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Authorised By	Jim Lamond
Designation	Head of Policy & Business Managemen
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REPORT TO: Members' Library Service

MEETING DATE:

BY: Chief Executive

SUBJECT: Efficient Government Fund

1 PURPOSE

- 1.1 To inform Members of a submission to the Efficient Government Fund (EGF) by a consortium of organisations, of which East Lothian Council is a member.

2 RECOMMENDATIONS

- 2.1 That Members note the content of this report and the Efficient Government Fund submission, attached at Appendix 1.

3 BACKGROUND

- 3.1 The Efficient Government Initiative was launched by the Scottish Executive in June 2004. The Initiative included the establishment of a £60m fund with the objective of stimulating “a sustainably more efficient public sector and to demonstrate the reallocation of resources for better front line use”.
- 3.2 In response to the Scottish Executive’s request for Stage 1 applications, the Chief Executive of the City of Edinburgh Council submitted a bid to the EGF on behalf of the consortium on 14 January 2005. The submission included formal applications for the following three options:
- Non-domestic rates
 - Staff training and development
 - Mobile working

3.3 In addition to the applications outlined at 3.2, other options are under consideration by the consortium members, some of which may be submitted as formal applications for the later Stage 1 EGF rounds in March and July 2005. East Lothian Council has indicated an interest in the following areas, further details of which are outlined in Appendix 2:

- Procurement
- Shared on-line recruitment advertising portal
- Management information systems
- Child protection electronic data sharing
- Shared leadership development and training
- Shared accommodation and other facilities
- Mobile/flexible working options
- Shared access to planning portal systems

3.4 The Efficient Government Fund guidance issued by the Scottish Executive refers to six themes for Efficient Government, one of which is "Policy, Funding and Regulation". The consortium wishes to bring forward a proposal for consideration by the Scottish Executive under this theme, which does not require funding from the EGF, but which it is considered could deliver significant savings for local authorities in Scotland if adopted. Further details on this proposal are outlined in Appendix 3.

4 POLICY IMPLICATIONS

4.1 Any policy implications resulting from the outcome of the consortium's bid to the Efficient Government Fund will be subject to further reports.

5 RESOURCE IMPLICATIONS

5.1 Financial – None.

5.2 Personnel - None.

5.3 Other – None.

6 BACKGROUND PAPERS

6.1 None.

AUTHOR'S NAME	Jim Lamond
DESIGNATION	Head of Policy & Business Management
CONTACT INFO	jlamond@eastlothian.gov.uk
DATE	9 February 2005

APPENDIX ONE

Stage 1 Applications for Efficient Government Fund support

- A Non Domestic Rates
- B Staff Training and Development
- C Mobile Working

EFFICIENT GOVERNMENT FUND

Stage 1: Application - Expression of Interest - A) Non Domestic Rates

Bid number (for EG use)	
Lead bidder	The City of Edinburgh Council Ronnie Hinds: 0131 469 3184 e-mail: ronnie.hinds@edinburgh.gov.uk
Brief description of the aims of the project	The aim of this project is to facilitate the delivery of a shared Non Domestic Rate income billing and collection services for a cluster of local authorities in the South East of Scotland.
Clear description of what the EGF money would be used to buy	The funding would be used to address the one off costs necessary to set up the extended operation of the NDRI system as a shared service. This would include all staffing and IT hardware and software costs associated with server capacity, communication /networks/interfaces and data migration.
Partners to the project likely to commit resources	City of Edinburgh Council, East Lothian Council, Midlothian Council, West Lothian Council and Scottish Borders Council.
Names of Other Organisations with whom the project has been discussed (to assist the introductions process)	Fife Council are interest in participating in a national NDR project. Recent contact with the Clyde Valley consortium has indicated that they are also planning to submit a bid for a shared NDR service. The above partners and Fife Council would be happy to work with the Clyde Valley councils in pursuit of a national shared NDR solution.
Evidence that suggested approach has been deployed successfully elsewhere	The collection of Non Domestic Rates was previously operated successfully on a regional basis prior to local government reorganisation. Within the partners for this bid, the City of Edinburgh Council has a track record of successfully providing this service to other local authorities. It currently provides a billing and collection service for Midlothian Council and provided a similar service to East Lothian and West Lothian Councils for an interim period following local government reorganisation while local systems were being established. This supports the consortium's view that this service could, at the very least, be run on a regional basis. A full national service is seen as a realistic option and would be supported by the consortium should other authorities across Scotland also favour this approach.
	However, while this demonstrates that the expertise is available to provide this service on an agency basis, the approved proposal is part of a shared services model that could be provided in a number of ways. This could involve the creation of a web based national solution and/or the selection of a private sector partner with the capacity and incentive to deliver an efficient service and expand the approach to other transactional services, as has been achieved elsewhere.
Are there any restrictions to potential for enlargement of the project (i.e., technology, number of partners, etc)	There are no restrictions on the scope for extending this service to other local authorities other than to address any information technology and other one off costs associated with expansion. As noted above, the consortium would be supportive of a national solution for NDR.

