Appendix 3

PROJECT DOCUMENTATION

WORK PACKAGE

Business Plan 2004/7

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PRINCE 2

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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.

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

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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 must be considered exactly as that – a programme. 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.

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.

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

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

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

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

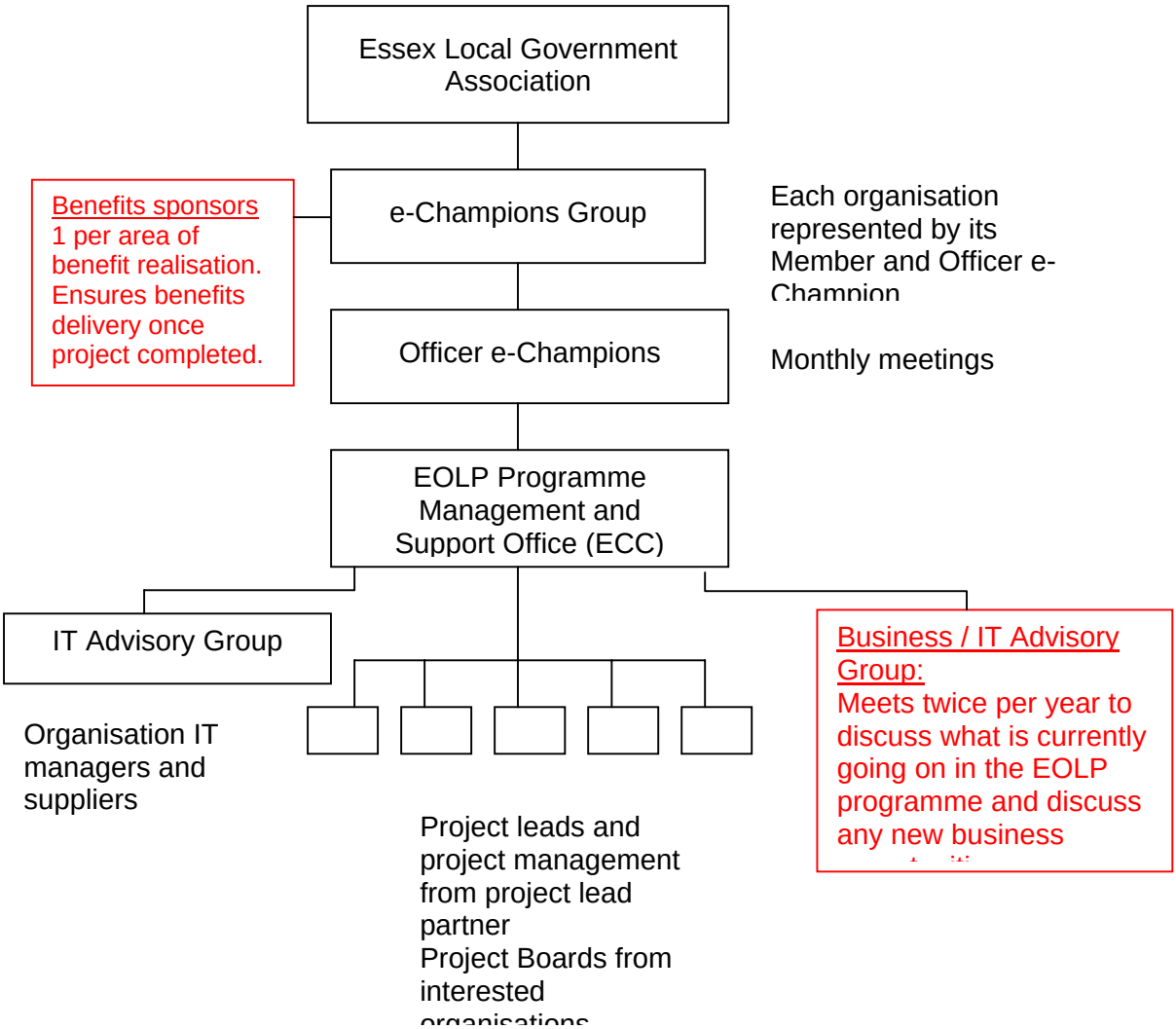
Risk	*Probability*	*Impact*	*Mitigation*
partnerships and contracts with no opportunity to develop shared solutions		m	benefits realisation profile

