

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG6)

"Meeting the targets for e-government"

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Local Context

Hart District Council's Corporate Plan for 2006 and Beyond contains aspirations including:

- Making best use of technology – "...to continuously improve the management of and access to services...". This will allow the Council to realise efficiency savings and improve services to our customers.
- Improving performance – Hart has implemented a major initiative that places the Customer at the heart of everything we do. Our Customer Satisfaction Programme is an integral part of this.
- Working efficiently, being effective – "Information Technology will be used to improve efficiency within the organisation".

During the IEG programme Hart underwent a number of changes to improve working practices to ensure a customer focussed approach to service delivery:

- In 2004 the council embarked on a significant restructure and introduced a new Senior Management Team.
- The Council has been working with the ODPM, IDeA and consultants to develop a fully resourced programme that meets our business/customer requirements and provides improved access to services.
- The ICT Section has restructured to form an internal Business Solutions team that has overseen the management and development of IEG and customer access programmes.
- Developed a Customer Satisfaction Programme is responsible for the delivery of all IEG projects.
- A single Programme Board with the responsibility for the strategic direction of the Customer Satisfaction Programme (CuSP) was formed.
- The Council has invested in programme and project management skills and resources, to enable it to ensure the successful completion of its Customer Satisfaction Programme.
- The Council has engaged with other local authorities to investigate ways in which to develop partnership working.

Due to limited resources, Hart District Council has prioritised and focussed on specific deliverable outcomes. Those Priority outcomes that are currently amber will be included in future development programmes and be delivered in line with Corporate Objectives. Hart District Council has achieved the following successes:

- Implemented a corporate Geographical Information Systems which has enabled our customers to view spatial planning details at the Contact Centre. Internet access to this information will be enabled through phase 2 of the web redevelopment project.
- Completed the link to the National Land and Property Gazetteer (NLPG) and National Land Information Services (NLIS). Hart carries out weekly updates of the hub.
- Continued its work with local partnerships towards the provision of one stop shops and information kiosks in the district's rural areas.
- Implemented a Planning Portal, which allows the customer to apply, submit, pay for and interrogate planning applications online.
- Introduced an online questionnaire facility with a number of surveys being undertaken this way during 2004/5.
- Improved access to services for residents through the introduction of a Customer Access Strategy and Customer Care Standards.
- Adopted a Communications Strategy that ensures consistent and transparent two-way communication between the Council and its customers.
- Implemented a new telephony system, which has improved communications with the authority's customers.
- Adopted a strategic procurement approach and action plan. An e-procurement module will be part of the implementation of Hart District Council's Financial Management System.
- Commenced phase 2 of the web redevelopment project. This will focus on improving customer access and increasing the variety of information provided.
- Implemented a DIPS and Workflow pilot in the Revenues and Benefits Section. If successful the Council will review further options and a phased rollout will commence.
- Implemented a Benefits Calculator for online checking of Business Rates and Council Tax.
- Enabled an e-billing module with web integration for Revenues and Benefits customers.
- Commenced a monitoring project to assist Hart in realising the efficiencies and the benefits of the systems that have been implemented through the eGovernment programme.
- Completed the evaluation and purchase of a CRM system. Hart District Council is in partnership negotiations with a neighbouring authority to enable an end of April go-live date. Following this, a phased roll-out to all services will commence starting with Waste Service in June.
- Designed and implemented a Customer Contact Centre which will be opening in May, this will enable all customer contacts to be managed centrally (phased in over time).

Hart District Council will continue to pursue its ambitions by taking an active role as a community leader, working in partnership with other providers in all sectors and through its own organisational development. The Council plans to fully comply with IEG in a staggered and sustainable manner in order to ensure affordability.