Benefits projected from the project	<p>The benefits will take the form of improvements in the efficiency of service delivery and will allow cash to be released to frontline services. These will include:</p> <ul style="list-style-type: none"> • Reduced IT and other running costs due to the need to support one NDRI system instead of the five systems currently in operation • Scope to reduce other costs, such as banking and local enquiry facilities • The development of one body of staff, dedicated to Non-domestic rate income - allowing management to develop and maintain consistent standards in working practices • Improvements in debt recovery and collection rates, from sharing of data and best practice. 				
Estimated financial projections	2005/06	2006/07	2007/08	2008/09	2009/10
	£m	£m	£m	£m	£m
Overall Project Costs	0.271	0.271			-
Estimated Projected Benefits		0.122	0.244	0.244	0.244
Total Costs and Benefits 2005/-6-2009/10	£M				
Total Estimated Costs	0.542				
Total Projected Benefits	0.854				
Total Net Benefits	0.312				
Is a pilot required - see guidance notes	No				
Additionally: why is EG funding required	To provide up front funding to assist with the project costs associated with establishing a centralised NDR billing and collection service.				
Is this project complementary in anyway to other EG work	Improving efficiencies in the delivery of transactional services is a priority within the Efficient Government Initiative. This project focuses on improving the delivery of a key transactional processing service and is closely aligned to the objectives of EG.				
Is "stage 2 development funding" requested?	No				

Narrative Bid - Non Domestic Rates

Objectives Behind the Application

The six authorities represented in this bid currently collect around a third of Scotland's annual non-domestic rate income and produce consistently high collection rates.

The objective of this application is to seek funding which will facilitate the consolidation of the billing and collection service. This will generate improvements in the quality of service provided and will lower the current costs of collecting income. It will provide the basis for improved debt recovery, maximising the scope for achieving higher collection rates.

There is no restriction on the scope for this project to be extended to include other local authorities.

The essential elements of the project

These are:

- Project Planning including change management
- Defining customer and authority service requirements
- Addressing IT hardware and software requirements
- Establishing, where appropriate, local communication links
- Migration of data
- Communication of the changed system to users
- HR/staffing considerations
- Implementation and Review

Why the Approach will work

Technically, there is no project element which requires new or untested technology. Issues relating to server capacity, software adaptations, interfaces, networks, data extraction, and managing change are readily capable of being resolved using available systems. There is a solid body of expertise in delivering systems migration in constituent Councils and this expertise would be available to ensure successful project delivery.

As noted in the main bid proforma, NDR has previously operated successfully on a Regional basis and within the consortium, the City of Edinburgh Council currently provides this service for Midlothian Council.

Benefits from the Project

The range of benefits are sustainable over time and include:

- **Net cash efficiencies** - realised through service centralisation, IT costs and other running costs, such as accommodation. These savings will be sustained over time.
- **Income administration** - the administration of non-domestic rate collection, while contributing significant sums to the public purse, is often, due to the relatively small numbers of properties involved, carried out by small numbers of staff who often combine this work with other duties.

By bringing together the number of staff required to administer NDR on behalf of participating authorities, improvements can be expected due to:

- the availability of dedicated management expertise
- better customer focus
- improved training capacity
- the increased resilience of service ensuring:
 - the necessary and regular review of entitlement to rates reliefs are carried out
 - sample checking processed work is carried out to ensure correct action to agreed quality standards
 - targeted proactive debt recovery is carried out to further improve collection rates

Assessors' Costs - the Valuation Service provides the NDR core data, reformatted to meet the needs of different NDR systems used by local authorities. This is updated on a monthly basis. Under a centralised system less time will be required to reformat data and this will allow additional resources to be targeted at service improvements such as the production of weekly instead of monthly updates. This will allow quicker billing and improvement to cash flow.

