</u>

- The number of Gauss software licences

<u>Projected changes in business processes and operations:</u>

- Adoption of processes and controls required to utilise software within partnership framework

<u>Inter-dependencies with other benefits:</u>
- Portal and Extranet (Secure Network) developments

<u>KPI's (now and for the future – include any baseline performance):</u>

<u>Dependencies on risks and other projects:</u>
Secure Network

<u>Financial valuation of the benefit (where possible):</u> Estimated cost of single procure Content Management System with hardware could range from £50,000 to £250,000. Cost of licence for access to Gauss system £1,000 (likely that one or two licences would suffice per partner). <u>Assumptions:</u> Partners participate.	£49,000
Totals:	£49,000

<u>When the benefit is expected to occur and over what period of time will realisation take place:</u>
Short–term benefits (These are benefits realisable in 2004/2005) – they must be to ensure we meet the 2005 government deadlines.

EOLP Benefits Profile for: **Shared Merchant Trader Accounts**	
The work conducted on the e-payments project highlighted the opportunities for our partnership to negotiate preferable on-line account transactions and bank charges. There is little doubt that our organisations will be carrying out more online transactions. Across the partnership this represents a considerable level of spend. By reducing transactions by a mere 0.5% through collective negotiation will realise significant levels of financial savings. *Tangibles:* - Reduction in on-line transaction overheads (commissions) - Under the direction of EFO – collective negotiation to achieve preferable banking rates for EOLP Members *Intangibles:* -	
How we will measure the benefit: Discuss issue with Clive Willets and John Dickson	
Projected changes in business processes and operations:	
Inter-dependencies with other benefits: -	
KPI's (now and for the future – include any baseline performance): Numbers of online transactions linked to our IEG statements and BV157 returns.	
Dependencies on risks and other projects: All EOLP project are fundamentally dependent upon anticipated vs. actual take up and partnership buy-in.	
Financial valuation of the benefit (where possible): Reduced transactions charges (0.5% per transaction) Preferable bank rates (significant levels of savings with joint banking procurement) *Based upon expected levels of transactions* Assumptions:	£50,000 ?
	Totals: £50,000
When the benefit is expected to occur and over what period of time will realisation take place: Medium to longer-term benefits – although by 2005 we should be completing a significant amount of online transactions.	

EOLP Benefits Profile for: **Shared Merchant Trader Accounts**	
The work conducted on the e-payments project highlighted the opportunities for our partnership to negotiate preferable on-line account transactions and bank charges. There is little doubt that our organisations will be carrying out more online transactions. Across the partnership this represents a considerable level of spend. By reducing transactions by a mere 0.5% through collective negotiation will realise significant levels of financial savings. ***Tangibles:*** - Reduction in on-line transaction overheads (commissions) - Under the direction of EFO – collective negotiation to achieve preferable banking rates for EOLP Members ***Intangibles:*** -	
How we will measure the benefit: Discuss issue with Clive Willets and John Dickson	
Projected changes in business processes and operations:	
Inter-dependencies with other benefits: -	
KPI's (now and for the future – include any baseline performance): Numbers of online transactions linked to our IEG statements and BV157 returns.	
Dependencies on risks and other projects: All EOLP project are fundamentally dependent upon anticipated vs. actual take up and partnership buy-in.	
Financial valuation of the benefit (where possible): Reduced transactions charges (0.5% per transaction) Preferable bank rates (significant levels of savings with joint banking procurement) ***Based upon expected levels of transactions*** Assumptions:	£50,000 ?
Totals:	£50,000
When the benefit is expected to occur and over what period of time will realisation take place: Medium to longer-term benefits – although by 2005 we should be completing a significant amount of online transactions.	

EOLP Benefits Profile for: **Shared Planning (GIS)**
A <u>description of the benefit</u>: Enhance or provide more integration in terms of District / County planning processes. To develop and provide access to Essex-wide geographic and spatial data, centrally stored, to support a range of GIS-based applications across the partnership. ***Tangibles:*** - GIS procurement - collective negotiation - Less duplication of spatial data - Reduced system overhead costs, storage and maintenance - ***Intangibles:*** - Supports a range of geographical based services e.g. Planning, Waste, Tourism etc.
<u>How we will measure the benefit:</u> Hard cost savings, together with intangible improvements to customer services
<u>Projected changes in business processes and operations:</u> Major change management overhead.
<u>Inter-dependencies with other benefits:</u> - N/A
<u>KPI's (now and for the future – include any baseline performance):</u>
<u>Dependencies on risks and other projects:</u> All shared services projects are fundamentally dependent upon anticipated vs. actual take up and partnership buy-in.

