



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG6)

"Meeting the targets for e-government"

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Local Context

The Government has created a vision for the future of public services and the means by which they ensure the delivery of local services. At a local level the Council continues to respond positively to that vision and rise to the challenge of continuing to provide economic, efficient and effective local government into the 21st century.

The Council recognises that as advocates for the local community, residents look to the Borough Council to lead by example and give direction in matters that will improve their lives and general well being. Effective communication and interaction continue to be vital ingredients of open, responsive and accountable local government.

The Council has worked hard to address these issues through the implementation of the local e-Government programme and is delighted that it has substantially achieved its IEG targets, either as a result of applying IEG funds to particular initiatives, or through the Council's normal ICT development activities. Much success has been achieved through Essex Councils working collaboratively on some "shared" projects through the Essex On-Line Group, and Brentwood has been a major contributor to that work.

The IEG improvements and investment have provided the necessary platform for future developments, thus underpinning strategies to transform the way that the Council does its business. A series of focussed multi-disciplinary teams which have been established within the Council to steer the delivery of the e-government and e-commerce agenda locally and these relate to the following key themes:

- Customer Services
- DIP/Workflow
- Payments and Procurement
- Technical/Geographical Information
- CRM

These groups ensure a clear corporate focus on the achievement of the transformation agenda, and also play a significant part in the pursuit of business efficiencies, thus contributing to the Council's targets under the Gershon efficiency agenda.

Whilst the IEG targets have been substantially achieved, the work of these Groups will continue as the Council seeks to build on the achievements to date into the future for the benefit of current and future customers.

Section 1 - Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005. See <http://www.odpm.gov.uk/index.asp?id=1002882&PressNoticeID=1546> and <http://www.idea.gov.uk/knowledge>.