EFFICIENT GOVERNMENT FUND

Stage 1: Application - Expression of Interest - Staff Training and Development

Bid number (for EG use)	
Lead bidder	Fife Council David Martin - 01592 413501 E-mail - david.martin@fife.gov.uk
Brief description of the aims of the project	To achieve economies of scale in the diagnosis, procurement and delivery of common training and organisational development activity across a range of public service organisations in Lothian, Fife and the Borders. Although this bid is framed on a regional basis involving partners from the East of Scotland, there is clearly scope for a broader national approach to be taken, potentially involving CoSLA and the Improvement Service. The Executive itself could also participate. The Lothian, Fife and Borders Group could potentially act as a pilot for a national initiative to be rolled out in due course.
Clear description of what the EGF money would be used to buy	<p>At this stage, the bid is for funding from the EGF to commission an intensive piece of scoping work to be carried out between January and June, 2005, with the intention of submitting a fully costed business case in line with the detailed EGF guidance thereafter. The scoping work would:-</p> <ul style="list-style-type: none"> • Stock-take current practices and approaches (including procurement) to training and OD activity in consortiums partners; • Quantify expenditure (including in-house resource provision) on key defined training/OD activities in these organisations; • Examine the scope for alignment or standardisation of approaches; • Identify any duplication that might exist; • Look closely at the supply side provider network involved in meeting current demand for training/OD services across partners, for the same set of defined activities; • Identify new/improved methods of addressing these training and development requirements; • Frame a Stage 2 submission to EGF. <p>Dependent on the outcome of this scoping work, EGF resources could be used for a range of start-up costs, e.g. the development/acquisition of relevant HR/OD software, e-learning packages, the production of training materials and content, the licensing and accreditation of trainers and fit out/modernisation of training facilities.</p>
Partners to the project likely to commit resources	Fife Council, City of Edinburgh Council, East Lothian Council, Midlothian Council, West Lothian Council, Scottish Borders Council; potentially Lothian and Borders/Fife Constabularies, and NHS Fife/Lothian.
Names of Other Organisations with whom the project has been discussed (to assist the introductions process)	CoSLA; the Improvement Service.

Evidence that suggested approach has been deployed successfully elsewhere	A key purpose of the scoping study would be to identify suitable benchmarks and comparators. Examples of shared training/development approaches include the Civil Service and Scottish Police Colleges; more locally Fife Council and NHS Fife collaborate in a shared management development programme.
Any there any restrictions to potential for enlargement of the project (i.e., technology, number of partners, etc)	None. There are likely, however, to be indirect and cultural advantages to a "regional" approach for some elements of a common training/OD programme, such as Councillor/Board member work on corporate governance, or leadership development within community planning areas.
Benefits projected from the project	Project benefits will include:- <ul style="list-style-type: none"> • Greater purchasing power leading to lower unit costs for training delivery; • Reduced administration and support costs; • Potentially reduced in-house OD costs; Indirect benefits including improved communication between partners, greater use of existing training facilities, and in the medium term improved efficiency in the public sector labour market.
Estimated financial projections	To be determined by the scoping study. Estimated cost for this in the East of Scotland would be 50-60K including consultancy costs and a dedicated short-term Project Manager. A national focus for the project would increase these costs accordingly.
Is a pilot required - see guidance notes	Potentially. If the scoping exercise was accepted at the East of Scotland level, this could be regarded as a pilot exercise for a national initiative in due course.
Additionally: why is EG funding required	Development funding is required to finance scoping work on what could be a significant joined-up procurement and delivery initiative to tackle corporate learning and OD priorities across the Scottish public sector.
Is this project complementary in anyway to other EG work	The reform of support services is one of the main Efficient Government themes, with a clear recognition in the guidance that the way to tackle this agenda is to promote a series of scalable pilots which can be developed over time to transform service delivery.
Is "stage 2 development funding" requested?	Yes

Narrative Bid - Staff Training and Development

The partner organisations involved in this outline bid recognise that considerable scope exists for greater efficiency and effectiveness in the way they individually identify and address training and development needs.

Arguably, all public agencies have more in common than they perhaps appreciate. Community planning provides a statutory basis for deeper partnership working, while a duty of best value requires both Councils and their traditional partners to innovate and continuously improve performance. Furthermore, the organisational boundaries previously regarded as a "given" in Scottish public life, have become less clearly defined, with joint working between local authorities and health providers, the voluntary sector and private sector well established. This trend will continue.

Understandably, most public (and private) organisations adopt an internal focus when considering workforce and management development requirements. To a lesser extent, this also applies to investment in the needs of Councillors, Board members and others involved in the corporate governance of these bodies. While it is recognised that each organisation will have its own culture and set of corporate priorities, it is also true that there are significant areas of knowledge and skills which are common across public service organisations.