<u>Financial valuation of the benefit (where possible):</u> Not known <u>Assumptions:</u>	
Totals:	

When the benefit is expected to occur and over what period of time will realisation take place:

EOLP Benefits Profile for: **Shared CCTV**

A <u>description of the benefit</u>:
The purpose of this project will be to identify a strategy which will utilise existing technology to make efficiency gains in all areas. It will consider a "joined up" approach for CCTV, thus promoting and supporting work already undertaken in the Crime & Disorder partnership areas. It will also consider the use of cameras and other traffic control measures (such as traffic light control) in order to improve traffic flow on our highways. It will also <u>consider</u> the use of a centralised control in order to promote greater efficiency across the board.

Any extension or collaboration within the CCTV and traffic management network, will also provide scope for greater use of the new ANPR (Automatic Number Plate Recognition) system. This piece of software allows for cameras to read car number plates, which via links to a database, can identify vehicles that are of interest to the police.

Tangibles:
- Reduced duplication
- Collective bargaining for supply
- Reducing the implementation overheads for CCTV services

Intangibles:
- Public reassurance
- Presenting a more consistent approach to local government services in the region.
- Presenting a coherent view of regional partnership priorities, driven by the Essex e-champions group
- Reduction in crime levels
- Increase in successful prosecution levels
- Safer community
- Potential to improve traffic monitoring

Reduction of traffic congestion

<u>How we will measure the benefit</u>:
Estimate the amount of time each authority spends on assessing regional issues and partnership opportunities.

<u>Projected changes in business processes and operations</u>:
As partnership members we need to begin to acknowledge there are some partnership issues when assessing regional issues.

<u>Inter-dependencies with other benefits</u>:
National CCTV project and ANPR project

<u>KPI's (now and for the future – include any baseline performance)</u>:
Reduction in Crime
Increase in number of successful prosecutions
Improved traffic management

<u>Dependencies on risks and other projects</u>:
That authorities fully implement a CCTV system independently, prior to any major shared investment.

<u>Financial valuation of the benefit (where possible)</u>:	£0
A detailed exercise will be needed to determine costs	
<u>Assumptions</u>:	
Totals:	£0

<u>When the benefit is expected to occur and over what period of time will realisation take place</u>:
Short–term benefits (These are benefits realisable in 2004/2005) – they must be to ensure we meet the 2005

government deadlines.

EOLP Benefits Profile for: **E-commerce support**

All Essex authorities, apart from Brentwood, have committed to the PSA targets for stimulating e-commerce in SME through e-procurement. SMEs will increase e-commerce capability naturally and this piece of work is about increasing the rate of this natural trend to achieve the targets and to place the Essex economy in a strong competitive position compared to others in the UK and abroad.

Tangibles:
- Achieving targets will result in an extra £2,165,171 in government grant (*need to make sure not double counting with e-procurement*)

Intangibles:
- Stronger Essex economy
- Facilitates companies being able to take part in e-procurement with local authorities
- LAs being seen by businesses as supportive and forward looking
- Helps build relationships with other Agencies
- Supports the goals of the Essex Procurement agency

How we will measure the benefit:
6 monthly benchmark survey as agreed with ODPM

Projected changes in business processes and operations:
No direct changes in business processes directly related. Closely supports e-procurement profile that will introduce major change.

Inter-dependencies with other benefits:
- E-procurement

KPI's (now and for the future – include any baseline performance):
PSA T3 stimulating e-commerce in SMEs through e-procurement
- ECC99 (SMEs involved) Proportion of county and district council SME suppliers engaging in e-procurement
- ECC100a (capability) The proportion of Essex SME's with significant e-commerce capability who reach Level 3 (42 points) on the ladder of e-enablement
- ECC100b (capability) The proportion of Essex SME's with significant e-commerce capability who score 56 points on the ladder of e-enablement

Dependencies on risks and other projects:
External economic environment
Essex Wired Communities Project

Financial valuation of the benefit (where possible): Share of LPSA grant. Although this activity is not explicitly owned by the EOLP Other benefits tied into e-procurement	£0
Totals:	£0