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	

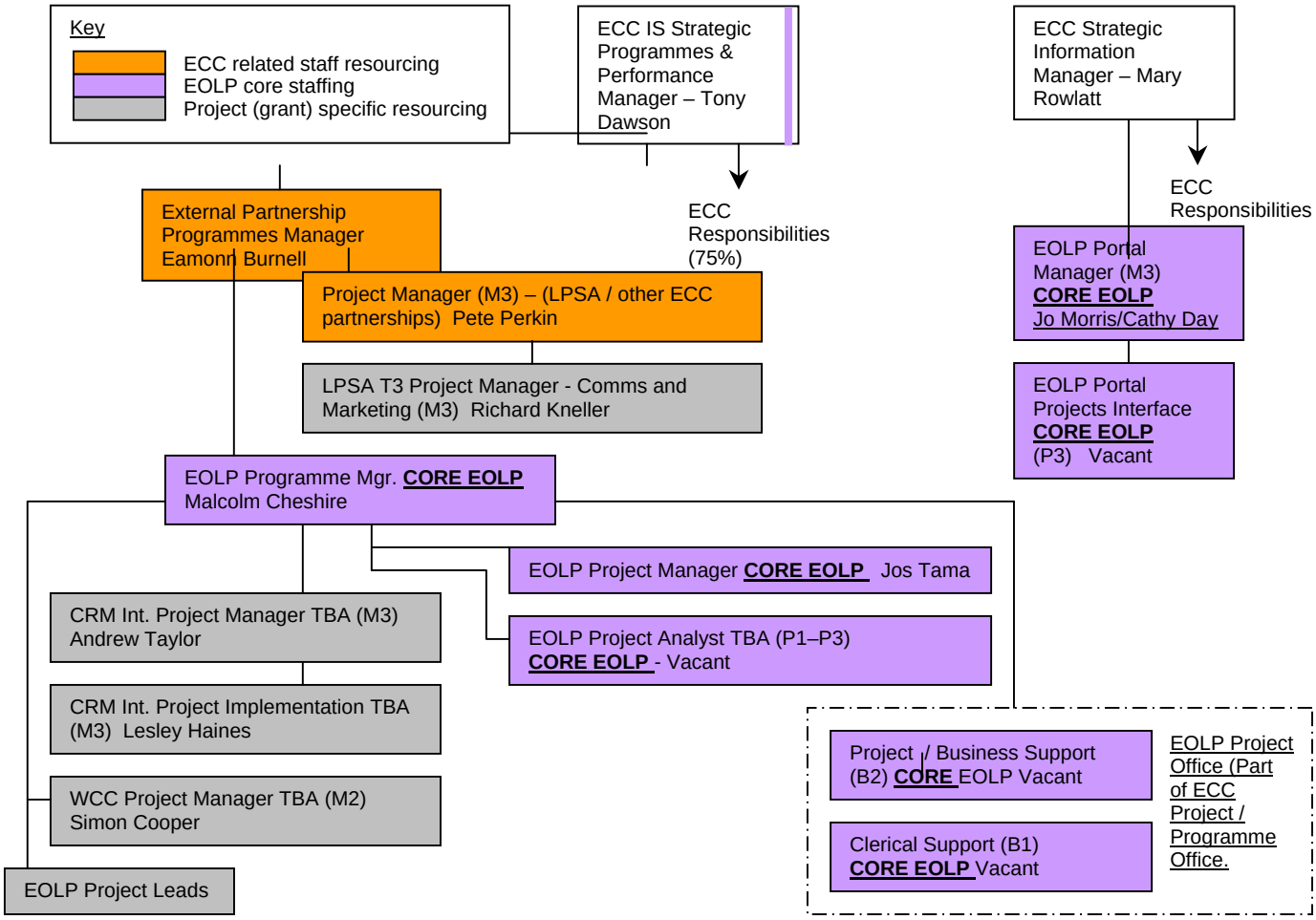
Annex A – Essex Online Governance Framework



Key

Proposed changes to agreed structure

Annex B – EOLP Project Team Structure



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

How we will measure the benefit:

Calculate a cost overhead per e-payment type 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 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.

Inter-dependencies with other benefits:

- 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

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-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.

Financial valuation of the benefit (where possible):

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	
Totals:	£9,500

Assumptions:

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

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-Authentication**

A description of the benefit: 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

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

Projected changes in business processes and operations:
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.

Inter-dependencies with other benefits:

- Transactional services available on individual partner web sites or the Essex Online portal are reliant upon a formal, secure and affordable method of authentication.

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

Dependencies on risks and other projects:
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.

Financial valuation of the benefit (where possible):	
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
Assumptions:	
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

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

How we will measure the benefit:
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

Projected changes in business processes and operations:
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

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

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

Dependencies on risks and other projects:
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

Financial valuation of the benefit (where possible):	
A 1% reduction in customer calls estimated at the equivalent of 28,000 calls per annum	£4,500
Assumptions: 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	
Totals:	£4,500

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 **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.
<u>How we will measure the benefit:</u> Quarterly measurement of the volume of transactions through Essex Marketplace.
<u>Projected changes in business processes and operations:</u> Individual partners will review and change internal finance and procurement processes as a result of implementation.
<u>Inter-dependencies with other benefits:</u> E-commerce (PSA T3)
<u>KPI's (now and for the future – include any baseline performance)</u> • County and Districts to be trading electronically with all suppliers by April 2005 • Range of individual targets pertinent to individual partners.
<u>Dependencies on risks and other projects:</u> • Procurement Agency for Essex County Council • E-commerce • Individual LA's FMS upgrades
<u>Financial valuation of the benefit (where possible):</u> 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 description of the benefit: 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

How we will measure the benefit:

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).

