



Sedgefield
BOROUGH



OFFICE OF THE
DEPUTY PRIME MINISTER



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 (IEG5)

"Meeting the targets for e-government"

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Local Context

This is the Council's fifth Implementing e-Government (IEG) Statement to the Office of the Deputy Prime Minister (ODPM). It outlines the Council's approach to e-Government and progress to date associated with the necessary business transformation activity that is needed to enable the Council and the Community that it serves to realise the benefits of local e-Government.

PEOPLE FIRST

Sedgefield Borough Council's approach to e-Government is foremost about people and how they can better communicate, work and access our services. Integral to the modernisation of the Council's Customer Services function, e-Government is playing a key role in enabling us to deliver service improvements and efficiency gains across the entire organisation as well as providing a basis for joined-up working with intermediaries such as Citizens Advice and other Local Strategic Partners.

The Council is continuing to take proactive steps in ensuring that people are at the heart of its modernisation agenda. Change Management is an essential prerequisite for e-Government to deliver real customer and organisational benefits. It is being addressed through the 'Facilitating Change' module of the Council's 'Improvement through People' Human Resources Strategy. In meeting the challenges, the Council has deployed the services of specialist Change Management experts to address the specific changes needed in the way the council thinks, how we organise ourselves and how we best respond to the people that we serve. We are now well on the journey of refocusing our work to deliver seamless services to our citizens in ways that they want and need as well as when they want them.

In driving forward the change agenda, the Council has set up a Modernisation Taskforce that consists of Heads of Service and Section Heads. The terms of reference of the Modernisation Taskforce is as follows:

- To develop and implement a Corporate Customer Services Programme that places customer needs first.

- To ensure compliancy with BVPI 157 for every service department which provides customer facing services.
- To implement the ODPM's Priority Service Outcomes in a way that provides an operational added-value focus to BVPI 157.
- To work in partnership to maximise procurement and shared resource opportunities.
- To utilise National Project Products to avoid duplication of effort and re-inventing the wheel.
- To develop Corporate Customer Services Protocols that provide quality assurance to our customers.
- To be accountable by reporting progress back to The Council's Senior Management Team, Cabinet and Scrutiny Committee 1 on a regular basis.

Our Customer Contact Model has been developed to address the local needs of our communities especially the less advantaged that do not possess the means to access the internet and/or are not IT literate. Our approach is built around the development of our Customer Contact Centre and through exploiting technological solutions such as Video Conferencing to enable service outreach into local communities. More information is contained in the Councils Customer Services Modernisation Programme:

<http://www.sedgefield.gov.uk/ccm/content/resources/service-improvement/e-government-strategy/customer-services-modernisation-programme.en>

DELIVERING OUR COMMUNITY STRATEGY

The Community Strategy of Sedgefield's Local Strategic Partnership (LSP) is central in influencing the implementation of local e-Government. The Community Strategy sets a framework through which opportunities can be maximised and challenges faced together to make Sedgefield a more prosperous, attractive and a healthy place in which people will want to live, work, visit and invest. The four key ambitions of the Community Strategy and the desired community outcomes are outlined below:

Corporate Ambitions and Community Outcomes:

A Healthy Borough

- Safeguarding public health
- Promoting independent living
- Creating leisure opportunities
- Promoting cultural activities

A Prosperous Borough

- Promoting employment opportunities
- Maximising learning opportunities

An Attractive Borough

- Ensuring a cleaner, greener environment
- Improving towns, villages and the countryside
- Reducing waste and managing natural resources

A Borough with Strong Communities

- Securing quality affordable housing
- Promoting safer neighbourhoods
- Tackling disadvantage and promoting social inclusion
- Engaging local communities

Given the significance of the Priority Service Outcomes in realising our local community ambitions, the Council has locked e-Government into its corporate planning process. The Council's Corporate Plan provides a central framework which shapes and informs the annual service improvement plans of every Council Department.

This action will help the Council to mainstream e-Government, devolving the focus away from IT onto people and service improvement.

INVESTING IN PARTNERSHIP

Sedgefield Borough Council is committed to working in partnership. It is through working together that we aim to make full use of new media and technology to simplify the complexities of life, and make sure that everyone in Durham can share the benefits. To help achieve this aim the County Durham e-Government Partnership (CDeGP) has formed. This partnership brings together the county and district authorities to co-operate on e-Government developments. Working together will bring economies of scale in building the necessary infrastructure and will enable partners to pool scarce skill sets. Proof of concept of the later has recently been delivered through the partnership's implementation of a common Customer Relationship Management (CRM) solution. CRM is an enabling technology that will assist our multi-skilled Customer Service Agents to resolve the majority of customer enquiries at the first point of contact.

The CRM is currently being rolled out across every service area within every Council. This will enable Customer Service Agents in a customer contact

environment to monitor and track the progress of service delivery in the back office (service department) on behalf of customers, therefore leading to improved customer satisfaction levels. Sedgefield Borough Council is the Executive of the CRM Service Delivery Initiative on behalf of the partnership. A CRM Project Manager and four Business Analysts have recently been employed through the Partnership Programme Office to address the business process re-engineering needs associated with implementing the 672 services as identified through the Local Government Service List (LGSL). Through re-defining processes so that they are built around satisfying the needs of our customers will not only improve customer satisfaction levels but will also deliver huge efficiency savings through the ability to capture customer information once and to use it many times.

Through the joint purchase of the CRM, the partnership has saved a total of £2.75 million compared to the cost of individually procuring solutions. Furthermore the joint CRM will deliver improved customer focus, economies of scale and shared risk across partners. Cross-tier services can be delivered more efficiently and the prospect of partners taking service requests on behalf of each other is more attainable by using the same solution.

The proposed implementation of the Partnership's Customer Contact strategy falls into four main phases:

- **Phase 1** - December 2005: Proof of concept of the countywide CRM implementation produces positive results that inform the next stage countywide rollout of the CRM across other service areas e.g. Benefits and Revenues, other Environmental Services. This will include the ability for each of the eight councils to access and share scanned images and electronic documents.
- **Phase 2** - December 2007: The expansion of services offered through a single phone number channelled via a federated Customer Contact model. Partnership arrangements and funding for a Countywide Call Centre will be investigated. Joint Service Centres/One stop shops will be created at local level that link into council customer services infrastructures.
- **Phase 3** - December 2010: Based on the business case, to complete the rollout of District and County services into a countywide Call Centre that is linked to a local one-stop shop network.
- **Phase 4** - 2010 and beyond: Continuous improvement of service provision.

STATUS POSITION

Since submitting our last IEG statement, the Council has continued to make steady progress demonstrating a commitment to putting the ODPM Priority Service Outcomes into place. This involves establishing a sustainable framework for the delivery of interactive, electronic services with a focus on:

- The provision of an accessible, informative and up to date web site, initially focusing on the provision of information, downloadable service request forms and on-line payment facilities.
- The development of the Council's web site and Durham Connects Self-Service Portal to allow the maximum access to Council services, and the expansion of on-line facilities to cover kiosks and digital TV.
- The development of Internet facilities for Council Members to allow for access to Council information and to allow members of the public enhanced access to their elected representatives.