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 01/09/2005	Green 31/03/2006
Comment: N/A - County measure		
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 31/12/2005	Green 31/12/2005
Comment: N/A - County measure		
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 30/11/2004	Green 30/11/2004
Comment: N/A - County measure		
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:	
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 31/03/2005	Green 31/03/2005
Comment: Hart DC has participated in the Hampshire E-Catalogue of Services project through the HIOW e-Government Partnership. Hart DC has ensured that A-Z data conforms to HCC's XML Metadata schema. Customer one stop contact centres have been established at Hook. Self-service kiosks have been established at South Warnborough and Yateley.		
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 20/05/2004	Green 20/05/2004
Comment: A Hampshire Federal Database has been established to enable the sharing of information between HCC and the Community Safety Partnership.		
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 31/12/2005	Green 31/12/2005
Comment: Hart DC has worked in partnership to provide an internet cafe style meeting place with information and advice for 16-25 year olds. The council's web site lists local clubs and societies. Clubs and Societies are free to link to the HDC web site. The web access project will help to progress the publication of events and information for community groups and clubs.		

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>If already 'green' on R3, R4 & G2 above please comment on</p> <p>E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.</p> <p>Otherwise you may leave this row blank.</p>	Comment:	
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 01/12/2005	Green 01/12/2005
Comment:		
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 31/12/2005	Green 31/12/2005
Comment: Currently all Councillors have a single web page with their photo and details. Councillors can modify their web site content through the Performance and Democracy Service. The Web access project incorporates a content management solution that has simplified the management of this process.		
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.	Amber 01/07/2004	Amber 01/07/2004
Comment: Citizen participation and response to consultations is currently being used. HDC has utilised web questionnaire software to enable citizens to respond online. Sign up for email/sms alerts will be investigated as part of the Web Access Project.		
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Red 01/07/2005	Amber 01/01/2006
Comment: A policy is being drafted and further work will follow after the Business Case has been agreed.		
<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:	
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).	Amber 12/07/2005	Amber 12/07/2005
Comment: An eForms project is underway to address this outcome. The first service to go live on Hart District Council's CRM system will be Waste.		
R8 Online receipt and processing of planning and building control applications.	Green 01/10/2005	Green 01/10/2005
Comment:		
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber 01/08/2004	Amber 01/08/2004
Comment: A report has been prepared for Cabinet in May/June to review GIS within Hart District Council. Hart District Council plans to consider public access as part of the review.		
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Green 31/12/2005	Green 31/12/2005
Comment: N/A - County measure		