Key areas of common interest for this EGF project are likely to include:-

- Greater alignment in diagnostic approaches for assessing training needs;
- The development of management competencies;
- Standard induction/re-induction modules (recognising that all organisations will also have unique approaches in addition to these);
- Leadership development;
- Customer care training;
- ICT training (particularly on standard software);
- Health and Safety training;
- Council/Board member development programmes;
- Corporate governance training;
- Project management; risk management;
- Social care skills;
- The development of an e-learning framework for delivery.

Partners involved in this bid are strongly committed to examining the scope for joint procurement and delivery of training and employee development in the above areas, and better knowledge management between participants. Likely project outcomes include the following:-

- Framework contracts for some types of training;
- Lead agency roles for organisations with recognised expertise or excellence;
- More rapid spreading of best practice;
- A greater commitment to training and OD activity across participating organisations;
- More joined-up public service delivery through cultural alignment with consequent benefits to customers and citizens;
- Better resource sharing (e.g. buildings, trainers, etc.) already in the public sector.

EFFICIENT GOVERNMENT FUND

Stage 1: Application - Expression of Interest - C) Mobile Working

Bid number (for EG use)	
Lead bidder	Fife Council David Martin, Strategic Manager Tel : 01592 413501 Email : david.martin@fife.gov.uk
Brief description of the aims of the project	To extend and enhance the existing use of wireless/mobile technology across a number of services within the Council and in partnership with Fife NHS. The proposal aims to improve customer responsiveness, improve productivity, reduce paperwork and duplication of information, provide flexible working and contribute to the Council's Green Travel Plan.
Clear description of what the EGF money would be used to buy	<ul style="list-style-type: none"> • Enhanced technical infrastructure to support the wireless/mobile architecture including GPRS network, remote management system and hardware. • Procurement of wireless/mobile devices i.e. tablets, laptops, Personal Digital Assistants (PDA's) • Development of in-house and 3rd party application systems to become wireless enabled • Project Management, Software Development and Support staff
Partners to the project likely to commit resources	Fife NHS Fife Constabulary Fife Fire & Rescue
Names of other organisations with whom the project has been discussed (to assist the introductions process)	Lothian & Borders Police Lothian & Borders Fire Brigade Lothian Valuation Joint Board Scottish Borders Council West Lothian Council Midlothian Council East Lothian Council City of Edinburgh Council
Evidence that suggested approach has been deployed successfully elsewhere	A number of Scottish Councils are starting to deploy wireless/mobile solutions and in England and Wales, the Office of the Deputy Prime Minister, has created Project NOMAD. Project NOMAD is dedicated to mobile computing in local authorities. Its objective is to create, under one umbrella, a comprehensive set of deliverables that should enable any local authority wishing to establish a mobile computing operation to do so with ease and confidence.
Are there any restrictions to enlargement of the project (i.e. number of partners)	None
Benefits projected from the project	<ul style="list-style-type: none"> • Improved customer responsiveness • Improved joint working with partners (Fife NHS) • Transactions concluded at point of contact • Increased productivity – more client visits/inspections made without need for return to office • Improved access to services for the public in remote areas • Reduced paperwork and duplication of information • Reduction in accommodation costs • Reduction in travel and expenses contributing to the Council's Green Travel plan • Access to up to date information • Improved Flexible Working for staff • Reduction in staffing requirements in the longer term.

Estimated financial projections	Total	2004/5	2005/6	2006/7	2007/8
Overall project cost	£3.237million		£1.180 million	£1.235 million	£0.822 million
Estimated projected benefits (Further cost benefits for 2008 – 10 are provided in detail in the narrative report)	£4.935million		£769K	£1.303 million	£1.637 million
Is a pilot required – see guidance notes	Fife Council has already deployed a pilot wireless solution using handheld devices for Occupational Therapy staff to order equipment from clients' homes and for Housing staff to record Change of Tenancy Repairs.				
Additionally: why is EG funding required	The current financial restraints under which the Council operates prohibits the investment required to tackle each of the service requirements detailed in the proposed bid. The Council has previously funded pilot projects in this area to ensure the technology works, the business process can be re-engineered and perceived benefits are achievable. The EGF funding for this project will allow the realisation of the long term benefits from the implementation of this project including closer partnership working with Social Work and Fife NHS.				
Does this project complementary in anyway to other EG work	<p>Of the seven focuses on other EG work this project is particularly complementary to the following four:</p> <ol style="list-style-type: none"> Procurement: The procurement of the necessary wireless infrastructure (airspace) will initially be focused on facilitating wireless communications within the large Fife area. This naturally lends itself to use by the identified and other not yet known partners based in the Fife area e.g. other voluntary groups. The terms of the procurement will also facilitate the geographical expansion of the wireless infrastructure to open up to the other areas in Scotland. The procurement of the varying different types of handheld equipment for staff to use will specify the need for openness and compliance with OSIAF guidelines. This means the type of equipment will not just work with the wide range of back-office software systems held by the Fife partners involved, but to any other 'open' back-office software system throughout use by other Scottish partners. Sharing Common Support Functions: This project provides wide scope for sharing common support functions. The IT development necessary to link the handheld equipment with the back-office systems will involve further building and refining of skills and procedures which have been initially developed as part of the Fife pilot. The IT development will not just be about the 'technical' aspects but also features such as templates of forms to use on the handheld which have been shown as easy to use on the types/sizes of screen. It will also include the form interface with the back-office systems, many of which are used by many potential Scottish partners. Similarly the training package needed for the staff to use the handheld equipment can be produced to be suitable as other partners within and out-with Fife are involved in the rollout. All this can be packaged up into a toolkit type approach. 				