When the benefit is expected to occur and over what period of time will realisation take place:
It is not anticipated target levels to receive grant will be achieved before the later part of 2004/5

EOLP Benefits Profile for: **Change of Address**	
A <u>description of the benefit</u>: To enable citizens to pass on their new address to the relevant local authority, banks, building societies, schools and utility companies, for example, all at once, securely, quickly, efficiently and without hassle or cost. ***Tangibles:*** - Reduce the cost of processing address changes significantly - Increase likelihood of being informed of address changes - Collective procurement ***Intangibles:*** - Improve citizens experience – they will only need to pass this information on once - Creates single point of processing address changes - Standard, consistent and validated address details - Increased customer confidence	
<u>How we will measure the benefit:</u> Number of address changes received through the new process Number of letters returned due to addressee having moved	
<u>Projected changes in business processes and operations:</u> Input of an email to a single source who can update relevant database and check authenticity of address Consistency of address format throughout the authority/partners	
<u>Inter-dependencies with other benefits:</u> Portal development/CRM	
<u>KPI's (now and for the future – include any baseline performance):</u> Number of transactions received through the new process Number of letters returned due to addressee having moved	
<u>Dependencies on risks and other projects:</u> Portal development being available Take-up of service by citizens	
<u>Financial valuation of the benefit (where possible):</u> £18,000 set up per partner if procured individually. £70,000 if procured once for portal, available for all partners. (Approx. saving per authority) <u>Assumptions:</u> More than 4partners participating	£5,000
Totals:	£5,000
<u>When the benefit is expected to occur and over what period of time will realisation take place:</u> Short–term benefits (These are benefits realisable in 2004/2005) – they must be to ensure we meet the 2005 government deadlines.	

EOLP Benefits Profile for: **Information Sharing**

A <u>description of the benefit</u>: Sharing information between partner organisations is vital to the provision of co-ordinated and seamless services. In addition, the sharing of information can help to meet the requirements of statutory and local initiatives.

Tangibles:
- Reduce levels of duplication

Intangibles:
- Sharing experiences on the design and development of Information Asset Registers
- Better management of information assets across the partners
- Encouraging information sharing unless it is illegal to do so
- Encouraging the development of joint records management processes and systems to minimise the duplication of information and ensure consistency, accuracy and timeliness
- Assisting in developing a 'brand' for Trust Services to facilitate better sharing of information and enhance the levels of trust between signatories and the citizens of Essex
- Improving the services to the customer
- Achieving compliance with BS7799/ISO17799
- Developing and implementing a common Information Management Strategy
- Developing and monitoring a common set of Key Performance

<u>How we will measure the benefit:</u>
Customer satisfaction surveys
Inter Authority surveys

<u>Projected changes in business processes and operations:</u>
Staff training
Contact Centre CRM initiatives

<u>Inter-dependencies with other benefits:</u>
Call Centres
CRM
Web Portal
Shared Telephony
Authentication

<u>KPI's (now and for the future – include any baseline performance):</u>

<u>Dependencies on risks and other projects:</u>
Partner Adoption of the Essex Trust Charter
Authentication

<u>Financial valuation of the benefit (where possible):</u> <u>Assumptions:</u> N/a	£0 £0
Totals:	£0

<u>When the benefit is expected to occur and over what period of time will realisation take place:</u>
Intangible benefits are likely to accrue immediately.

EOLP Benefits Profile for: **National e-government Projects Assessment**

A <u>description of the benefit</u>: There is an increasing array of national e-government projects. In our IEG statements each local authority has to say how it is planning to work with or adopt these systems or initiatives. In total, this accounts for a great deal of expert resource. For many of these projects the EOLP is setting the direction and Essex priorities, hence there is significant scope to work more collaboratively in conducting these assessments on behalf of the EOLP.
Tangibles:
- IS/IT staff time reduction

Intangibles:
- That we individually and collectively achieve more benefit from the national e-government projects

<u>How we will measure the benefit:</u>
At this stage we can only estimate the amount of staff time reductions. However, this should be measurable.

<u>Projected changes in business processes and operations:</u>

<u>Inter-dependencies with other benefits:</u>

<u>KPI's (now and for the future – include any baseline performance):</u>
The measured increase in national e-government project adoption (IEG returns)

<u>Dependencies on risks and other projects:</u>

<u>Financial valuation of the benefit (where possible):</u> - Staff time to assess the impact and potential for each national project (based upon 15 projects (15 * 2 days per project) * This benefit must be beyond the time required to complete the authorities individual assessment <u>Assumptions:</u> That members of the partnership were intending to review these national projects on a fairly frequent basis.	£4,500
Totals:	£4,500

<u>When the benefit is expected to occur and over what period of time will realisation take place:</u>
Short to Medium Term benefits. This will not happen overnight.