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
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.	Red 03/01/2006	Red 03/01/2006
	Comment: Hart District Council is investigating an online licensing solution, that will integrate with planning systems and provide a spatial decision-making tool.	
If already 'green' on R7, R8, G5, G6 & G7 above please comment on	Comment:	
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.		
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber 01/10/2005	Amber 01/10/2005
	Comment: A policy has been approved by Cabinet. An e-procurement module will be part of the implementation of Hart District Council's Financial Management System.	
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).	Red 05/01/2005	Amber 31/03/2006
	Comment: The establishment of a single business account will be researched and reviewed by the council in parallel with the CRM project.	
G9 Regional co-operation on e-procurement between local councils.	Red 01/10/2005	Amber 31/03/2006
	Comment: Hart is a member of the Hampshire & Isle of Wight partnership. The completion date is dependent on the partnership's progress.	
If already 'green' on R9, G8 & G9 above please comment on	Comment:	
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:	
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 31/12/2005	Green 31/12/2005
	Comment:	
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.	Amber 01/06/2004	Green 31/03/2006
	Comment: IBS Open Access has been implemented by Hart District Council and is in the process of being rolled out.	
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber 01/12/2005	Green 31/03/2006
	Comment: A project brief has been agreed and implementation will follow.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/06/2004	Green 31/03/2006
	Comment: IBS Open Access has been implemented by Hart District Council and is in the process of being rolled out. Hart is awaiting progress on the National Government Connect Project for secure authentication.	
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:	
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 30/11/2004	Green 30/11/2004
	Comment: N/A - County measure	
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Green 19/12/2005	Green 19/12/2005
	Comment:	
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 27/06/2005	Amber 27/06/2005
	Comment: Infrastructure in place other than Smartcards interface. We are working in partnership with HCC and other Hampshire authorities to investigate the feasibility of implementing a smart card interface across Hampshire.	
If already 'green' on R12, R13 & G12 above please comment on	Comment:	
E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.		
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.	Green 01/06/2004	Green 01/06/2004
	Comment: Website currently links to HCC passenger transport site. The HIOW e-government partnership A-Z catalogue of services project improves the information currently available.	
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.	Green 15/03/2004	Green 15/03/2004
	Comment: The council's existing website currently links to HCC e-consultation sections. Hart provides on-line consultations.	
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	Amber 01/07/2005
	Comment: Hart District Council's CRM system is currently being implemented. A phased rollout to all services is taking place enabling integration with the Parking eForm.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 31/12/2005	Green 31/12/2005
	Comment: Hart District Council has provided a deeplink to County Roadworks system.	
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:	
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Amber 01/10/2005	Amber 01/10/2005
	Comment: Telephony system has been successfully implemented. A customer one stop contact centre have been established at Hook. Self-service kiosks have been established at South Warnborough and Yateley. Hart is currently implementing a document management system in the Revenue & Benefits section as a corporate pilot. Phase 1 of the CRM implementation plans for customer call logging and tracking. A pilot Document Management system will go live in the Revenues and Benefits service in May.	
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.	Amber 13/06/2004	Green 31/03/2006
	Comment: Hart District Council has implemented an Online Benefits calculator.	
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Red 05/01/2006	Amber 31/03/2006
	Comment: Hart District Council is reviewing the possibility of offering Council Tax and Housing Benefit claim processing direct from citizens homes.	
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:	
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:	
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 31/12/2005	Green 31/12/2005
	Comment: The A-Z services currently provides information to residents. Hart has implemented a replacement telephony system. The Council provides a deep link to the HCC website. HCC is the main care provider and lead co-ordinator.	
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 31/12/2005	Green 31/12/2005
	Comment: N/A - County measure	
G16 Systems to support joined-up working on children at risk across multiple agencies.	Amber 15/06/2003	Green 31/03/2006
	Comment: N/A - County measure	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber 15/06/2003	Green 31/03/2006
	Comment: N/A - County measure	
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 01/04/2004	Green 01/04/2004
	Comment: Email and internet access has been enabled for all who need and request it.	
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber 04/01/2005	Green 31/03/2006
	Comment: A policy for remote and home working has been drafted.	
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 01/10/2005	Green 01/10/2005
	Comment:	
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 30/10/2005	Green 30/10/2005
	Comment:	
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).	Green 31/12/2005	Green 31/12/2005
	Comment:	
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 31/12/2005	Green 31/12/2005
	Comment:	
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Red 01/09/2005	Red 01/09/2005
	Comment: Hart has identified Information Management as a key priority of the Council and will be addressed as a matter of urgency.	
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Green 31/12/2005	Green 31/12/2005
	Comment:	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Green 31/12/2005	Green 31/12/2005
	Comment:	
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 01/11/2005	Green 24/02/2006
	Comment: Hart District Council's policy has been agreed by members and Internet Service Standards have been published.	
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:	
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 01/10/2005	Green 31/03/2006
	Comment: The website and telephony systems provide statistics for the website. The new telephony system also provides figures for monitoring. Hart District Council has set internal targets for e-enabled access channels.	
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 31/12/2005	Green 31/12/2005
	Comment:	
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.	Amber 01/12/2005	Amber 01/12/2005
	Comment: CRM system will be implemented at the end of April and integration with Council services will follow.	
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber 01/09/2005	Amber 01/09/2005
	Comment: All email correspondence to a generic email address will be acknowledged. Hart DC's CRM system is being implemented, a phased rollout will follow. This will include a unique reference number allocation to specified email addresses.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<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>	<p>Amber 01/09/2005</p>	<p>Amber 01/09/2005</p>
<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 16/12/2005</p>	<p>Amber 16/12/2005</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>Red 30/11/2005</p>	<p>Amber 31/03/2006</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 31/05/2001	Green 31/05/2001
	Comment: A Cabinet Member holds regular meetings and reports status to cabinet, hence progress is publically available. The Council has appointed a member as its Member e-champion and a Corporate Director as the officer e-champion.	
ii) e-government programme manager	Green 31/05/2001	Green 31/05/2001
	Comment: Hart has taken on an additional staff member to provide corporate programme management expertise. The Head of Information and Communications has overall service responsibility. The Business and Project Manager will practically manage the e-government programme on a day to day basis.	
iii) customer services management	Green 10/10/2004	Green 10/10/2004
	Comment: Customer Services are an on-going process. The Council has a corporate project Customer Service Programme (CuSP). A Programme Director is leading CuSP, which is responding to, and enhancing the CPA and Customer Access Inspection recommendations on customer access and care. The programme follows formal project management processes.	
<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 15/02/2004	Green 15/02/2004
	Comment: All Heads of Service are expected to be computer literate. This is included in all job descriptions. Projects are performed according to PRINCE2 principles. Project staff are already trained in PRINCE2. The Information & Communications Section is the centre of excellence for project management. Training and development are on-going for all staff through appraisal system.	
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 15/05/2002	Green 15/05/2002
	Comment: The CuSP board is responsible for the strategic direction, policies, procedures and standards leading to customer access requirements. The Programme Board will have IT technical support to enable delivery of requirements, and responsibility to oversee the management of the e-government funds.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Green 15/02/2004	Green 15/02/2004
	Comment: PRINCE2 course attended by employees in the Information & Communications Section which is the centre of excellence for project management. PRINCE2 methodology is used for all IT projects.	
<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 07/10/2004	Green 07/10/2004
	Comment: The Council has a management strategy to ensure that all decision making reports include a section on risk. Risk management is also a part of programme/project management. Risk is implicitly monitored and formalised in the Corporate Programme. Risk management is part of PRINCE2 project management procedure during projects.	
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 31/01/2005	Green 31/01/2005
	Comment: Research has already been performed in the form of a customer questionnaire in August 2002 and January 2005. The Service responsible for Hart's reception has carried out a survey regarding customer access. HCC has helped County-wide focus groups and produced a consultation report.	
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Green 30/04/2003	Green 30/04/2003
	Comment: Social inclusion is addressed in the Council's e-government strategy, and the need to reduce rural isolation via the introduction of one-stop shops, such as the Hart Neighbourhood centre which provides support and information to local residents. There is also an information kiosk in Yateley and South Warnborough.	
<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 01/09/2005	Green 31/03/2006
	Comment: Our customer access strategy includes use of technology to make our services available to our customers. We regularly liaise with community groups. Hart has a specific project called the Stakeholder Consultation part of which will setup a district forum representative of all parts of the community. The strategy has been agreed at Cabinet and the Consultation Toolkit is about to be implemented.	
<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 31/01/2005	Green 31/01/2005
	Comment: The Head of Information and Communication is Championing FOI. An FOI working group has been set up since 2002. The publication scheme was approved in mid 2003.	
<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 25/03/2005	Green 31/03/2006
	Comment: The Council is aware of the need to inform the public of the protection provided by the Data Protection Act. In order to facilitate this, the Council is considering the adoption and implementation of the ODPM's model.	
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Green 31/03/2005	Green 31/03/2005
	Comment: HloW e-gov. partnership has established broad-band services through the Hampshire Public Services Network.	






Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<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) 	Green 30/11/2005	Green 30/11/2005
	Comment: Hart is in discussion with its local CABs to act as intermediaries to ensure that local citizens are aware of HDC services and how to access them. It is envisaged that intermediary awareness will be on-going. Hart is working with parish councils, voluntary action and other community-based organisations. Hart has delivered a one-stop shop in Hook.	
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Green 30/07/2003	Green 30/07/2003
	Comment: Hart uses the BS7799 as guidelines to formulate its Information Security System Management Security Policy.	
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Green 30/06/2005	Green 30/06/2005
	Comment: It is Hart's policy to ensure that, prior to any project, a business case is in place which states the benefits of the project. Benefits realisation is also managed as part of the CuSP programme board.	
<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 01/03/2005	Green 01/03/2005
	Comment: Hart is aware of the need to adopt appropriate security levels for each of the BVPI 157 services.	
<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 31/01/2005	Green 28/02/2006
	Comment: The Council is aware of the security framework documents and will be using them for guidance to ensure that adequate security measures are implemented. The Council has already adopted a security policy and an internet e-mail policy, and will ensure that further policy development will parallel needs as they arise.	
<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 30/11/2004	Amber 01/01/2006
	Comment: Hart has registered an interest in Government Connect and we expect our CRM solution to be compatible. The Council is awaiting the outcome of the Hampshire pilot.	
<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 		
	Amber 01/09/2005	Amber 01/09/2005
	Comment: Hart has registered an interest in Government Connect and we expect our CRM solution to be compatible. The Council is awaiting the outcome of the Hampshire pilot.	
	Amber 01/09/2005	Amber 01/09/2005
	Comment: Hart has registered an interest in Government Connect and we expect our CRM solution to be compatible. The Council is awaiting the outcome of the Hampshire pilot.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp)	Red 06/07/2005	Red 06/07/2005
	Comment: Hart has registered an interest in Government Connect and we expect our CRM solution to be compatible. The Council is awaiting the outcome of the Hampshire pilot.	
iv) citizen & business authentication for services for services categorised at security levels 0-3	Amber 01/09/2005	Amber 01/09/2005
	Comment: Hart has registered an interest in Government Connect and we expect our CRM solution to be compatible. The Council is awaiting the outcome of the Hampshire pilot.	
v) registration & authentication of employees for internal and cross-agency services	Amber 01/09/2005	Amber 01/09/2005
	Comment: Hart has registered an interest in Government Connect. The Council is awaiting the outcome of the Hampshire pilot.	
vi) corporate approach to collection of e-payments	Amber 01/09/2005	Amber 01/09/2005
	Comment: Hart has registered an interest in Government Connect. The Council is awaiting the outcome of the Hampshire pilot.	
vii) cross agency secure transactions (Government to Government)	Amber 01/09/2005	Amber 01/09/2005
	Comment: Hart has registered an interest in Government Connect. The Council is awaiting the outcome of the Hampshire pilot.	
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Amber 01/09/2005	Amber 01/09/2005
	Comment: Hart has registered an interest in Government Connect. The Council is awaiting the outcome of the Hampshire pilot.	
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Amber 01/09/2005	Amber 01/09/2005
	Comment: Hart has registered an interest in Government Connect. The Council is awaiting the outcome of the Hampshire pilot.	
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber 01/09/2005	Amber 01/09/2005
	Comment: Hart has registered an interest in Government Connect. The Council is awaiting the outcome of the Hampshire pilot.	
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber 01/09/2005	Amber 01/09/2005
	Comment: Hart has registered an interest in Government Connect. The Council is awaiting the outcome of the Hampshire pilot.	
• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Amber 31/03/2005	Amber 31/03/2005
	Comment: The Councils intend to review and engage when appropriate. The Council is awaiting the outcome of the Hampshire pilot.	
• 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.local.gov.uk/localdirectgov/ieg5)	Red 25/11/2005	Green 31/03/2006
	Comment: DirectGov has been enabled.	