3. **Reducing Unit Costs in transactional services:** The process will be front-line staff entering data into hand-held equipment e.g. writing with stylus onto form on tablet, which interfaces directly into the back-office system. This will replace processes such as the frontline staff writing notes at the time, or onto paper forms, and then going back to the office to pass to the admin staff to key into the back office systems. Without a doubt this is more efficient and saves on unit costs.

An example which has been used in some police authorities is the use of hand-held scanning equipment to record fingerprints and other suitable evidence at the scene of the crime, which can then be transmitted very quickly to the relevant national databases to allow quicker identification of the criminal. This practical example gives an indication of the potential benefits of having a wireless infrastructure in place.

4. **Increasing productive time:** From the experience of the pilot in Fife Council this has happened in two ways.

Firstly the Occupational Therapists are able to assess need in the clients home, check straightaway what equipment is available, agree with the client what to get, order it and give the client details of when the delivery will happen, and if necessary put an appointment in their electronic diary to come back and help familiarise the client with the equipment when it is delivered. All this happens within the one visit. Previously this would have meant visiting the client, coming back to the office to see what equipment was available, phoning client to agree equipment to order, ordering it and phoning client to confirm delivery details. What has happened is that approximately, 29% more visits have been done by the existing staff.

Secondly Social Work are now happy to consider having other assessments done through the hand-held equipment, having seen the benefits. This means that within one visit to a client more 'transactions' can be done, as the hand-held contains more forms used with clients to assess their needs and request services etc. This will make the time even more productive.

This project does not specifically complement the other 3 focuses – Streamlining policy, funding and bureaucracy; Better asset management; and Managing absence.

Narrative Bid - C) Mobile Working

1. Introduction

Fife Council wish to submit a proposal under the Efficient Government Fund initiative to expand their successful pilot use of wireless technology to other Services and Community Partners. The other consortium members are interested in the potential to make use of such technology within their own Regional area.

The pilot included the deployment of Personal Digital Assistants (PDA's) to a number of staff initially with access to email for messaging and diary facilities, intranet and internet capabilities.

There was also a demand to develop access to back office applications using the wireless technology. In conjunction with Social Work and Housing, IT Services have developed in-house wireless applications for Occupational Therapy Stores for Social Work Occupational Therapists (OT's) and have developed links to 3rd party software for Change of Tenancy Repairs for Housing officers.

The OT pilot has been in use for 9 months now and concentrated on the use of hand held wireless devices for use by Occupational Therapists in the field accessing client information, ordering equipment and tracking orders. More detailed information on this project and its proposed expansion is given at 3.1 below.

The Change of Tenancy Repair pilot has only been in operation since September 2004 and as yet no detailed evaluation information is available.

A number of services within the Council have expressed an interest in this development along with Community Planning partners in Fife NHS, Fife Constabulary and Fife Fire and Rescue. A number of authorities, Police, Fire and Assessors from the Lothian area also wish to be involved in the development of this project.

2. Objectives of the proposal

The objectives of the Council's proposal centre mainly on three of the Efficient Government themes.

- ⇒ Transactional Services
- ⇒ Productive Time
- ⇒ Internal Efficiencies

2.1 Transactional Services

The services, which are included in this proposal, are detailed in section 3 below. The existing methods of capturing transactional information involve the operational staff out of the office, carrying out inspections, meeting members of the public, completing numerous forms and documentation and then returning to base where either they or another member of staff input the information to the application. This involves duplication of time and effort.

In addition, whilst out of the office on an inspection or client visit, they may not have access to the most up to date information.

The proposals in 3 below aim to deliver accurate, up to date information to allow transactions to be concluded at the point of contact thus, eliminating duplication of effort.