In achieving our objectives, the Council has successfully piloted the LAWS National Project suite of products including: Generic structure (LGCL) and website content covering all ESD toolkit services (LGSL), Message brokering middleware (LGOL-Net), APLAWS+ Devolved Content Management System and an XML template kit

The APLAWS+ Content Management System will be a key technology enabler that will help ensure that the Council delivers its access strategy for electronic service delivery. The system will position the website as the main information resource to be used in face-to-face, call-centre and self service interaction and it will enable the Council to manage all web information under a single corporate framework.

Sedgefield's Case Study report is available on the LAWS National Project Site:

<http://www.localgovnp.org/webfiles/National%20Projects/LAWs/Sedgefield.doc>

On behalf of the County Durham e-Government Partnership, Sedgefield has also registered interest in becoming a regional pilot for Government Connects. Using the GC Mail and GC Exchange modules of Government Connect will enable secure data sharing between organisations. The proposed pilot will enable the District Councils' Benefits Services to qualify customers for free school meals (which traditionally is a County Council function) through the Council Tax and Housing Benefit entitlement process. This will remove the current requirement for customers to complete two different application forms.

Over the last year, Sedgefield has made steady progress in delivering the ODPM's 54 Priority Service Outcomes. Our position status is as follows:

**Number of 'Required' & 'Good' Priority Service Outcomes
currently complete**

Status as of 20/12/2004 11 (20%)

Status as of 01/07/2005 23 (43%)

Status as of 12/12/2005 30 (56%)