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 15/05/2004	Green 15/05/2004
	Comment: Direct connection is in place to Directgov.	
<ul style="list-style-type: none"> Introduction of Digital Interactive TV services (see http://www.digitv.org.uk) 	Red 01/04/2006	Red 01/04/2006
	Comment: Hart District Council does not see this as a priority within the IEG time scale.	
<ul style="list-style-type: none"> Establishment of dedicated telephone contact centre(s) services 	Red 30/10/2005	Amber 01/03/2006
	Comment: Hart has implemented a telephony and the CRM system will go live at the end of April 2006. A dedicated telephone contact centre will be provided in May 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) 	Green 31/01/2005	Green 31/01/2005
	Comment: The Head of Information & Communication is Championing FOI. An FOI working group has been set up since 2002. The publication scheme was approved in mid 2003.	
<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 31/08/2004	Green 31/08/2004
	Comment: The LLPG was implemented as part of the GIS project.	
<ul style="list-style-type: none"> Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems 	Red 01/11/2005	Amber 16/01/2006
	Comment: As part of phase 1 of the CRM project Hart intends to link these two services by the end of April 2006.	
<ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Green 31/08/2004	Green 31/08/2004
	Comment: The connection to NLIS was established and Hart currently provides weekly updates to the hub.	
<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) 	Green 30/11/2005	Green 30/11/2005
	Comment: Hart District Council has deeplinks with the HCC Social Care and Families, Children and Families page.	