2.2 Productive Time

The aim under this theme is to make staff as productive as possible. The mobile technology means that staff are exactly that i.e. 'mobile' more often without the need to return to their office to complete tasks they can now do out on the road. Access to their email, intranet and internet information assists them to be able to carry out the bulk of their work out of the office.

This implies, and is backed up by the statistics in the OT pilot detailed below, that more inspections, client visits etc can be achieved by a mobile workforce backed up with the technology to enable them to work remotely. This means that more work is delivered for the same cost or ultimately in the long term, fewer resources may be required to cover the workload.

2.3 Internal Efficiencies

The use of the mobile technology will mean that efficiencies can be found in a number of areas:

- Reduced paperwork and bureaucracy – information can be keyed direct into back office applications without the need for paperwork to be completed and re-keyed and avoiding duplication of effort.
- Reduced accommodation – in the longer term accommodation can be rationalised so that in the case where a service has a large mobile workforce, staff do not need a dedicated desk, PC and phone etc. There will be 'hot desking' facilities for staff to come/book into when they need to come into the office. This has recently been introduced at the Council's new flagship accommodation in Dunfermline - New City House. The reduction in office accommodation will therefore save money.
- Reduced travel and expenses – there is less need to return to the office for a mobile worker and therefore a saving can be accrued with the reduction in travel and expenses costs. This also contributes to the Council's Green Travel Plan, which aims to reduce travel in the workplace.
- Flexible Working – with mobile technology solutions, this can assist the Council's Flexible Working plan. Staff do not need to come to their base of work and may be able to work from home if need be, thus contributing to the both the reduction in accommodation needs and the Green Travel Plan.

3. Areas for inclusion in the proposal

3.1 Social Work and Fife NHS

Fife Council operates a joint Occupational Therapy Stores on behalf of the Council and Fife NHS. Staff from both the Council and Fife NHS can carry out an assessment of a client and place an order for equipment. Having visited a client and assessed their requirements, Fife Council Occupational Therapists have to return to their base and then they can place orders directly from their desktop application to the Occupational Therapy stores system (SOTIS) and track progress.

Fife NHS Occupational Therapists, District Nurses and Physiotherapists have no access to this system at present. Once a client assessment has been made, NHS staff fax an order to the OT Store for processing but then have no way of tracking progress on an order.

Since December 2003, 10 Occupational Therapists from the Council's Social Work service have been using hand held wireless devices out in the field in clients' homes to carry out the business process of ordering OT equipment for the client. 2 of these staff are based in the Victoria and Queen Margaret hospitals to assess clients awaiting discharge from hospital.

The system allows access to the client information, availability of stock, photographic and dimensional information and ordering of the equipment online. The order is automatically updated in the back office application without the need for the Occupational Therapist to return to the office. The Occupational Therapist can also access email, intranet and internet facilities from the device.

Although the system has been operational since December 2003, a controlled and measured pilot exercise was undertaken during April 2004. The results from the evaluation of the pilot were:

Productivity

- 29% increase in number of Service User visits per week
- 35% reduction in journeys back to office per week

Service User Benefits

- 40% reduction in average Critical Order (1 day) turnaround time (down from 2.5 days to 1.5 days)
- 13% reduction in average Urgent Order (3 days) turnaround time (down from 4.5 days to 3.9 days)

Efficiency

- 46% reduction in cancelled order lines (down from 7.8% of all items to 3.6%)

Usability

- 75% of all orders entered by the 9 pilot users during these 4 weeks were entered using wireless (117 out of 157)

The success of this pilot demonstrated that the introduction of the technology improved customer responsiveness in terms of more clients visited and faster turnaround of equipment delivered, and reduced paperwork. In addition it contributed to other Council initiatives such as the Green Travel plan with less visits to the office and the Flexible Working Plan since the staff did not need to go the office all the time.

The proposal for the EGF bid is to expand and enhance this development to encompass all Social Work Occupational Therapists and to include Fife NHS Occupational Therapists, District Nurses and Physiotherapists This would allow **all** staff who utilise the Occupational Therapy stores full access to the system from a mobile base.

The pilot has been developed as described previously using PDA's. There are limitations in the use of these devices due to the small screen size. The proposal is to enhance the capabilities of the devices by deploying wireless tablet devices. This will allow the development of additional applications for the Council and Health staff.

The main development will centre round the Single Shared Assessment document and the ability to record/view client information. The size of the tablet device makes this a more feasible option.

Another development will allow the ordering of building adaptations to the client's home for installation of the OT equipment via the Council's Building Services department. Along with access to email, intranet and internet this will give these staff the main tools to operate remotely.