EOLP Benefits Profile for: **NHS Code Of Connection**

A <u>description of the benefit</u>:

Central Government expect the implementation of joint working practices between local authorities and the NHS. The sharing of information via electronic means will underpin these joint arrangements. Essex County Council has invested in achieving NHS Code Of Connection to enable it to join its network with NHSNet as the platform on which joint projects can progress.

Tangibles:
- An NHSIA approved network infrastructure on which information sharing via business applications can be achieved in a secure and controlled manner between local Government and the NHS.
- Partner local government authorities to utilise the Code of Connection gained by Essex County Council in order that they may securely share information with the NHS.

Intangibles:
- Sharing of expertise and experiences between local Government and the NHS.

<u>How we will measure the benefit:</u>

The achievement of NHSNet connection on its own does not deliver a benefit, more the foundation on which business process/system changes can be introduced which in themselves will bring about benefits.

Benefits will vary in accordance with the business processes of a specific service area, and therefore business application, that is exchanging information "across the network connection". For example with the North Essex Mental Health Partnership interface project the implementation of sharing information between systems will have a direct saving on duplicate data entry. The main benefit, however, will come from both social care and mental health care professionals being able to obtain an holistic view of a client/patient.

<u>Projected changes in business processes and operations:</u>

The implementation of "interfaced operations" will bring about differing changes in business processes. However, the overriding benefit in all cases will be the sharing of key data in support of a more effective joint social care/health care service.

<u>Inter-dependencies with other benefits:</u>

<u>KPI's (now and for the future – include any baseline performance):</u>

<u>Dependencies on risks and other projects:</u>

This is a standalone project on which other projects are dependant, e.g. Mental Health interfacing with Social Care. The ECC and Partner networks, along with the Essextranet (Secure Network), must be developed in accordance with the conditions of connection to the NHS network.

<u>Financial valuation of the benefit (where possible):</u>

NHSNet connection does not in itself bring about quantifiable benefits. However, the work carried out by Essex County Council will benefit Partner organisations who could access the NHS network via Essex County Council rather than gaining their own 'Code of Connection' with the NHS.

55 days resource effort per partner saved – per partner. Resource cost @ £150 per day. <u>Assumptions</u> NHSIA allow multiple connections to NHSNet via Essex County Council. Essex County Council share information/documentation with partner organisation.	£8,250
Totals:	£8,250
<u>When the benefit is expected to occur and over what period of time will realisation take place:</u> Medium term	

EOLP Benefits Profile for: **Regional Systems Integration**

A <u>description of the benefit</u>: Increasingly, there are opportunities for EOLP and EOLP members to work alongside other authorities in the region. Broadband aggregation and the regional portal are two such examples. ***Tangibles:*** -   Reducing the degree of duplication in terms of assessing regional IS and partnership issues, projects and initiatives -   Developing opportunities for shared services on a regional basis ***Intangibles:*** -   Presenting a more consistent approach to local government services in the region. -   Presenting a coherent view of regional partnership priorities, driven by the Essex e-champions group
<u>How we will measure the benefit</u>: Estimate the amount of time each authority spends on assessing regional issues and partnership opportunities.
<u>Projected changes in business processes and operations</u>: As partnership members we need to begin to acknowledge there are some partnership issues when assessing regional issues.
<u>Inter-dependencies with other benefits</u>: -   None
<u>KPI's (now and for the future – include any baseline performance)</u>: For each partner to consider how much time is invested in regional issues
<u>Dependencies on risks and other projects</u>: Insignificant.

<u>Financial valuation of the benefit (where possible)</u>: Reduced officer time (unquantifiable: this is likely to be a very small proportion of officer time) Benefits from partaking in shared regional systems / initiatives ***Benefit is intangible*** <u>Assumptions</u>: N/a	£0 £0
Totals:	£0

<u>When the benefit is expected to occur and over what period of time will realisation take place</u>: Intangible benefits are likely to accrue immediately.