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Amber 01/07/2005	Amber 01/07/2005
	Comment: Brentwood Borough Council has made all the relevant links to the ECC website. Update: Essex County Council will be testing the new online schools admission at the beginning of April with a go live date of May. Currently there are downloadable application packs on the Essex County Councils website. Partners will deep link to the new online admissions portal.	
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 01/08/2005	Green 01/08/2005
	Comment: Brentwood Borough Council has made the relevant links to the ECC website. ECC has made this information available on the ECC website. http://www.essexcc.gov.uk/vip8/ecc/ECCWebsite/dis/gui.jsp?channelOid=14181&guideOid=39991	
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
	Comment: An e-enabled contact centre for schools is in place; this will be integrated with the ECC web site and the planned online schools admissions portal.	
If already 'green' on R1, R2 & G1 above please comment on E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.	Comment: ECC is measuring the take up of online school admissions from Feb 2006 as well as the educational attainment for 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).	Green 30/10/2005	Green 30/10/2005
	Comment: Brentwood Borough Council has adopted the Encore A-Z tool. Launch of the generic Essex version on the EOLP Portal took place in July 2005. http://search2.openobjects.com/kbroker/essex/brentwood/a2z/search.a2z?action=browseEntries&provider=4&letter=a	
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 31/12/2005	Green 31/12/2005
	Comment: Essex County Council as the lead authority is planning to implement the Integrated Children System, for which it has gained Beacon Status, with its partners across the County. As part of this will use the Essex Extranet and secure e-mail for the exchange and sharing of information. However we are waiting for clarification on the ISA from the DfES before fully committing to any final technical solution.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Green 21/08/2005	Green 21/08/2005
	Comment: Essex County Council is leading on the Encore Community Publish Solution and is hosting this for the EOLP partners. The promotion of job vacancies is through www.careersinessex.co.uk . Support for community groups is available through www.essexinfo.net . Brentwood Council also hosts a central database of local organisations, allowing them to promote their events on the Council website.	
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: EOLP is aiming to baseline the customer satisfaction response on "quality and accessibility of information on local organisations, clubs and groups", setting 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.	Green 01/04/2002	Green 01/04/2002
	Comment: Currently available through Brentwood Online Portal www.brentwood.gov.uk . Webcasting is also operational.	
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 31/03/2005	Green 31/03/2005
	Comment: Part of Brentwood Online Member's IT project through Brentwood Online Content Management System	
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 31/12/2005	Green 31/12/2005
	Comment: ECC are leading on work that will be completed on a dedicated e-consultation web site to be used in partnership with other Essex Local Authorities and voluntary organisations. Brentwood Council delivered this through website by using online polls, forums, mailing lists and e-forms.	
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Green 31/12/2004	Green 31/12/2004
	Comment: Webcasting available via the Brentwood Borough Council website using a partner. As well as broadcasting live events such as Council meetings - archived material is also be available. This will be augmented by informational and promotional content on the Portal. Brentwood Council in addition now have Read Speaker available from our website.	
If already 'green' on R5, R6, G3 & G4 above please comment on E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. Otherwise you may leave this row blank.	Comment: This is to be addressed as part of the developing work on the transformation agenda.	
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Green 31/12/2005	Green 31/12/2005
	Comment: Brentwood Online e-forms projects.	
R8 Online receipt and processing of planning and building control applications.	Green 31/12/2005	Green 31/12/2005
	Comment: Brentwood Borough Council operates the Planning Portal and Submit a Plan systems.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber 01/04/2005	Green 31/03/2006
	Comment: Brentwood Borough Council GIS working group is developing NLPG and implementation of corporate GIS Solution. GIS will be exploited by the Brentwood Online Portal.	
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Red 01/01/2004	Green 31/03/2006
	Comment: ECC Trading Standards are involved with the Regional and National projects for sharing information, as well as sharing information with their colleagues in the districts. EOLP Partners are linking to the ECC website. http://www.essexcc.gov.uk/vip8/ecc/ECCWebsite/dis/gui.jsp?channelOid=16786&guideOid=18266	
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 01/02/2005	Green 31/03/2006
	Comment: Brentwood has developed an Intranet based liquor licensing system to complement its existing computer based licensing systems. Continual improvement. EOLP is using the Essexintranet for secure messaging.	
If already 'green' on R7, R8, G5, G6 & G7 above please comment on E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment: EOLP partners will set their individual baseline and targets. EOLP partners will share their experiences.	
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber 01/04/2005	Amber 01/04/2005
	Comment: Continued incremental implementation of current 'internal' paperless invoice workflow system and extension to suppliers/third parties. Extension of existing in-house written computer system to allow electronic orders to be placed by secure email with suitably enabled suppliers. Integration into Essex Procurement Agency. We subscribe to GCAT and SCAT for procurement and have used this for procuring two major contracts.	
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 01/04/2005	Amber 01/04/2005
	Comment: Members of EOLP are taking part in an Essex County Council led pilot between Essex County and 2 Districts, surrounding joint working between Trading Standards, Environmental Health and Economic Development, which will also assess issues related to a Single Business Account. This pilot will also consider the use of Government Connect to assist in the solution in relation to authentication.	
G9 Regional co-operation on e-procurement between local councils.	Green 01/06/2005	Green 01/06/2005
	Comment: EOLP is actively taking part in regional activities. The Council is also a keen and enthusiastic subscriber member of the Procurement Agency Essex, which integrates with the regional centre of excellence.	
If already 'green' on R9, G8 & G9 above please comment on E5 Access to virtual e-procurement 'marketplace';	Comment:	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
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:	
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 01/02/2003	Green 01/02/2003
	Comment: General e-payments via Public website, Housing Rent and Council Tax enquiries / payments via secure, authenticated Citizen account are available through the residents portal (https://citizen.brentwood.gov.uk) . EOLP has a Government connect project board in place and is actively pursuing e-payments and e-authentication via the Government gateway.	
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 17/11/2005	Green 17/11/2005
	Comment: The automated telephone payments service is available, augmenting services enumerated at R10. Registration with the Citizen Portal currently allows tenants to view rent payment details and Council Tax balances, via secure protocol. In line with the direction the Essex Chief Executives Association has set, EOLP is actively constructing a business case for Government Connect, focussed on better services to the Essex citizen and in support of transformational government targets including Gershon Efficiency savings. EOLP partners have all signed up for Government Connect and are working with a commercial sponsor to gain pilot status as an early adopter. The automated telephone payments service is available (0845 1210201), augmenting services enumerated at R10.	
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber 01/07/2005	Green 31/03/2006
	Comment: EOLP is investigating the implementation of a holistic business model, data is being accumulated and fed into AES. As a result of the increase in the number of electronic payments, the number of visitors to main cashiers office has reduced. Therefore, the Council has reduced their opening times of the Cashiers, electronic payment kiosks are available when the Cashier office is not open.	
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/06/2005	Amber 01/06/2005
	Comment: Customer consultation exercise has been carried out and the results are being considered.	
If already 'green' on R10, R11, G10 & G11 above please comment on	Comment:	
E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	Comment:	
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment:	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>E10 Agreed baseline and targets for reductions in unit costs of payment transactions.</p> <p>Otherwise you may leave these rows blank.</p>	Comment:	
<p>R12 Online renewal and reservations of library books and catalogue search facilities.</p>	Green 01/08/2004	Green 01/08/2004
	Comment: Brentwood Borough Council is providing a link to the County's ELAN system which delivers this priority outcome. www.brentwood-council.gov.uk/index.php?id=30&lid=217&cid=204	
<p>R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.</p>	Green 16/11/2005	Green 16/11/2005
	Comment: Booking systems are integrated with the Council's back office systems – where possible Interim email bookings achievable and e-forms are currently in place. Brentwood Council is using Teleforms e-form solution. Leisure Centre is contracted out and arrangements are being made to implement e-booking of its facilities.	
<p>G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.</p>	Amber 01/06/2005	Green 31/03/2006
	Comment: Brentwood Borough Council's upgraded infrastructure allows links to all access channels either locally or via the Essex Extranet. ECC has an integrated ICT system in Libraries to assist in the delivery of the service through mixed access channels. The ECC is piloting Smart Cards within an Extended School that also has library services as well as payment facilities on the card to assess the benefits and impact of the system. With the increased use of RFID in ECC libraries an e-payment Smart Card is planned to assist in realising the full benefits of self service.	
<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: ECC is measuring the on line take up of libraries, EOLP partners are measuring the on line take up through their deep link. EOLP is aiming to measure the customer satisfaction around the on line facilities as well as the cost savings balanced against alternative methods.	
<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 01/12/2005	Green 01/12/2005
	Comment: Brentwood Borough Council is linking to ECC micro site. http://www.essexcc.gov.uk/microsites/travel/public.htm and can also link to the national solution www.transportdirect.info and this is supported by our own site - http://www.brentwood-council.gov.uk/index.php?id=56&cid=875&lid=832&lid=887	
<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 20/12/2005	Green 20/12/2005
	Comment: Facilitated on Brentwood Online using e-forms, forums and a Content Management System. ECC are leading on work that will be completed on a dedicated e-consultation web site to be used in partnership with other Essex Local Authorities and voluntary organisations by May 2006. Online surveys are available on Brentwood Council Website.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
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.	Amber 01/07/2005	Green 20/02/2006
	Comment: forms and their future integration with Website/Portal and CRM system, plus interactive basic e-form. www.brentwood-council.gov.uk/pdf/pdf_866.pdf The www.essexonline.gov.uk portal is deep linking to partners' on line services.	
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 01/06/2004	Green 01/06/2004
	Comment: Brentwood Borough Council is linking to ECC micro site. http://www.essexcc.gov.uk/microsites/travel/public.htm	
If already 'green' on R14, R15, G13 & G14 above please comment on E12 Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment: 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.	Green 31/03/2005	Green 31/03/2005
	Comment: Current DWP funded BPR project, leading to Enterprise workflow implementation and DMS replacement. Use of National Projects where appropriate The www.essexonline.gov.uk portal is deep linking to partners' on line services. Telephone system has been enhanced via Direct Dial.	
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 14/07/2005	Green 14/07/2005
	Comment: Incremental expansion of secure Citizen Portal. Links to ww.dwp.gov.uk , The www.essexonline.gov.uk portal is deep linking to partners' on line services. Benefit calculator is available on Brentwood Council website.	
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 31/12/2005	Green 31/03/2006
	Comment: Successful trials in Housing Rent department using 3G mobile technology to connect to Council network. This trial is now being considered to allow Housing Benefit staff and Council Tax staff to access backoffice systems within the Citizens homes, using remote working technology.	
If already 'green' on R16, R17 & G15 above please comment on E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	Comment: EOLP partners 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.	
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: 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 Essexnet for secure messaging. The www.essexonline.gov.uk portal is deep linking to partners' on line services.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 01/06/2004	Green 01/06/2004
	<p>Comment: Brentwood Borough Council EOLP is linking 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>Vulnerable Adults http://www.essexcc.gov.uk/vip8/ecc/ECCWebsite/dis/gui.jsp?channelOid=15176&guideOid=20056&oid=20056 Children http://www.essexcc.gov.uk/vip8/ecc/ECCWebsite/dis/gui.jsp?channelOid=14181&guideOid=14859&oid=14859 Services for Children and Young People http://www.essexcc.gov.uk/vip8/ecc/ECCWebsite/display/channels/children_young_people_channel_686074_HealthAndCaring/index.jsp Services for people over 18 years of age General Information http://www.essexcc.gov.uk/vip8/ecc/ECCWebsite/display/channels/getting_a_community_care_service_channel_575961_HealthAndCaring/index.jsp</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.	Green 01/02/2002	Green 01/02/2002
	<p>Comment: Brentwood Borough Council is linking to ECC. This requirement will only apply to councils delivering care services to the community. This outcome is not applicable to Brentwood.</p>	
G16 Systems to support joined-up working on children at risk across multiple agencies.	Amber 01/12/2004	Amber 01/12/2004
	<p>Comment: This will be met by the use of the Essex Extranet and the NHSnet code of connection to exchange secure information. However we are waiting for clarification on the ISA from the DfES before fully committing to any final technical solution. Essex has recently obtained Beacon Status, with its partners, for its Integrated Childrens Services</p>	
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red 31/03/2006	Amber 31/03/2006
	<p>Comment: All local authorities have signed up to the Protection of Vulnerable Adult Scheme and we are working with our health partners on joint assessments as part of the NHS Connecting for Health programme that includes mobile working pilots. However this target is dependant on the timelines of the DfES integrated Children's System and the DOH SAP projects.</p>	
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.	<p>Comment: 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 157. Customer satisfaction information will be published on the council website. The www.essexonline.gov.uk portal is deep linking to partners' on line services.</p>	
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 01/06/2004	Green 01/06/2004
	<p>Comment: Completed</p>	
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green 31/12/2005	Green 31/12/2005
	<p>Comment: Remote working policy has been approved and is issued to all applicable staff. See R22 for information about remote working technology.</p>	