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

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>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.</p>	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	<p>Comment: The County Council has purchased an on-line admissions module has from Capita. The implementation is in two stages with the first stage being implemented in September 2005 for the 2006 academic year and the remaining schools, in stage two, the year after. Deep links to the County Council's website can be accessed from: http://www.sedgefield.gov.uk/ccm/navigation/education-and-learning/schools-and-colleges/</p>		
<p>R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.</p>	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
	<p>Comment: The County Council's website contains information for Looked After Children. This, along with other areas of the website, is constantly under review to ensure the appropriateness of the content. Deep links to the County Council's website can be accessed from: http://www.sedgefield.gov.uk/ccm/navigation/education-and-learning/schools-and-colleges/</p>		
<p>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</p>	Amber 01/05/2005	Amber 01/05/2005	Green 31/03/2006
	<p>Comment: Information about the LEA's admissions procedures is available on Durham County Council's website, along with advice to parents about schools for which an alternative body is the admissions authority. This information and service will also be made available through the Durham Connects Self-Service Portal when launched. Deep links to the County Council's website can be accessed from: http://www.sedgefield.gov.uk/ccm/navigation/education-and-learning/schools-and-colleges/</p>		
<p>If already 'green' on R1, R2 & G1 above please comment on</p> <p>E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment:</p>		
<p>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).</p>	Green 09/05/2005	Green 09/05/2005	Green 09/05/2005
	<p>Comment: The LGCL has been deployed throughout the Council via the implementation of the APLAWS+ Content Management System. Sedgefield was a pilot site for the LAWS National Project. Sedgefield's Case Study report is available on the LAWS National Project Site: http://www.localgovnp.org/webfiles/National%20Projects/LAWs/Sedgefield.doc</p>		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Green 29/09/2005	Green 29/09/2005	Green 29/09/2005
	Comment: Sedgefield is an early adopter of LGOL-Net and on behalf of the CDeGP has signed up to become a regional pilot site for Government Connects. GC mail will provide a secure e-mail link to enable the safe sharing of sensitive information between all partner agencies. Sedgefield has already tested GC Mail with Oldham MBC. This builds upon existing work with NERISS (North East Regional Information Sharing System) and the existing Information Sharing Protocol for Crime and Reduction Partnerships.		
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 10/12/2004	Amber 10/12/2004	Green 31/03/2006
	Comment: The Council already hosts, supports and links to a variety of community web pages. The Council is currently working with local Town and Parish Councils to deploy the APLAWS+ distributed Content Management System.		
If already 'green' on R3, R4 & G2 above please comment on E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. Otherwise you may leave this row blank.	Comment:		
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 10/12/2004	Green 10/12/2004	Green 10/12/2004
	Comment: The Council has achieved delivery of this PSO through the implementation of Modern.Gov software package.		
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Green 10/12/2004	Green 10/12/2004	Green 10/12/2004
	Comment: The Council has achieved delivery of this PSO through the implementation of Modern.Gov software package.		
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Green 30/05/2005	Green 30/05/2005	Green 30/05/2005
	Comment: We have implemented the latest version of Snap Survey Software which includes many new features to improve usability. Sample Surveys and results include: * Pop-up survey * Web survey * Mobile PDA survey * Paper survey * Results Online * Results Offline		
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Green 10/06/2005	Green 10/06/2005	Green 10/06/2005
	Comment: Sedgefield and other members of the County Durham e-Government Partnership have secured discounted rates through the joint procurement of Browsealoud web software. Browsealoud speech enables website content (text, alt tags and accessible flash) without the need for any specialist customer software to be installed. The solution enables Sedgefield's website to reach a wider audience including those with low functional literacy levels, an aging population, and those whose first language is not English.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R5, R6, G3 & G4 above please comment on</p> <p>E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.</p> <p>Otherwise you may leave this row blank.</p>	Comment: To be defined		
<p>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).</p>	Amber 01/04/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Aspects of R7 are being developed as part of the Countywide CRM initiative. Heads of Environmental Services from all CDeGP partner authorities have agreed to deliver the 49 Environment related pids from the LGSL via the Countywide CRM solution. As an interim solution until CRM is integrated into Back Office systems, Sedgefield is delivering this PSO through providing the facility for customers to securely register for a user name and password to then be able to access and track their service and information requests.		
<p>R8 Online receipt and processing of planning and building control applications.</p>	Green 30/09/2004	Green 30/09/2004	Green 30/09/2004
	Comment: Online receipts of Planning Applications went live on 30/9/04. * Building Control has been using Submit-a-Plan for the past 3 years.		
<p>G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.</p>	Green 01/12/2005	Green 01/12/2005	Green 01/12/2005
	Comment: The Authority has been working in partnership with Durham County Council and the Districts to develop a single GIS 'portal' through the Durham Connects Website. This will provide maps and property related information with links back to the individual districts. Refuse Collection data is being used as the first dataset. The Authority is also in the process of presenting an interactive Local Plan on our own website based on our Local Land and Property Gazetteer.		
<p>G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.</p>	Amber 30/09/2004	Amber 30/09/2004	Green 31/03/2006
	Comment: As for R4, GC Mail will be deployed across all partner sites to enable the sharing of sensitive data.		
<p>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.</p>	Amber 30/06/2004	Amber 30/06/2004	Green 31/03/2006
	Comment: Discussions between the Head of Environmental Services and the lead LLPG officer commenced in June to develop the Environmental Health Section's ITECS software system, CRM and LLPG integration together with E-Licensing capability, using either Parsol based or Civica e-forms. Progress delayed due to demands for input into the Mapping Service Agreement and other service areas priority for LLPG integration but are due to start shortly.		
<p>If already 'green' on R7, R8, G5, G6 & G7 above please comment on</p> <p>E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	Comment:		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green 05/12/2005	Green 05/12/2005	Green 05/12/2005
	Comment: The Council is currently implementing I&DeA Marketplace which has an anticipated go-live date of 05/12/05. This along with phase 2 of the Agresso Financial Management System will allow the Council to place purchase orders electronically.		
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 28/05/2005	Amber 28/05/2005	Amber 28/05/2005
	Comment: Once the schema for the SBA (single business account) is released from the National Project it will be deployed across the CRM. To support this activity, a new Business Analyst funded jointly through the CDeGP's CRM Service Delivery Project is to be allocated to help address requirements from a District and County Council perspective.		
G9 Regional co-operation on e-procurement between local councils.	Green 10/04/2003	Green 10/04/2003	Green 10/04/2003
	Comment: The Council became an associate member of NEPO in April 2003 allowing access to e-procurement projects undertaken by NEPO.		
If already 'green' on R9, G8 & G9 above please comment on	Comment: See R9 - Sedgfield is an early adopter of the IDeA Marketplace.		
E5 Access to virtual e-procurement 'marketplace';			
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;	Comment:		
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	Comment: Performance for 04/05 was 94%. All future targets are set at 100%.		
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green 30/06/2004	Green 30/06/2004	Green 30/06/2004
	Comment: The Council is currently using WorldPay as an interim solution to allow online payment for planning applications. The CDeGP has expressed interest to Bolton MBC in becoming an early adopter of Government Connects which will allow full internet payment facilities.		
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.	Green 10/08/2004	Green 10/08/2004	Green 10/08/2004
	Comment: Our 24/7 Automated Debit/Credit card "touch tone" telephone payment allows customers to pay Rent, Council Tax, Business Rates, Mortgages, Overpaid Housing Benefit and Accounts Receivable invoices automatically, 24 hours a day, seven days a week. There are built in safety mechanisms, which will only allow customers to make payments against their own rent/council tax account reference number or personalised invoice number.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green 20/05/2005	Green 20/05/2005	Green 20/05/2005
	Comment: In the first 8 months of operation to 31st March 2005, a total of 5,237 transactions were receipted through the 24/7 Automated Debit/Credit card "touch tone" telephone payment system. This has resulted in staff productivity savings in both the front and back office. Gross efficiencies achieved in 2004/05 amounted to £11,600. The Council's collection rates for Council Tax, Housing Rents and Business Rates for 2004/05 showed an improvement over 2003/04 levels.		
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Green 30/11/2005	Green 30/11/2005	Green 30/11/2005
	Comment: As an interim measure until Government Connects is available, the Council has developed an authentication model that enables our customers via a unique username and password to authenticate their identity so as to access their Council tax and other account information on-line.		
If already 'green' on R10, R11, G10 & G11 above please comment on	Comment:		
E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).			
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment: In a similar fashion to G12, Sedgfield Borough Council will work with North East Connects to address the business case for E9 on a regional basis. This activity will entail the aggregation of requirements to define economies of scale in deploying smart cards as a standard for stored payments, etc., across the region.		
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment:		
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 20/05/2005	Green 20/05/2005	Green 20/05/2005
	Comment: The Council has established deep links into Durham County's website - Library on-line service. http://www.sedgfield.gov.uk/ccm/navigation/leisure-and-culture/libraries/		
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Green 12/12/2005	Green 12/12/2005	Green 12/12/2005
	Comment: Torex has been selected as a supplier and full TLMS functionality is planned to go live wc 12/12/05. This will include on line booking.		
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.	Amber 10/07/2005	Amber 10/07/2005	Amber 10/07/2005
	Comment: Supported by North East Connects & NERSC as part of the R13 & G12 process, the Council is about to implement dual card reader technology at the access points of the Council's Leisure Centres. The Dual card readers will have the ability to read magstripe and smartcards. A 1000 smartcards will be rolled out on a pilot basis across our Leisure Centres to inform the regional approach to smartcard deployment across a broader range of services.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R12, R13 & G12 above please comment on</p> <p>E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	Comment:		
<p>R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.</p>	Green 12/02/2004	Green 12/02/2004	Green 12/02/2004
	<p>Comment: The Transport section of Sedgefield's website provides an essential guide to key travel information, including links to all of the main public transport operators and travel related websites. The public can access timetable information, routes, travel news and journey planners. http://www.sedgefield.gov.uk/ccm/navigation/transport-and-streets/</p>		
<p>R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.</p>	Green 09/05/2005	Green 09/05/2005	Green 09/05/2005
	<p>Comment: The Council has established deep links into Durham County's website - http://www.sedgefield.gov.uk/ccm/navigation/transport-and-streets/ Durham County Council aim to add value to this PSO by exploiting the solutions that come out of the Regional e-Government Partnership project - e-Democratic Suite as a part of NE Connects.</p>		
<p>G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.</p>	Amber 30/03/2005	Amber 30/03/2005	Green 30/03/2006