Projected changes in business processes and operations:

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.

Inter-dependencies with other benefits:

- 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 description of the benefit: 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

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

Projected changes in business processes and operations:
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

Inter-dependencies with other benefits:
Development of contact centre functions and CRM systems

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

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

Financial valuation of the benefit (where possible): Reduction in telephone communication costs between partner organisations Reduced internal call charges based on 10% of calls being 'internal' to partners Assumptions: 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

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: **Content Management**	
A description of the benefit: 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.	
How we will measure the benefit: - The number of Gauss software licences	
Projected changes in business processes and operations: - Adoption of processes and controls required to utilise software within partnership framework	
Inter-dependencies with other benefits: - Portal and Extranet (Secure Network) developments	
KPI's (now and for the future – include any baseline performance):	
Dependencies on risks and other projects: Secure Network	
Financial valuation of the benefit (where possible): 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). Assumptions: Partners participate.	£49,000
Totals:	£49,000
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: **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 description of the benefit: 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.	
How we will measure the benefit: Hard cost savings, together with intangible improvements to customer services	
Projected changes in business processes and operations: Major change management overhead.	
Inter-dependencies with other benefits: - N/A	
KPI's (now and for the future – include any baseline performance):	
Dependencies on risks and other projects: All shared services projects are fundamentally dependent upon anticipated vs. actual take up and partnership buy-in.	
Financial valuation of the benefit (where possible): Not known Assumptions:	
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 description of the benefit: 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 consider 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	
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: National CCTV project and ANPR project	
KPI's (now and for the future – include any baseline performance): Reduction in Crime Increase in number of successful prosecutions Improved traffic management	
Dependencies on risks and other projects: That authorities fully implement a CCTV system independently, prior to any major shared investment.	
Financial valuation of the benefit (where possible): A detailed exercise will be needed to determine costs Assumptions:	£0
Totals:	£0
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-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 description of the benefit: 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	
How we will measure the benefit: Number of address changes received through the new process Number of letters returned due to addressee having moved	
Projected changes in business processes and operations: 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	
Inter-dependencies with other benefits: Portal development/CRM	
KPI's (now and for the future – include any baseline performance): Number of transactions received through the new process Number of letters returned due to addressee having moved	
Dependencies on risks and other projects: Portal development being available Take-up of service by citizens	
Financial valuation of the benefit (where possible): £18,000 set up per partner if procured individually. £70,000 if procured once for portal, available for all partners. (Approx. saving per authority) Assumptions: More than 4partners participating	£5,000
Totals:	£5,000
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: **Information Sharing**	
A description of the benefit: 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	
How we will measure the benefit: Customer satisfaction surveys Inter Authority surveys	
Projected changes in business processes and operations: Staff training Contact Centre CRM initiatives	
Inter-dependencies with other benefits: Call Centres CRM Web Portal Shared Telephony Authentication	
KPI's (now and for the future – include any baseline performance):	
Dependencies on risks and other projects: Partner Adoption of the Essex Trust Charter Authentication	
Financial valuation of the benefit (where possible): Assumptions: N/a	£0 £0
Totals:	£0
When the benefit is expected to occur and over what period of time will realisation take place: Intangible benefits are likely to accrue immediately.	

EOLP Benefits Profile for: **National e-government Projects Assessment**	
A description of the benefit: 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	
How we will measure the benefit: At this stage we can only estimate the amount of staff time reductions. However, this should be measurable.	
Projected changes in business processes and operations:	
Inter-dependencies with other benefits:	
KPI's (now and for the future – include any baseline performance): The measured increase in national e-government project adoption (IEG returns)	
Dependencies on risks and other projects:	
Financial valuation of the benefit (where possible): - 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 Assumptions: That members of the partnership were intending to review these national projects on a fairly frequent basis.	£4,500
Totals:	£4,500
When the benefit is expected to occur and over what period of time will realisation take place: Short to Medium Term benefits. This will not happen overnight.	

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

A description of the benefit:

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.

How we will measure the benefit:

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.

Projected changes in business processes and operations:

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.

Inter-dependencies with other benefits:

KPI’s (now and for the future – include any baseline performance):

Dependencies on risks and other projects:

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.

Financial valuation of the benefit (where possible):

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 description of the benefit: 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	
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): 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*** Assumptions: N/a	£0 £0
Totals:	£0
When the benefit is expected to occur and over what period of time will realisation take place: 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			

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 Management 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
CRM Strategy (02/03 overrun)	£17,000		£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
						£382,00			£20,00	
Totals: (budget = £785,000)	£749,000		£713,000	£54,000	£56,000	0	£120,000	£40,000	0	£36,000
unallocated:(budget – planned)	£41,000								Total spend:	£708,000
carry forward anomoly	£36,000									
Total contingency:	**£77,000**									

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)

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