Outcome And Transformation Area Description	Status at 31/12/2005	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.	Green 31/12/2005	Green 31/12/2005
	Comment: Remote working IT project in operation, along with Officer's Portal. Using the AEP Netilla Security Platform and terminal services to back office systems.	
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").	Amber 01/04/2005	Green 31/03/2006
	Comment: ICT training policy using ECDL being implemented throughout the Council.	
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: Targets are under consideration	
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).	Green 31/12/2005	Green 31/12/2005
	Comment: Facilitated through Brentwood Online. ATP in place. Use of e-forms. Publication of Emergency Telephone numbers. The www.essexonline.gov.uk portal is deep linking to partners' on line services.	
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 01/06/2004	Green 01/06/2004
	Comment: Achieved. Content management system has been implemented throughout the council	
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 31/12/2005	Green 31/03/2006
	Comment: Workflow system implemented within the Council Tax / Housing Benefit department. This meets the ISO standards, expansion of system being investigated throughout the Council.	
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Red 31/03/2005	Green 31/03/2006
	Comment: www.brentwood-council.gov.uk and https://citizen.brentwood.gov.uk both meet the W3C AA accessibility standard.	
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Red 31/03/2005	Green 31/03/2006
	Comment: Implementation of e-Gif compliance procurement and development policies. EOLP partners are sharing experiences in how to achieve this. IPSV metadata has been integrated within the CMS using the Open objects IPSV recommender.	
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: 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.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Green 24/08/2005	Green 24/08/2005
	Comment: Dynamic statistics to be published on Brentwood Borough Council public Website. Creation & publication of Brentwood Borough Council/Citizen SLA. Implemented by Site Improve.	
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 31/12/2005	Green 31/12/2005
	Comment: Publication on Web site and in IEG statements. Discussion with suppliers underway. EOLP partners are sharing experiences in how to achieve this. Previously using Webalizer, we are now using Web Trends for better analysis.	
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 01/04/2005	Amber 01/04/2005
	Comment: Measurements of Customer interactions for Web, Email and Telephone will be collected from 01/04/06. This will be expanded and fully integrated as a CRM solution is implemented.	
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Amber 01/04/2005	Green 31/03/2006
	Comment: Evolution of website and CMS. FHIOS has been commissioned to compile a usability report. The recommendations by FHIOS have been implemented within www.brentwood.gov.uk .	
If already 'green' on R25, R26, G22 & G23 above please comment on E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings. Otherwise you may leave this row blank.	Comment:	
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 01/12/2004	Red 01/12/2004
	Comment: CRM Roll out. IEG3 funded. Use CRM National Project outputs. Interface with EOLP CRM Integration project. Use of other NP outputs to ensure timely and Cost-effective delivery. Consultants have produced a "way forward" report for CRM. EOLP partners are sharing experiences in how to achieve this. The www.essexonline.gov.uk portal is deep linking to partners' on line services.	
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Green 31/12/2005	Green 31/12/2005
	Comment: An interim protocol is now being developed. EOLP partners are sharing experiences in how to achieve this. Implementing phase 1 through email tracking system, Using basic HTML and Teleforms e-forms solution for implementation of interactive web form technology.	
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Green 31/12/2005	Green 31/12/2005
	Comment: Email protocol until IEG3 CRM Roll out. An interim protocol is now being developed. EOLP partners are sharing experiences in how to achieve this. Implementing phase 1 through email tracking system. Documented standards and performance to follow.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<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>	<p>Amber 01/04/2005</p>	<p>Amber 01/04/2005</p>
<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>	<p>Green 01/07/2005</p>	<p>Green 01/07/2005</p>
<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:</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	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757): 		
i) Member & officer e-champions	Green 01/04/2002	Green 01/04/2002
	Comment: Leader & Borough Secretary together with IT staff	
ii) e-government programme manager	Green 01/04/2002	Green 01/04/2002
	Comment: Management Board	
iii) customer services management	Green 01/04/2002	Green 01/04/2002
	Comment: Management Board	
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1) 	Green 31/08/2005	Green 31/08/2005
	Comment: ECDL and other supplementary ICT training	
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 01/04/2002	Green 01/04/2002
	Comment: Management Board	
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Amber 01/09/2005	Green 31/03/2006
	Comment: Coporate Prince Training Programme will be followed by MSP (Managing Successful Programmes)	
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green 01/08/2004	Green 01/08/2004
	Comment: Council has a Risk Management Strategy	
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 01/04/2002	Green 01/04/2002
	Comment: Developments of the e-government strategy are being informed by customer research	
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Green 01/04/2002	Green 01/04/2002
	Comment: Completed	
<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) 	Amber 31/12/2005	Green 31/03/2006
	Comment: The Council's action on its Diversity Strategy will relate to ICT as appropriate.	






Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<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 	Green 31/10/2004	Green 31/10/2004
	Comment: Borough Solicitor	
<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 	Red 01/04/2005	Green 31/03/2006
	Comment: The council will meet the requirements through the Essex OnLine partnership	
<ul style="list-style-type: none"> • Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Green 01/06/2005	Green 01/06/2005
	Comment: The Council has achieved a very successful partnership with BT to ensure the widespread availability of Broadband services across the Borough and will participate in the Essex Broadband Partnership as appropriate.	
<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) 	Red 01/04/2005	Green 31/03/2006
	Comment: Broadband has enabled a more robust programme to be developed	
<ul style="list-style-type: none"> • Compliance with BS 7799 on information security management 	Amber 30/09/2005	Amber 30/09/2005
	Comment: Report and presentation by consultant to Management Board, gap analysis undertaken. Project plan being developed.	
<ul style="list-style-type: none"> • Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Amber 31/12/2005	Amber 31/12/2005
	Comment: CRM Benefits realisation project	
<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) 	Red 31/12/2005	Amber 31/03/2006
	Comment: EOLP Authentication project and use of ESD-Toolkit.	
<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) 	Red 31/12/2005	Green 31/03/2006
	Comment: The council will comply with Government guideline in the appropriate areas of its' online services.	
<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/) 	Red 31/12/2005	Green 31/03/2006
	Comment: We will follow the scheme selected and operated by the Essex Online Partnership. The EOLP already operates the Essex Trust Charter.	
<ul style="list-style-type: none"> • Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: 		