	<p>Comment: The County Council's timescales are as follow: 1) Add information to website about on-street parking and enforcement - Sept 2005 2) Add online form to appeal against a penalty charge notice - Dec 2005 3) Integrate requests into CRM to track March 2006</p>		
<p>G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.</p>	Green 29/11/2004	Green 29/11/2004	Green 29/11/2004
	<p>Comment: Deep links to the County Council can be found at: http://www.sedgefield.gov.uk/ccm/navigation/transport-and-streets/</p>		
<p>If already 'green' on R14, R15, G13 & G14 above please comment on</p> <p>E12 Agreed baseline and targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: This process will be informed once we have fully implemented the CRM and can establish baseline data to set targets. Our involvement in the NeSDS(National e-Service Delivery Standards) project will also inform this Priority Service Outcome.</p>		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Amber 12/09/2004	Green 31/12/2005	Green 31/12/2005
	Comment: The CDeGP Benefits and Revenues e-Government User Group are going to adopt the DWP national product. In phase 1 all partners have/are implementing benefits calculator. In phase 2 all partners will implement the full online benefits package which integrates with Corporate CRM. The CDeGP have appointed a project manager to drive this and other initiatives forward. DIP and Workflow was introduced to Benefits in April 2004. Since September 2004, Benefits Staff have been introduced into the Council's Customer Service Centre to enable skill and knowledge transfer among staff. The Council aims to enable Customer Service Agents to become multi-skilled so that they are able to resolve the majority of customer enquiries at first point of contact. See Online Claims project for more information: http://www.claimsproject.org/index.html .		
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Green 01/03/2004	Green 01/03/2004	Green 01/03/2004
	Comment: Benefits self-assessment calculator is available on line @ http://www.sedgefieldbencal.org/index.html . An accessible version (W3C compliant) of the self-assessment calculator is also provided. This PSO is being further developed to allow claimants to print out completed forms ready for signature.		
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Green 30/11/2005	Green 30/11/2005	Green 30/11/2005
	Comment: A bid for funding from the DWP was successful and the hardware/ software was purchased in April 2005. It is anticipated that mobile working will be operational by 30 November 2005.		
If already 'green' on R16, R17 & G15 above please comment on	Comment:		
E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.			
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. Otherwise you may leave these rows blank.	Comment: All Benefits entitlements will be available via the online Benefits Calculator after benefits provided by District authorities have been implemented. This includes pension credits, free school meals, etc.		
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 10/05/2005	Green 10/05/2005	Green 10/05/2005
	Comment: Durham County Council has a Social Care Direct Contact Centre in addition to comprehensive care information available on their website. Sedgefield currently deeplinks to the County Council's website: http://www.sedgefield.gov.uk/ccm/navigation/health-and-social-care/		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	Comment: Durham County Council's Social Care Direct is open outside of standard working hours. Whilst Sedgefield is not a social services provider, we have established with Sedgefield Primary Care Trusts and Durham County Council joint integrated teams for vulnerable adults. The Council has staff within the integrated teams who will have access to the Council, County Council and PCT's information systems covering all aspects of a clients care and support need. The partners have established a joint information sharing protocol to cover the issues of client confidentiality and data protection.		
G16 Systems to support joined-up working on children at risk across multiple agencies.	Amber 19/11/2005	Amber 19/11/2005	Green 31/03/2006
	Comment: Durham County Council's Integrated Children's System will be in place by December 2005. The County Council is awaiting guidance from DfES (Autumn 2005) on the hub of local databases required to deliver Information Sharing Indexes. Durham County Social Care & Health hold the Child Protection Register on behalf of multi-agencies and a pilot is planned to give electronic access to it for NHS staff.		
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber 12/03/2005	Amber 12/03/2005	Green 31/01/2006
	Comment: A Pathway team has been running in Sedgefield Borough council with Social Care, NHS, PCT and housing staff. Information sharing protocols have been agreed and some Social Care & Health staff use mobile technology.		
If already 'green' on R18, R19, G16 & G17 above please comment on E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57). Otherwise you may leave this row blank.	Comment:		
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 20/11/2004	Green 20/11/2004	Green 20/11/2004
	Comment: The Council is providing email and Internet access to Employees and Councillors where required.		
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber 01/02/2005	Green 31/12/2005	Green 31/12/2005
	Comment: A draft homeworking policy has been prepared for Council staff and needs to be discussed by Management Team and Cabinet. It is suggested the policy be piloted in a specific service area prior to formal adoption across the Council.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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 30/03/2004	Green 31/12/2005	Green 31/12/2005
	Comment: The Council's IT Section has provided facilities to enable staff to have remote access to web based applications. A VPN network to allow secure access to the council's ICT infrastructure has been implemented. Through our 'Connecting Councillors programme' we aim to equip members with full teleworking capabilities by the specified dates: By July 2004 – Cabinet By March 2005 – Chairs and Vice-Chairs of Overview & Scrutiny, Development Control Committee, Licensing Committee and Area Forums. By December 2005 – All other Elected Members.		
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: In-house delivery of ECDL has commenced – 32 staff on 26 week programme. Further programmes to follow. Draft ICT training programme in place for elected members ranging from basic ICT skills through to ECDL. To be rolled out to all members via the 'Connecting Councillors Programme'.		
If already 'green' on R20, R21, R22 & G18 above please comment on E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working. Otherwise you may leave this row blank.	Comment:		
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Amber 29/04/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Some services can be currently accessed out of hours via our Carelink Contact Centre and 24/7 through the web site: http://www.sedgefield.gov.uk/ccm/navigation/council--government-and-democracy/councils/customer-services/ We are also working with the Citizens Advice Bureau to outreach services to a wider audience. In the longer term the Countywide CRM and Durham Connects portal will be used as the main access channel across Durham.		
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 10/05/2005	Green 10/05/2005	Green 10/05/2005
	Comment: As a pilot site for the LAWS National Project, the Council has implemented: * Generic structure (LGCL) and website content covering all ESD toolkit services (LGSL) * Message brokering middleware (LGOL-Net) * APLAWS+ Content Management System * XML template kit Sedgefield's Modernisation taskforce (made up of Service Heads and Section Heads) is committed to developing content based on LAWS categories through the APLAWS+ distributed authoring system. The taskforce is also keen to deliver web-based transactional services that can be used by Customer Service Agents on behalf of Customers or by Customers who prefer self-service via the web. Sedgefield's Case Study report is available on the LAWS National Project Site: http://www.localgovnp.org/webfiles/National%20Projects/LAWS/Sedgefield.doc		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Amber 20/09/2005	Amber 20/09/2005	Green 31/03/2006
	Comment: All CDeGP partners are carrying out a gap analysis to assess their ability to meet the requirements of FOI and data protection. A joint bid from all partners will be re-submitted to the North East Centre for Excellence to create a common Information Management strategy.		
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Green 10/05/2005	Green 10/05/2005	Green 10/05/2005
	Comment: The APLAWs+ CMS has in-built compliancy to level AA of WAI standards. The graphical design of the Council's new website will also comply to accessibility standards.		
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Amber 10/01/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Our procurement policy requires that all new systems must be e-gif compliant (those interfacing to external customers are accessible through a browser).		
If already 'green' on R23, R24, G19, G20 & G21 above please comment on E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. Otherwise you may leave this row blank.	Comment:		
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Amber 28/06/2005	Green 31/12/2005	Green 31/12/2005
	Comment: This function is being facilitated by using eVisit Analyst: http://www.evisitanalyst.com/ The performance statistics for our website are available at: http://www.sedgefield.gov.uk/stats/stats/		
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.	Amber 28/06/2005	Green 31/12/2005	Green 31/12/2005
	Comment: Sedgefield already generates standard performance data using Webalizer technology. The use of eVisit Analyst will provide more precise data on specific service take-up levels.		
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 10/06/2004	Amber 10/06/2004	Green 31/03/2006
	Comment: This outcome will be addressed collectively by the Council's Modernisation Taskforce. The process will be informed by CRM and e-Visit reports.		
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 10/05/2005	Green 10/05/2005	Green 10/05/2005
	Comment: The Council has produced a Corporate Web Standards Guide to assist delivery of this Outcome. Sedgefield's Case Study report is available on the LAWS National Project Site: http://www.localgovnp.org/webfiles/National%20Projects/LAWS/Sedgefield.doc		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R25, R26, G22 & G23 above please comment on</p> <p>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.</p> <p>Otherwise you may leave this row blank.</p>	Comment:		
<p>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.</p>	Amber 10/06/2004	Amber 10/06/2004	Amber 10/06/2004
	Comment: The CDeGP partnership is currently building CRM programme & project management capacity with a view to implementing all services through the CRM inside a sustainable framework. A CRM service delivery project manager has been appointed to address the business process reengineering associated with implementing the 672 services within the LGSL through the CRM on a wide and thin basis.		
<p>R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.</p>	Amber 29/07/2004	Amber 29/07/2004	Amber 29/07/2004
<p>R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.</p>	Amber 29/07/2004	Green 31/12/2005	Green 31/12/2005
	Comment: General email enquiries received through the website are received by Corporate Customer Services and acknowledged within one working day. Although we have published our Customer Charter on-line, we have yet to publish a documented performance standards policy.		
<p>G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.</p>	Amber 10/07/2004	Amber 10/07/2004	Green 31/03/2006
	Comment: Workflow is embedded within the Countywide CRM and will be exploited across the majority of customer facing services as part of the CDeGP action plan. Requirements for Benefits and Revenues and Environmental Services will be scoped via BPR workshops once the business cases are accepted. The completion date is based on the minimum requirements set out in the Practitioners Guidance Notes.		
<p>G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.</p>	Amber 20/04/2005	Amber 20/04/2005	Green 31/03/2006
	Comment: Corporate Customer Services will be the principal contact point to support the single notification of a change of address whether that be via face-to-face, telephone, post or web. The Countywide CRM will be used to handle these requests in the longer term. The NE toolkit local community which is chaired by Sedgefield Borough Council is currently looking at the LGSL to determine those services which may be effected by a change of address.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R27, R28, R29, G24 & G25 above please comment on</p> <p>E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology.</p> <p>Otherwise you may leave this row blank.</p>			<p>Comment: E19 will serve to measure the delivery of Sedgefield's Customer Services Programme vision - To resolve 80% of all customer enquiries at the first point of contact. Improvement targets will be put in place once core enabling corporate technologies are implemented and sufficient change management and training practices have been deployed. We will be in a position to establish baseline data from the CRM to inform future improvement targets.</p>