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 %	● 28 ● 12.28 %	● 78 ● 34.21 %	● 133 ● 58.33 %	● 145 ● 63.60 %	● 224 ● 98.25 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 2 ● 28.57 %	● 3 ● 42.86 %	● 3 ● 42.86 %	● 3 ● 42.86 %	● 7 ● 100.00 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	92 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 2 ● 25.00 %	● 3 ● 37.50 %	● 8 ● 100.00 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 2 ● 8.00 %	● 8 ● 32.00 %	● 12 ● 48.00 %	● 17 ● 68.00 %	● 24 ● 96.00 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	90 %	● 0 ● 0.00 %	● 2 ● 5.00 %	● 2 ● 5.00 %	● 2 ● 5.00 %	● 39 ● 97.50 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 1 ● 1.28 %	● 4 ● 5.13 %	● 8 ● 10.26 %	● 13 ● 16.67 %	● 73 ● 93.59 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	88 %	● 1 ● 11.11 %	● 1 ● 11.11 %	● 2 ● 22.22 %	● 7 ● 77.78 %	● 9 ● 100.00 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	91 %	● 1 ● 4.00 %	● 5 ● 20.00 %	● 12 ● 48.00 %	● 17 ● 68.00 %	● 24 ● 96.00 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 1 ● 8.33 %	● 3 ● 25.00 %	● 5 ● 41.67 %	● 8 ● 66.67 %	● 12 ● 100.00 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %
Total: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 36 ● 8.28 %	● 104 ● 23.91 %	● 179 ● 41.15 %	● 215 ● 49.43 %	● 420 ● 96.55 %

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)	377,800	95,000	115,000	135,000	150,000
• Unique users, i.e. separate individuals visiting website (annual)	52,000	15,000	23,000	36,000	48,000
• Number of e-enabled payment transactions accepted via website	0	0	1,500	8,000	13,000
• Number of change of address notifications accepted via website	0	0	2,000	6,000	12,000
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	7	80	120
	<p>Comment: The actual figure for Page Impressions and Unique Users is an estimate based on the estimate submitted under the IEG3 submissions. HDC has re-estimated its forecast for the Page Impressions and Unique Users, and intends to refine such figures with the development of the new website recording. Until the CRM system and the Sawmill Internet Monitoring Tool have been implemented Hart does not have reliable or accurate data on Access Channels. HDC currently has no figures for change of address notification. The introduction of our CRM system will allow the authority to provide more accurate figures in the future.</p>				
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	15,400	20,000	25,000	30,000	35,000
• Number of change of address notifications accepted via telephone	6,000	6,000	6,000	6,000	2,000
	<p>Comment: HDC currently has no figures for change of address notification. The introduction of our CRM system will allow the authority to provide more accurate figures in the future. Once CRM is introduced, there will be an opportunity for this data to be updated at the point of contact through the callcentre/fastmail operation</p>				
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>					

	Actual			Forecast	
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
• Number of e-enabled payment transactions accepted via personal contact	11,300	11,800	12,200	14,000	15,000
• Number of change of address notifications accepted via personal contact	3,000	3,000	5,000	2,000	1,000
	Comment: HDC currently has no figures for change of address notification. The introduction of our CRM system will allow the authority to provide more accurate figures in the future.				
Other Electronic Media (e.g. BACS, text messaging)					
• Number of e-enabled payment transactions accepted via BACS	246	261	285	290	290
• 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	100	200
	Comment: HDC currently has no figures for change of address notification. The introduction of our CRM system will allow the authority to provide more accurate figures in the future.				
Non Electronic (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	173,857	168,000	157,000	145,000	130,000
• Number of change of address notifications accepted via non-electronic form	6,000	6,000	2,000	100	200
	Comment: HDC currently has no figures for change of address notification. The introduction of our CRM system will allow the authority to provide more accurate figures in the future. HDC expects a 10% increase in Green Waste collection per annum.				