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account	Red 31/12/2005	Amber 31/03/2006
	Comment: EOLP is working with the recently released ROI model and Business Case Template to develop the EOLP Business Case for consideration by the Essex Chief Executives.	
ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect	Red 31/12/2005	Amber 31/03/2006
	Comment: see comment above i)	
iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp)	Red 31/12/2005	Amber 31/03/2006
	Comment: see comment above i)	
iv) citizen & business authentication for services for services categorised at security levels 0-3	Red 31/12/2005	Amber 31/03/2006
	Comment: see comment above i)	
v) registration & authentication of employees for internal and cross-agency services	Red 31/12/2005	Amber 31/03/2006
	Comment: see comment above i)	
vi) corporate approach to collection of e-payments	Green 01/02/2003	Green 01/02/2003
	Comment: Local solution in place. Will follow developments in EOLP GC project	
vii) cross agency secure transactions (Government to Government)	Red 31/12/2005	Amber 31/03/2006
	Comment: Use Essex Extranet for secure email and shared applications. See above comment for GC.	
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Red 31/12/2005	Amber 31/03/2006
	Comment: see comment above i)	
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 31/12/2005	Amber 31/03/2006
	Comment: see comment above i)	
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 31/12/2005	Amber 31/03/2006
	Comment: see comment above i)	
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 31/12/2005	Amber 31/03/2006
	Comment: see comment above i)	
• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Red 31/12/2005	Amber 31/03/2006
	Comment: see comment above i)	
• 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.localgov.gov.uk/localdirectgov/ieg5)	Amber 20/12/2005	Green 31/03/2006
	Comment: Project implemented	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s) 	Green 01/04/2004	Green 01/04/2004
	Comment: Achieved	
<ul style="list-style-type: none"> Introduction of Digital Interactive TV services (see http://www.digitv.org.uk) 	Red 31/03/2005	Red 31/03/2005
	Comment: Situation being monitored.	
<ul style="list-style-type: none"> Establishment of dedicated telephone contact centre(s) services 	Red 31/03/2005	Red 31/03/2005
	Comment: Established through a virtual call centre through our new VIOP telephone system.	
<ul style="list-style-type: none"> Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm) 	Green 01/01/2005	Green 01/01/2005
	Comment: Arrangements to ensure FoI compliance are in place.	
<ul style="list-style-type: none"> Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) 	Green 31/12/2005	Green 31/12/2005
	Comment: Being addressed through Geographical Information Working Group.	
<ul style="list-style-type: none"> Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems 	Red 31/03/2005	Red 31/03/2005
	Comment: Being addressed through Geographical Information Working Group.	
<ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Amber 01/05/2005	Amber 01/05/2005
	Comment: Being addressed through Geographical Information Working Group. We are currently at level 2 and are working with NLIS to move to Level 3.	
<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) 	Red 01/09/2005	Green 31/03/2006
	Comment: Essex County Council project - will be accessed through Essex Online portal when available.	