Section 2 - Change Management (self-assessment)

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

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio/206757): 			
i) Member & officer e-champions	Green 04/07/2002	Green 04/07/2002	Green 04/07/2002
	<p>Comment:The Council's member e-champion is the Cabinet Member for Performance Management, also Chair of the County Durham e-Government Partnership Joint Committee. The officer e-champion is the Director of Resources. Both will continue to play a significant role in ensuring that the council's customer focused e-delivery is maintained and developed through partnership working.</p>		
ii) e-government programme manager	Green 29/07/2004	Green 29/07/2004	Green 29/07/2004
	<p>Comment:The Council has in place a Corporate e-Government Manager to oversee the successful delivery of the Council's e-Government programme. This post is located within the Service Improvements Unit which has been established to facilitate continuous improvement across the council. A CDeGP Programme Manager has also been appointed by the CDeGP Programme Board.</p>		
iii) customer services management	Green 02/12/2004	Green 02/12/2004	Green 02/12/2004
	<p>Comment:The Council has appointed a Corporate Customer Services Manager. Working alongside the Corporate e-Government Manager, this post will play a central role in continually improving the functions of the Council's Customer Service Centre.</p>		
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1) 	Amber 07/01/2005	Amber 07/01/2005	Green 31/03/2006
	<p>Comment:As part of the IDEA's support to Local Authorities, it is funding a mobilisation project to support Authorities in change management and to transfer knowledge and skills. An approach appropriate to the needs of Sedgefield can be customised from the components described below and other activities as required. Components of the approach include the following: · Conducting a review of the current ability and capacity of people within the organisation to engage with change (includes a consistency assessment); · Strengthening people's change leadership management skills (using the AEM approach); · Strategic Team Development and Alignment (using the AEM approach); · Strengthening the sense of purpose to improve the level of service and value for money for all customer groups (using the participative change approach) · Transferring knowledge and competence The above approach has been integrated into the change management module of the Council's Corporate Workforce Development Plan.</p>		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 03/06/2004	Green 03/06/2004	Green 03/06/2004
	<p>Comment:Sedgefield has established a Modernisation Taskforce, which is the equivalent of the ODPM'S recommended e-Delivery Board. The Modernisation Taskforce consists of Heads of Service and other key members of staff to ensure that progress is made across the authority in all service areas. The remit of the Taskforce is as follows: To develop a Corporate Customer Services rollout programme. To ensure compliance to BVPI 157 for each service area To implement the Priority Services Outcomes To utilise National Projects products to avoid duplication of effort and avoid re-inventing the wheel To develop process change business cases, project and change management processes for successful business and organisational change implementation. To develop and implement a set of corporate customer services protocols.</p>		
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Amber 10/04/2003	Amber 10/04/2003	Green 31/03/2006
	<p>Comment:The County Durham e-Government Partnership is committed to delivering all partnership projects using PRINCE2 methodology. The Council has a number of staff trained up at PRINCE2 Foundation and Practitioner levels. To ensure a transfer of skills and knowledge, a PRINCE2 Lite manual will be produced by 2 interim project managers for use by heads of service and other key staff. In addition, an on-going training needs programme will be informed by the Competency Development Process outlined above.</p>		
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green 19/05/2005	Green 19/05/2005	Green 19/05/2005
	<p>Comment:A Corporate Risk Register has been set-up which incorporates the risks associated with the roll out of local e-Government. A process to manage these risks has also been implemented. The County Durham e-Government Partnership has also committed to using the STORM (Strategic and Operational Risk Management) methodology for each of its projects.</p>		
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 30/06/2003	Green 30/06/2003	Green 30/06/2003
	<p>Comment:The countywide consultation with Durham residents (June 03), delivered as part of the County Durham e-Government Partnership's Access to Services programme has shaped the Council's e-Government Strategy. E-Consultation techniques will also be used to inform continual improvement in service delivery.</p>		
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Green 10/09/2004	Green 10/09/2004	Green 10/09/2004
	<p>Comment:Combating Social Exclusion is addressed in the Council's model for Customer Contact as outlined in the Councils Customer Services Modernisation Programme: http://www.sedgefield.gov.uk/ccm/content/resources/service-improvement/e-government-strategy/customer-services-modernisation-programme.en</p>		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialexclusion.gov.uk/page.asp?id=583) 	Green 10/09/2004	Green 10/09/2004	Green 10/09/2004
<p>Comment:The Council's model for Customer Contact is addressing local needs especially those of the most disadvantaged communities that do not have internet access and/or are not IT literate. Our approach is outlined in the Councils Customer Services Modernisation Programme: http://www.sedgefield.gov.uk/ccm/content/resources/service-improvement/e-government-strategy/customer-services-modernisation-programme.en</p>			
<ul style="list-style-type: none"> Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures 	Amber 01/12/2004	Amber 01/12/2004	Amber 01/12/2004
<p>Comment:A joint bid from all partners in the CDeGP has been submitted to the North East Centre for Excellence to create a Countywide information Governance Strategy. Supported by an e-Government Project Manager, the Corporate Information Governance Group will be responsible for implementing this Strategy.</p>			
<ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer 	Amber 01/12/2004	Green 31/12/2005	Green 31/12/2005
<p>Comment:As part of the Council's Customer Services Modernisation Programme, the Corporate e-Government Manager and Customer Services Manager will work as part of the County Durham e-Government Partnership to develop a public services trust charter based on national guidance.</p>			
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Green 31/07/2004	Green 31/07/2004	Green 31/07/2004
<p>Comment:The CDeGP are using the broadband services of Durhamnet for the shared CRM.</p>			
<ul style="list-style-type: none"> Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal) 	Amber 31/05/2004	Amber 31/05/2004	Amber 31/05/2004
<p>Comment:Part of the Council's strategy is to establish a series of one-stop-shops that link into the Council's Contact Centre infrastructure. These outlets will include our Town and Parish Councils and Citizens Advice Bureaux with the aim of bringing services closer to our customers. The Council is actively engaging with these intermediaries. For example the Council and Sedgefield & District Citizens Advice Service (CAB) are currently joining up their approaches to outreach the Benefits Service to socially deprived areas and to remote rural locations.</p>			
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Amber 01/04/2005	Amber 01/04/2005	Amber 01/04/2005
<p>Comment:The Council will address this standard as part of an holistic approach to Information Governance.</p>			
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Amber 04/03/2005	Amber 04/03/2005	Green 31/03/2006
<p>Comment:This is currently being addressed through the Council's Modernisation taskforce and CDeGP Programme Board.</p>			






Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgs.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Green 31/10/2005	Green 31/10/2005	Green 31/10/2005
	Comment: Working as part of the NE Toolkit Local Community, the Council assigned authentication levels to those PIDS associated with the Benefits Service to assist the development of the GC Register Module of Government Connects.		
<ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Amber 01/04/2005	Amber 01/04/2005	Amber 01/04/2005
	Comment: The Council is committed to the Government Connects initiative to enable trusted joint working initiatives.		
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Amber 01/04/2005	Green 31/12/2005	Green 31/12/2005
	Comment: The Council will comply with guidance issued via the tScheme.		
<ul style="list-style-type: none"> Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp) iv) citizen & business authentication for services for services categorised at security levels 0-3 v) registration & authentication of employees for internal and cross-agency services vi) corporate approach to collection of e-payments 			
	Amber 30/08/2005	Amber 30/08/2005	Amber 30/08/2005
	Comment: On behalf of the County Durham e-Government Partnership, Sedgfield has registered interest in becoming a regional pilot for Government Connects.		
	Amber 30/08/2005	Amber 30/08/2005	Amber 30/08/2005
	Comment: On behalf of the County Durham e-Government Partnership, Sedgfield has registered interest in becoming a regional pilot for Government Connects.		
	Amber 30/08/2005	Amber 30/08/2005	Amber 30/08/2005
	Comment: On behalf of the County Durham e-Government Partnership, Sedgfield has registered interest in becoming a regional pilot for Government Connects.		
	Amber 30/08/2005	Amber 30/08/2005	Amber 30/08/2005
	Comment: On behalf of the County Durham e-Government Partnership, Sedgfield has registered interest in becoming a regional pilot for Government Connects.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
vii) cross agency secure transactions (Government to Government)	Amber 30/08/2005	Amber 30/08/2005	Amber 30/08/2005
Comment: On behalf of the County Durham e-Government Partnership, Sedgefield has registered interest in becoming a regional pilot for Government Connects.			
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Amber 30/08/2005	Amber 30/08/2005	Amber 30/08/2005
Comment: On behalf of the County Durham e-Government Partnership, Sedgefield has registered interest in becoming a regional pilot for Government Connects.			
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Amber 30/08/2005	Amber 30/08/2005	Amber 30/08/2005
Comment: On behalf of the County Durham e-Government Partnership, Sedgefield has registered interest in becoming a regional pilot for Government Connects.			
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 10/03/2005	Red 10/03/2005	Amber 10/02/2006
Comment: On behalf of the County Durham e-Government Partnership, Sedgefield has registered interest in becoming a regional pilot for Government Connects.			
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber 30/08/2005	Amber 30/08/2005	Amber 30/08/2005
Comment: On behalf of the County Durham e-Government Partnership, Sedgefield has registered interest in becoming a regional pilot for Government Connects.			
• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Green 10/06/2005	Green 10/06/2005	Green 10/06/2005
Comment: Sedgefield has already implemented LGOL-Net to enable this process.			
• Enable Directgov (see www.direct.gov.uk) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see http://www.localegov.gov.uk/localdirectgov/ieg5)	Green 20/05/2005	Green 20/05/2005	Green 20/05/2005
Comment: The Council is a committed user of the ESD-Toolkit and has included all URLs to service PIDS within its local tree to enable Directgov to extract this information.			
• Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green 31/07/2004	Green 31/07/2004	Green 31/07/2004
Comment: There is a link to Directgov on the Councils homepage www.sedgefield.gov.uk .			
• Introduction of Digital Interactive TV services (see http://www.digitv.org.uk)	Red 31/07/2005	Red 31/07/2005	Amber 31/03/2006
Comment: This is currently being addressed through the CDeGP 'Access to Services' Project			
• Establishment of dedicated telephone contact centre(s) services	Green 31/07/2004	Green 31/07/2004	Green 31/07/2004
Comment: The Council has implemented a 20+ seat contact centre. More information at: http://www.sedgefield.gov.uk/ccm/content/resources/service-improvement/e-government-strategy/customer-services-modernisation-programme.en			

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm) 	Amber 01/09/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Guidance and protocols have been introduced to enable the Council to respond to the requirements of the Act. As part of the CDeGP CRM rollout programme, a common FOI service request form will be developed and implemented.		
<ul style="list-style-type: none"> Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) 	Green 01/12/2005	Green 01/12/2005	Green 01/12/2005
	Comment: Exported our first update to the National Hub on 2/12/04. Will continue with weekly updates. This will progress SBC to a Level 3 Gazetteer.		
<ul style="list-style-type: none"> Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems 	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	Comment: A process has been defined and implemented across the CDeGP as a result of collaboration between district LLPG Custodians and the CRM Team.		
<ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Red 11/12/2004	Amber 31/12/2005	Amber 31/12/2005
	Comment: The number of e-transactions have not warranted further development.		
<ul style="list-style-type: none"> Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) 	Amber 01/06/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Deep links will be established into the County Council's website		

