

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2004 (IEG4)

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

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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 committed 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.

Section 1 - Priority Outcomes (self-assessment)

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

Outcome & 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				

	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: Epping Forest District Council - 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 Essexnet for secure communications. The Council is currently considering an online solution from MVM the supplier of its Environmental Services System 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 implementing 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

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	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	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	Owner: Epping Forest District Council - Category: Building on existing projects. The Council is implementing its e-purchasing and e-procurement solutions 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	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	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				

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).	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-payments 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 linked to G8, R10, R23 and R27
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	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. 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	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.				

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 smarcard 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.

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 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. 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. This 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.				

<p>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.</p>	<p>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).</p>				
<p>R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.</p>	<p>Green 01/01/2002</p>	<p>Green 01/01/2002</p>	<p>Green 01/01/2002</p>	<p>Green 01/01/2002</p>	<p>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.</p>
<p>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.</p>	<p>Green 01/10/2002</p>	<p>Green 01/10/2002</p>	<p>Green 01/10/2002</p>	<p>Green 01/10/2002</p>	<p>Owner: ECC</p>
<p>G16 Systems to support joined-up working on children at risk across multiple agencies.</p>	<p>Amber 01/12/2004</p>	<p>Amber 01/12/2004</p>	<p>Amber 01/12/2004</p>	<p>Amber 01/12/2004</p>	<p>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.</p>
<p>G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.</p>	<p>Red 01/01/2004</p>	<p>Amber 31/03/2005</p>	<p>Amber 31/03/2005</p>	<p>Amber 31/03/2005</p>	<p>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.</p>
<p>E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).</p>	<p>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</p>				

	council website. EOLP partners are investigating the best way to deep link to each others information				
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.
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).

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.				

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 implementation 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.				

Section 2 - Change Management (self-assessment)

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

Change Management Area 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//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-Government 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.






Establishment of policy for addressing social inclusion within corporate e-government strategy.	Red 01/12/2004	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/eTrustguidegovt.alk.rtf).	Green 01/07/2004	Green 01/07/2004	Green 01/07/2004	Green 01/07/2004	Essex Trust Charter has been formally 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

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 Essexnet 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.

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

		Actual			Forecast	
BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	2001/2	2002/3	2003/4	2004/5	2005/6
						
Providing information: Total types of interaction e-enabled e-enabled	94%	0 0	0 0	0 0	340 100.00	340 100.00
Collecting revenue: Total types of interaction e-enabled e-enabled	87%	0 0	0 0	0 0	3 100.00	3 100.00
Providing benefits & grants: Total types of interaction e-enabled e-enabled	78%	0 0	0 0	0 0	0 0	4 100.00
Consultation: Total types of interaction e-enabled 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 e-enabled	76%	0 0	0 0	0 0	0 0	8 100.00
Applications for services: Total types of interaction e-enabled 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

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

Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in 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
		03/04	04/05	05/06	06/07	
E-enablement + Main E-Access Channel Take-Up						
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>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>						
• Number of e-enabled payment transactions accepted by telephone	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>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i>						
• Number of e-enabled payment transactions accepted via personal contact	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 <i>(e.g. BACS, text messaging)</i>						

• 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	

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):

Programme Resources	Actual (£'000s)	Forecast (£'000s)				Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
• 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 contribute 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	

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.

Efficiency Gains	Actual	Forecast (£'000s)				Comment
		01/02 to 03/04	04/05	05/06	06/07	
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	

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