Section 3 - BVPI 157

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

BVPI 157 Interaction Type	Forecast average IEG5 % e-enabled position at 31 December 2005	Actual				
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: ● Total types of interaction e-enabled ● % e-enabled	99 %	● 98 ● 65.77 %	● 101 ● 67.79 %	● 122 ● 81.88 %	● 125 ● 83.89 %	● 134 ● 89.93 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 10 ● 62.50 %	● 11 ● 68.75 %	● 13 ● 81.25 %	● 14 ● 87.50 %	● 15 ● 93.75 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	92 %	● 2 ● 20.00 %	● 3 ● 30.00 %	● 4 ● 40.00 %	● 5 ● 50.00 %	● 5 ● 50.00 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 7 ● 38.89 %	● 7 ● 38.89 %	● 8 ● 44.44 %	● 11 ● 61.11 %	● 14 ● 77.78 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	90 %	● 2 ● 22.22 %	● 3 ● 33.33 %	● 4 ● 44.44 %	● 6 ● 66.67 %	● 6 ● 66.67 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 20 ● 37.04 %	● 22 ● 40.74 %	● 25 ● 46.30 %	● 27 ● 50.00 %	● 30 ● 55.56 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	88 %	● 3 ● 33.33 %	● 4 ● 44.44 %	● 5 ● 55.56 %	● 5 ● 55.56 %	● 6 ● 66.67 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	91 %	● 11 ● 44.00 %	● 12 ● 48.00 %	● 15 ● 60.00 %	● 17 ● 68.00 %	● 22 ● 88.00 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 2 ● 33.33 %	● 2 ● 33.33 %	● 2 ● 33.33 %	● 3 ● 50.00 %	● 4 ● 66.67 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	86 %	● 1 ● 50.00 %	● 1 ● 50.00 %	● 1 ● 50.00 %	● 1 ● 50.00 %	● 1 ● 50.00 %
Total: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 156 ● 52.35 %	● 166 ● 55.70 %	● 199 ● 66.78 %	● 214 ● 71.81 %	● 237 ● 79.53 %