Section 3 - BVPI 157

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

BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	Actual				Forecast
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: ● Total types of interaction e-enabled ● % e-enabled	99 %	● 180 ● 49.45 %	● 234 ● 64.36 %	● 328 ● 90.33 %	● 350 ● 96.41 %	● 363 ● 100.00 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 26 ● 81.25 %	● 31 ● 96.88 %	● 31 ● 96.88 %	● 31 ● 96.88 %	● 32 ● 100.00 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 7 ● 36.84 %	● 15 ● 78.95 %	● 15 ● 78.95 %	● 16 ● 84.21 %	● 19 ● 100.00 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 19 ● 19.19 %	● 27 ● 27.27 %	● 68 ● 68.69 %	● 76 ● 76.77 %	● 99 ● 100.00 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	94 %	● 26 ● 35.14 %	● 41 ● 55.41 %	● 63 ● 85.14 %	● 65 ● 87.84 %	● 74 ● 100.00 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 104 ● 41.27 %	● 148 ● 58.73 %	● 192 ● 76.19 %	● 229 ● 90.87 %	● 252 ● 100.00 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	93 %	● 6 ● 37.50 %	● 7 ● 43.75 %	● 10 ● 62.50 %	● 14 ● 87.50 %	● 16 ● 100.00 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	95 %	● 43 ● 81.13 %	● 45 ● 84.91 %	● 46 ● 86.79 %	● 50 ● 94.34 %	● 53 ● 100.00 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 64 ● 46.72 %	● 70 ● 51.09 %	● 105 ● 76.64 %	● 118 ● 86.13 %	● 137 ● 100.00 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	95 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 2 ● 50.00 %	● 3 ● 75.00 %	● 4 ● 100.00 %
Total: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 475 ● 45.23 %	● 618 ● 58.87 %	● 860 ● 81.97 %	● 952 ● 90.74 %	● 1049 ● 100.00 %

Section 4 - Access Channel Take-Up

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

E-enablement & Main E-Access Channel Take-Up	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	613,000	643,152	707,467	778,213	856,035
• Unique users, i.e. separate individuals visiting website (annual)	63,223	76,188	83,806	92,187	101,406
• Number of e-enabled payment transactions accepted via website	1	2	2,046	2,244	2,475
• Number of change of address notifications accepted via website	0	2	309	296	286
• Number of planning applications accepted via website (including through the Planning Portal)	0	11	156	180	200
	<p>Comment: * During 04/05 we have implemented a new CMS for our website. During the implementation of this CMS our website had to be hosted by an outside company. This means that figures for Nov 04, Dec 04, Feb 05 and Mar 05 can't be provided. To provide a realistic figure for the year an average of the statistics held were taken and added to the total. Avg Unique Users per Month = 6273 Avg Page Impressions per Month = 57,190. It is predicted that the number of unique users and page impressions will increase by about 10% over the next few years. * E-Payments on-line went live in September 2004. The Council needs to market the availability of this service. For 05/06, we are anticipating that 33% of our Telephone customers will use our on-line payments facility as an alternative option. * All Change of Address requests received from customers will go through Customer Services in the next financial year. Integration of this e-form is within the scope of the Countywide CRM Work Programme 2005/2006. We have no actual base figures to inform future estimates. The calculation is based on 2001 census data whereby 2224 changes of ownership were recorded in Sedgefield. Applying the same take-up estimates for payments we assume that a similar figure can be applied for change of address notification. Calculations informed by National Statistics do not distinguish between Rented Accommodation, Second Properties and Owners living in the Dwelling. With 35.2% of Dwellings in Sedgefield being rented (Council / Private) this figure isn't 100% accurate. This calculation also doesn't try to predict housing market trends and uses the same base figure for each year. * The current number of applications through the planning portal is 11. This figure is expected to improve once the facilities available on-line are marketed. The council are developing a marketing strategy for the planning portal and are planning to hold workshops for agents and discuss the marketing plans with the planning portal. Once the marketing strategy has begun it is predicted that 10% of the council's applications will be made through the planning portal.</p>				
Telephone					

	Actual		Forecast		
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
<i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>					
● Number of e-enabled payment transactions accepted by telephone	6,900	8,315	9,900	10,900	12,000
● Number of change of address notifications accepted via telephone	0	1,353	935	898	865
	Comment: Introduced automated telephone payments in August 2004 and have been encouraging residents and customers to use this method of payment. Increase in take up assumed in later years. Currently we do not hold figures for changing address notifications but in the future these figures will be available through the CRM system. Refer to Local Service Web Sites for forecast calculation.				
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	4,000	7,139	7,852	8,638	9,502
● Number of change of address notifications accepted via personal contact	0	870	980	1,030	1,073
	Comment: Although we are encouraging greater use of electronic methods of interaction with the community, it is recognised that the Council needs to provide face to face contact where appropriate as reflected in its Customer Services Strategy. Currently we do not hold figures for changing address notifications but in the future these figures will be available through the CRM system. Refer to Local Service Web Sites for forecast calculation.				
Other Electronic Media <i>(e.g. BACS, text messaging)</i>					
● Number of e-enabled payment transactions accepted via BACS	184,000	188,380	200,600	213,600	227,500
● Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	0	0	0
● Number of change of address notifications accepted via other electronic media	0	0	0	0	0
	Comment: The Council provides the necessary information required on correspondences and invoices sent out to facilitate transactions via this method.				
Non Electronic <i>(e.g. cash office, post)</i>					
● Number of payments accepted by cheque or other non-electronic form	247,000	235,000	246,500	244,000	242,000
● Number of change of address notifications accepted via non-electronic form	0	0	0	0	0
	Comment: It is acknowledged that an element of the customer base still prefers to use this method at this point in time				

Section 5 - Local e-Government Implementation Expenditure

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements in the table below and brief commentary on the use of IEG money. For 2005/6 onwards, please include best estimates of revenue and capital expenditure even though the council may not yet have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

Programme Resource	Backward Look (£)		Forward Look (£)		
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment: % going to fund the CDeGP CRM rollout.				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	34,584	50,000	0	0
	Comment: ISU Funds for Change Management and Project Management Support.				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	81,250	6,000	6,000	0	0
	Comment: For years 01/02-03/04 funding obtained via LGOL for Partnership round one - 1/8 share of the CRM funding. For years 04/05 - 05/06 - £300K from North East Connects, our Regional e-Government Partnership. This equates to £12K per authority for the Regional e-Democratic Suite (Lead Authority -Sunderland MBC)				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
• resources being applied from internal revenue and capital budgets to implement e-government	966,000	724,000	1,100,000	1,400,000	1,400,000
	Comment: * Service Heads are using the ICT and e-Government Capital Programme 2005-2006 process to bid for Capital and Revenue to enable them to deliver the Priority Service Outcomes. * Matched funding from Benefits Budget equating to £80K				
• other resources (e.g. training) (please specify)	0	34,500	14,500	0	0
	Comment: * £20K Matched Funding from LAWS National Project to be a Phase 2 Implementation Site. * £29K from DWP for Benefits Training Officer to provide training to Benefits and Customer Services Staff				
• ODPM e-Innovations Fund capital grant	0	0	50,000	50,000	50,000
	Comment:				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	184,000	30,000	0	0	0
	Comment: * £26K UK On-line Programme and the New Opportunities Fund supported Cyber Café developments * £145K from DWP for DIP & Workflow in Benefits and Revenues * £13K from DWP for on-line Benefits				