EOLP Benefits Profile for: **NLIS/NLPG Compliance**

A description of the benefit: Increasingly, there are opportunities for EOLP and EOLP members to work alongside other authorities in the region.

Tangibles:
- Reducing the degree of duplication in terms of assessing regional IS and partnership issues, projects and initiatives
- Developing opportunities for shared services on a regional basis

Intangibles:
- For Local Authorities in England, participation in NLIS aims to meet BVPI 157 without any substantial upfront investment.
- NLIS and NLPG form key building blocks to e-Government – modernising back office systems, which comply with the national initiatives, assist new services and revenues streams to be realised.
- A national service that can effectively compete with local land charges' competitors.
- NLIS removes possible liability for errors in transmission of data. Authorities can, by signing the NLIS Licence join a new scheme set up to insure the content of data passing through the service, free of charge.
- NLIS guarantees payments for services commissioned through the NLIS channels.
- Compared to individual web sites, NLIS offers a cost effective, safe & secure, compliant, national, one stop shop for land and property information.
- Social exclusion/inclusion are important issues facing all local authorities – once all local and central government databases and geographical information systems use NLPG/LLPG (National Land & Property Gazetteer / Local Land & Property Gazetteer), it will provide powerful tool for Officers and Members, In targeting and prioritising services more effectively
- Presenting a more consistent approach to local government services in the region.
- Presenting a coherent view of regional partnership priorities, driven by the Essex e-champions group

How we will measure the benefit:
Estimate the amount of time each authority spends on assessing regional issues and partnership opportunities.

Projected changes in business processes and operations:
As partnership members we need to begin to acknowledge there are some partnership issues when assessing regional issues.

Inter-dependencies with other benefits:
None

KPI's (now and for the future – include any baseline performance):
For each partner to consider how much time is invested in regional issues

Dependencies on risks and other projects:
Insignificant.

Financial valuation of the benefit (where possible): Staff time evaluating regional and IS partnership issues, projects and initiatives. Based on 5 days per partner and 5 partners participating at £150 per day. Assumptions: Partners take up the benefit.	£750
Totals:	£750

When the benefit is expected to occur and over what period of time will realisation take place:
Intangible benefits are likely to accrue immediately.

Grant Draw Down

Grant Detail	£(000's)	1st Draw (Nov 03) £(000's)	2nd Draw (Jan 04) £(000's)	3rd Draw (Mar 04) £(000's)
CRM Integration	£400	£40		
E-forms	X			
E-payments	X			
Essextranet	X			
Broadband strategy	X			

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LGOL Partnership Business Plan 2004 - 2007

Annex E – EOLP Summary Accounts 2003/2004

LGOL Project (Element / phase)	Agreed (ODPM) Budget	Actual to date	Actual Planned Spend 03/04	Ext. Project Management Costs	Int. Project Managemen t Costs	Impl. Costs	Staffing Impl. Costs	Portal Overheads	E-auth costs	Contribution to I&DeA Market Place Impl.
CRM Integration	£400,000		£400,000	28,000	20,000	222,000	120,000	10,000	0	0
CRM Strategy (02/03 overrun)	£17,000		£0	0	0	0	0	0	0	£17,000
E-forms	£95,000		£95,000	0	15,000	60,000	0	10,000	10,000	0
E-payments	£85,000		£85,000	0	15,000	50,000	0	10,000	10,000	0
Essextranet	£127,000		£127,000	20,000	6,000	50,000	0	10,000		0
										0
Broadband strategy	£25,000		£6,000	6,000	0	0	0	0	0	£19,000
Totals: (budget = £785,000)	£749,000		£713,000	£54,000	£56,000	£382,00 0	£120,000	£40,000	£20,00 0	£36,000

unallocated:(budget – planned) £41,000
carry forward anomoly £36,000
Total contingency: **£77,000**

Total spend: £708,000

Additional Project Management Expenditure (to March 2004)

Malcolm Cheshire		30,000 (capped)
Andrew Taylor	X	(5 months only)
Kim Tedman	33,642	14,000 (5 months only – 10th June 2003)
Gordon Kerr		20,000 Insert 3 different sums
Leslie Haynes	X	28,000 (5 months only)
Broadband strategy support		6,000
Totals:	£110,000	
LPSA e-business liaison		45,000 15,000 (4 months only; 8 months of 2004/2005)

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Wired Community Project Manager	45,000	15,000 (4 months only; 8 months of 2004/2005)
Totals:		**30,000**

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