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	133,000	0	0	0	0
	Comment: Hampshire County Council has been unable to identify specific project, and therefore divided the Partnership Programme funding evenly between all authorities. The forecasts are left blank, since an actual figure is not known.				
• 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	851,585	1,081,077	744,272	577,861	0
	Comment: Hart has been in discussions with I&DEA and the OPDM and has subsequently revised its IEG programme and financial allocations for 2005/06. Hart District Council has reviewed forecasted figures, and updated expenditure to reflect the Council's progress.				
• other resources (e.g. training) (please specify)	28,000	4,000	12,000	10,000	0
	Comment: Training has been carried out within the remit of each project.				
• 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	476,000	107,500	189,000	0
	Comment: Hart is utilising a DWP grant to implement a DIPS & Workflow solution in our Revenue and Benefits Section. The Council has also implemented a Planning Portal and Epayments solution with the aid of a Planning Delivery Grant.				
TOTAL	1,412,585	1,911,077	1,013,772	776,861	0

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	16,000	0	17,000	0
	Comment: Zero entered above where Hart cannot predict. Hart currently places all job advertisements on-line over the internet so that prospective candidates can access this information. Hart does not have the ability to provide realistic efficiency gain predictions due to the lack of data collection and reporting technology. Hart plans to rectify this situation with the introduction of replacement systems that will include the ability to record and report relevant data. Hart has been in consultation with IDea and the ODPM over the formation of a realistic and achievable IEG programme.							
• e-payments	0	0	0	0	5,000	0	10,000	0
	Comment: Zero entered above where Hart cannot predict. The Authority has use of telephone payments and intends to implement e-payments as part of the IEG programme. Hart does not have the ability to provide realistic efficiency gain predictions due to the lack of data collection and reporting technology. Hart plans to rectify this situation with the introduction of replacement systems that will include the ability to record and report relevant data. Hart has been in consultation with IDea and the ODPM over the formation of a realistic and achievable IEG programme.							
• corporate services efficiencies not covered above	244,200	152,200	310,000	234,500	310,000	234,500	310,000	234,500
	Comment: The above figures are totals of Hart's Annual Efficiency statement during 2005.							
e-Procurement, of which:								
• Service specific	0	0	0	0	20,000	0	20,000	0
	Comment: Zero entered above where Hart cannot predict. To enable Hart to implement procurement efficiencies, the Authority is: - Progressing IEG, including enhancements in telephony. - Preparing a procurement strategy. - Implementing a replacement financial and BACS systems. - Investigating partnerships with neighbouring authorities.							

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Efficiency Gains								
• Cross-cutting e-procurement efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment: Zero entered above where Hart cannot predict. Hart does not have the ability to provide realistic efficiency gain predictions due to the lack of data collection and reporting technology. Hart plans to rectify this situation with the introduction of replacement systems that will include the ability to record and report relevant data. Hart has been in consultation with IDEa and the ODPM over the formation of a realistic and achievable IEG programme.							
Productive time, of which:								
• Service specific	72,500	35,000	9,000	0	9,000	0	9,000	0
	Comment: Zero entered above where Hart cannot predict. The above figures are totals of Hart's Annual Efficiency statement during 2005.							
• Cross-cutting productive time efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment: Zero entered above where Hart cannot predict. Hart does not have the ability to provide realistic efficiency gain predictions due to the lack of data collection and reporting technology. Hart plans to rectify this situation with the introduction of replacement systems that will include the ability to record and report relevant data. Hart has been in consultation with IDEa and the ODPM over the formation of a realistic and achievable IEG programme.							
Transactions	0	0	0	0	0	0	0	0
	Comment: Zero entered above where Hart cannot predict. Hart is unable to predict any financial benefits with confidence, however, it is envisaged that the introduction of a CRM system will bring noticable financial efficiency gains.							
Miscellaneous efficiencies not covered above	29,500	29,500	100,000	67,500	100,000	67,500	100,000	67,500
	Comment: The above figures are totals of Hart's Annual Efficiency statement during 2005.							
TOTAL EFFICIENCY GAINS - GROSS	346,200	216,700	419,000	302,000	460,000	302,000	466,000	302,000
LESS e-government implementation expenditure	1,911,077		1,013,772		776,861		0	
	Comment: Hart has been in consultation with IDEa and the ODPM over the formation of a realistic and achievable IEG programme.							
TOTAL EFFICIENCY GAINS - NET	-1,564,877		-,594,772		-,316,861		466,000	