	Backward Look (£)		Forward Look (£)		
Programme Resource	01/02 to 03/04	04/05	05/06	06/07	07/08
	Calculator * £10K for Benefits Portal from DWP that will integrate into Corporate CRM * 20K Regional Centre For Excellence Bid for Countywide Information Strategy				
TOTAL	1,631,250	1,179,084	1,370,500	1,450,000	1,450,000

Section 6 - Local e-Government Programme Efficiency Gains

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

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	2,287	0	20,718	0	41,436	0	59,154	0
	<p>Comment: This calculation is based on the jobsgopublic IEG4 Savings Calculator. In the first 6 months of 2004/2005 financial year the Council issued 2100 application forms by post and an additional 212 (9%) were completed electronically. This half of the year is not considered typical, due to the restructure and the resulting increase in recruitment activity. Therefore a full year total of 3000 application forms has been assumed. This estimate is based on issuing 3000 application forms per year and uses the assumptions and estimates suggested by jobsgopublic. The forecast cost savings are based on an estimated reduction of hard copy packs sent of 10% 2004/5, 25% 2005/6, 50% 2006/7 and 75% 2007/8. Again these forecasts are based on jobsgopublic suggested estimates and may be optimistic. The most significant savings are achieved by advertising on-line and would be dependent on a corporate decision to cease using press adverts.</p>							
• e-payments	6,624	0	10,000	0	10,000	0	10,000	0
	<p>Comment: The Council introduced an automated telephone payments system in August 2004 which is generating savings in both the front and back office functions associated with collection, administration and reconciliation of income received.</p>							
• corporate services efficiencies not covered above	361,500	361,500	37,000	30,000	37,000	30,000	37,000	30,000
	<p>Comment: * £344000 average saving per council for the CDeGP joint procurement of a CRM solution. All of which is cashable. * £17500 reduced annual licence fee in respect of the new Financial Management System (FMS), which was procured in partnership with eight neighbouring authorities in the North East, all of which is cashable, * £37000 annual savings of which £30000 is cashable, is expected through: -Working closely with the County Durham e-Government Partnership to develop e-government initiatives and deliver its strategic objectives. - Build and maintain an ICT infrastructure that meets current and future needs through the ICT Revenue and Capital Programme - Deliver the Council's back office functions and corporate services more efficiently by adopting best practice and reviewing procedures and processes to improve performance</p>							
e-Procurement, of which:								

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
• Service specific	0	0	100,000	100,000	200,000	200,000	300,000	300,000
	<p>Comment: Building on the Council's procurement strategy by -improving procurement processes, technologies and skills - Work towards national procurement guidelines and national procurement strategy - Work collaboratively with partners to identify and utilise best practice and innovative procurement practices The Council is expected to achieve 2.5% savings through efficiency gains based on the Councils current net revenue budget of £12.3M. This equates to a saving of £300K pa. The Council's medium term financial plan anticipates that this will be fully met by the end of 2007/2008 in cash terms. Inevitably it will take time to reach these savings and the figures show realistic forecasts over the term of the plan.</p>							
• Cross-cutting e-procurement efficiencies not covered above	0	0	0	0	0	0	0	0
	<p>Comment: Covered in above estimated figures</p>							
Productive time, of which:								
• Service specific	0	0	60,000	0	72,000	0	86,400	0
	<p>Comment: A £60,000 efficiency gain with a year on year 20% increase will be delivered through: - Developing and implementing pay and workforce strategies. Specifically addressing the e-Government Service Improvement Agenda through the 'Facilitating Change' Module of the Council's Improvement through People Strategy with the objective of improving the Council's change capacity. - Maximise usage of technology to increase productivity of staff including the use of mobile technologies - Work as part of the County Durham e-Government Partnership to address improvements on productive time through the Service Delivery Initiative which is about the business process re-engineering associated with improving the management and the delivery of services defined in the Local Government Services List (LGSL).</p>							
• Cross-cutting productive time efficiencies not covered above	0	0	30,000	0	30,000	0	30,000	0
	<p>Comment: Efficiency gains delivered through the implementation of Corporate CRM, Enterprise Workflow and Business Process Re-engineering that also addresses a back office (Service Departments)and front office (Customer Services) split are yet to be defined. The Council anticipates that the implementation of CRM and other Contact Centre technologies will assist the Council to increase customer satisfaction and deliver huge efficiencies, enabling the Council to handle 80 percent of transactions at first point of contact through 20% of staff and for 20% of the normal cost. £30,000 projected efficiency gains from Benefits and Revenues front office and back office split whereby the benefits claims process will significantly speed up. This figure does not assume any year on year efficiency gain increases given that the Council will be administrating other non-local authority benefits eg Pensions Credits on behalf of National Agencies.</p>							
Transactions	6,000	0	16,600	0	18,260	0	20,086	0
	<p>Comment: Projected saving mainly associated with self-service: *£6,000 pa from on-line Benefits self-assessment calculator with assumed 10% year on year growth. * £10,000 pa annual efficiency gain resulting from the implementation of on-line booking for the Council's leisure facilities with assumed 10% year on year growth.</p>							

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Miscellaneous efficiencies not covered above	0	0	14,095	0	12,000	14,000	12,000	0
	Comment: * £2,095, Joint Procurement of Browealoud software for the CDeGP to satisfy PSO G4. To have individually procured would have cost us £ 5,985 each for 3 years. Collective powers meant that the CDeGP purchased the software for £3,890. A saving of £2,095 per authority. * £17,000 Annual Efficiencies expected from Environmental Services through: - Increased joint working at strategic and operational level to increase efficiency and realise economies of scale - Invest in new equipment and technology to maximise effectiveness and productivity of service - Continually review and revise street cleansing, refuse collection and waste management strategies exploiting the use of new technologies to enhance service delivery. * £14,000 cashable saving based on receiving a 40% discount from Government Connects for delivering the GC Modules as part of a 8 Council Partnership sharing a common infrastructure.							
TOTAL EFFICIENCY GAINS - GROSS	376,411	361,500	288,413	130,000	420,696	244,000	554,640	330,000
LESS e-government implementation expenditure	1,179,084		1,370,500		1,450,000		1,450,000	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	-802,673		-1,082,087		-1,029,304		-895,360	