The bid for Social Work and Fife NHS consists of 345 devices.

3.2 Fife Fire & Rescue

Fife Fire and Rescue Service have a number of areas where mobile technology can enhance the mobility, flexibility and efficiency of the service, which contributes to better service delivery and a safer working environment for all staff.

- Inputting of premises risk information for enhancing the vehicle mounted data system, which is accessible on all front line appliances. This information will provide safe systems of work to back up the dynamic risk assessment an incident commander requires. This system will free up staff time by eliminating the duplication of work and will ensure health and safety critical information is available to all front line appliances in a very short time scale.
- Community Fire Safety – Home Safety Risk Assessment. Information regarding the programming of work and the completed risk assessment information can be completed in the field and can update both fire and social work computers simultaneously.
- Legislative fire safety could benefit from working in the field and generating the appropriate notices electronically thereby increasing efficiency and reducing costs.
- Satellite navigation for flexi-duty officers who have to respond to any address within Fife in an emergency.
- Email and file access for senior officers who spend a great deal of time in meetings away from their desk and on lengthy courses. Access to the internet and intranet will increase officer efficiency
- Extinguisher maintenance workload distribution, fault reporting and record keeping
- Industrial training can utilise the system to access information regarding resources, e.g. availability of staff and equipment

The bid for Fife Fire & Rescue consists of 30 tablet devices.

3.3 Fife Constabulary

Fife Constabulary are currently involved in several groups looking at initiatives to share data and information across boundaries which were previously seen as insurmountable. The recent Bichard report has made it clear we need to break down these boundaries and share information of a common interest right across the board with other partners who rely on this level of detail to provide a service.

Providing this information across a wireless infrastructure will put the data where it is needed in real time. This will prevent officers needing to revisit their stations to research data bases and enable more time spent on the beat and an improved service to the customer.

More specifically, Fife Constabulary envisage wireless technology assisting in the following areas:

- Scenes of crime officers - SOCOS need to be able to put information collected at the scene of a crime, directly on to their database at the scene of the crime. This information can then be immediately worked on by crime management whilst SOCOS then move on to the next case without returning to base.
- Police Reports - At the moment every police officer in Fife needs to return to base to complete police reports for onwards transmission into the legal system. Wireless infrastructure will virtually eliminate this need.
- Vulnerable persons -An area that is in need of up to date information in the field and across agency boundaries data on children at risk, domestic abuse details and victim support information is all very relevant to the officer at the sharp end of our services.

These are just a few examples of how Fife Constabulary would intend to put wireless access to operational use. In the future when we have true information sharing across agencies, the single access point in the hands of the officers on the street will greatly improve the way we do business and this will translate into more effective policing for the Fife public.

The bid for Fife Constabulary consists of 50 tablet devices.

3.4 Local Office Network

The Council operates 52 one-stop shops within the Local Office Network. The use of the wireless technology within this area would enable staff to

- Record Housing repair requests – a pilot has already been developed for Change of Tenancies repairs. This allows the Area Officer to record property asset information as well as room-by-room defects to be repaired and whether the repair is chargeable to the previous tenant. Similar to the OT Stores pilot detailed above the information is automatically transferred to the back office system thus eliminating the need for the Area Officer to return to the office to input the repair details to the system. Email, intranet and internet facilities are also available.
- Photographic and documented evidence of abandoned properties/fly tipping etc
- Access to debt management information
- Estate Management
- Community Wardens – the Community Warden scheme has been implemented in 5 regeneration areas within Fife and are currently piloting the use of the hand held devices to capture and document evidence of vandalism, graffiti etc and the EGF bid would expand the use of this technology to all Community Wardens.

The bid for the Local Office network consists of 118 devices.

3.5 Community Services

There are a number of areas within Community Services where the use of wireless and mobile technology would improve Service delivery

Mobile Library

The Council has recently invested in three new mobile library buses. Each bus carries around 2,500 books and recently won a number of awards at the Scottish Mobile Meet in Kilmarnock when it swept the board, winning prizes for Best Design, Best and People's Choice.

Each bus has a number of laptops on board to record book information, which is up/downloaded each night to the main central system.

Deployment of wireless/satellite technology on the bus would allow not only direct access to the library system, but could also be used to deal with other Council services

- delivery of front-line services direct to the customer
- customer transactions i.e. Council Tax, Rents
- information provision

This dovetails with the Face-to-Face project currently underway in the Council, which aims to address the delivery of a more generic service to the public from all access points. The mobile library service is aimed at areas in the community which do not have ready access to Council facilities and by equipping the mobile library with the technology to cater for a number of different services this allows more accessibility for the public to Council services.