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)	440,000	880,000	880,000	1,100,000	1,200,000
• Unique users, i.e. separate individuals visiting website (annual)	90,000	100,000	140,000	160,000	180,000
• Number of e-enabled payment transactions accepted via website	5,000	6,000	7,171	8,000	9,000
• Number of change of address notifications accepted via website	40	70	175	300	400
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	3	30	100
	Comment: We have moved from Webalizer to Web trends as a data collection tool, which has given us a more accurate data.				
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	100	150	7,360	8,000	9,000
• Number of change of address notifications accepted via telephone	4,000	4,000	3,775	3,500	3,000
	Comment:				
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	30	30	430	500	600
• Number of change of address notifications accepted via personal contact	720	720	500	450	450
	Comment:				
Other Electronic Media <i>(e.g. BACS, text messaging)</i>					

E-enablement & Main E-Access Channel Take-Up	Actual			Forecast	
	03/04	04/05	05/06	06/07	07/08
• Number of e-enabled payment transactions accepted via BACS	291,000	295,000	266,364	300,000	300,000
• Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	21,857	20,000	20,000
• Number of change of address notifications accepted via other electronic media	100	140	1,200	1,100	1,000
	Comment: Addition of Allpay Swipe card for Housing Rents.				
Non Electronic (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	98,000	74,000	81,675	74,000	70,000
• Number of change of address notifications accepted via non-electronic form	2,400	2,300	2,350	2,000	1,800
	Comment:				

Section 5 - Local e-Government Implementation Expenditure

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

Programme Resource	Backward Look (£)			Forward Look (£)	
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment:				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	Comment:				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	0	0	0	0	0
	Comment:				
• 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	0	118,000	150,000	100,000	100,000
	Comment: The Council has approved a 5 year costed programme for the development of the ICT strategy.				
• other resources (e.g. training) (please specify)	0	0	0	0	0
	Comment:				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	Comment:				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	0	0	150,000	0	0
	Comment: DWP - workflow project				
TOTAL	400,000	468,000	450,000	100,000	100,000

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	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	0	0	0	0	5,000	5,000	5,000	5,000
	Comment:							
• e-payments	0	0	21,000	0	0	0	0	0
	Comment: DD + creditors system work							
• corporate services efficiencies not covered above	0	0	10	0	0	0	0	0
	Comment: Land Charges							
e-Procurement, of which:								
• Service specific	0	0	0	0	0	0	0	0
	Comment:							
• Cross-cutting e-procurement efficiencies not covered above	60,000	50,000	0	0	0	0	0	0
	Comment: Northgate Server outsource							
Productive time, of which:								
• Service specific	0	0	60,000	0	50,000	0	50,000	0
	Comment: Benefits - DIP/workflow							

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
• Cross-cutting productive time efficiencies not covered above	10,000	0	0	0	0	0	0	0
	Comment: Northgate Server outsource							
Transactions	0	0	0	0	10,000	0	10,000	0
	Comment:							
Miscellaneous efficiencies not covered above	0	0	0	0	25,000	0	25,000	0
	Comment:							
TOTAL EFFICIENCY GAINS - GROSS	70,000	50,000	81,010	0	90,000	5,000	90,000	5,000
LESS e-government implementation expenditure	468,000		450,000		100,000		100,000	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	-,398,000		-,368,990		-10,000		-10,000	