Facility Inspection Program/ Physical Education and Youth Sport

This requirement would assist mobile staff to capture information on problems/issues with Community Services Facilities buildings and Sports Facilities such as play areas, countryside parks etc and allow them to:

- Expedite operations and modernise the way they work
- Provide facility information to staff on site and highlight potentially problematic issues
- Reduce need for paper based system
- Photograph and e-mail problems in facilities to managers in order to expedite repairs and arrange alternative venues
- Bring together a consolidated approach to school age sports and physical activities.

The bid for Community Services consists of 70 devices.

3.6 Building Services

Building Services have two main areas where implementation of the mobile technology would assist better service delivery. These are for Professional and Technical staff to become more mobile and for operational staff working on Repairs by Appointment, Tenant in First and Local Response Teams.

A number of pilots have been undertaken in the operational areas within the service and the success of the pilots requires them to roll out Fife wide. Whilst the pilots have been a success, the introduction of the mobile technology would assist them to:

- Enhance communications between Managers and Stakeholders
- Introduce more effective working practices
- Expedite operations and modernise the way they work
- Free up staff time by eliminating duplication of work
- Reduce the need for a paper based system
- Fast track emergency repairs
- Enhance communications and devolve decision making
- Improve Customer service
- Instant access to information
- Reduce travel and contribute to the Green Travel Plan
- Flexible Working
- Estimated 2.5% increase in Management effectiveness
- Effective use of supervisory time
- Reduced administration

The bid for Building Services consists of 221 devices.

3.7 Transportation

Transportation Services have a number of areas where the introduction of this technology will greatly improve communication, efficiency and contribute to road safety

- Road inspections for defects/repairs – this is currently captured in a number of office based systems such as CONFIRM and COMIS and access via mobile technology would assist in an improved service delivery.
- Road openings by Utilities is co-ordinated via a Web based 'Moleseye' system and access to this information whilst out in the field will improve efficiency and safety to the public.
- Street Light repair reporting and maintenance
- Winter Maintenance – Current access to the web based Winter Weather information throughout Fife is available only via office based equipment or modem links from home. This has caused delays in the past with the operational decisions regarding gritting etc. Access to mobile technology will greatly improve the decision making process and the consequential safety to the road travelling public.
- Bridge Inspections – the ability to capture on-site information will improve service efficiency.
- Car Park Attendants – improvements to the operational management of this operation.

The bid for Transportation Services consists of 98 devices.

3.8 Assessor

The Assessors' requirement for mobile technology is to assist technical staff capture the data/information when out on site to provide detailed property information and valuations. This would provide instant access and allow surveys and valuations to be more efficient.

It would also allow surveyors to provide information to customers face to face without the necessity of a delay. Access to Development Services Planning and Building Warrant details on-line would also be of benefit - currently they require to input these details on to their own system and provide paper copies for surveyors to refer to before organising surveys.

Some of the requirements for the Assessor are similar to the property information captured as part of the Change of Tenancy pilot for Housing detailed above. Development work would be required to the Assessors Council Tax and Valuation Roll systems to meet the mobile requirements.

There would also be cost savings in the efficient use of staff resources. In addition the wireless updating of main systems would also reduce the administrative support required "back in the office" - subject to the required audit procedures being in place in any new development.

The bid for the Assessors consists of 28 devices.

3.9 Emergency Planning

It is proposed to purchase 3 laptop PC's for Emergency Planning. These will be deployed with the emergency services vehicle. This vehicle is deployed at the site of any incident. The laptops will be used to update situation reports and send information and photographs of the incident by mail to HQ.

The bid for Emergency Planning consists of 3 devices.

3.10 Facilities

Facilities would look to deploy wireless devices to their Building Inspectorate Team. These devices would be used initially for the management of GroupWise information, e-mails and diary, and accessing COMIS information.

The systems would also be used to create and edit Asset Management Information System (AIMS) condition surveys for downloading later when attached to a docking facility. In the longer term the AMIS system would become web-enabled to allow wireless integration and real-time editing of condition survey information.

Most of the staff that would use the PDA's are effectively mobile workers, only using a desk to access correspondence and checking various systems such as GroupWise and COMIS. With the XDA they would have less need to visit their "home" base, this would allow for the provision of fewer "hot desks". It would also allow for less travelling time and therefore a more efficient use of staff resources.

Home working would become a more practical proposition, requiring less additional hardware and expensive connectivity. Client's queries could be investigated "live" on site leading to quicker response times, improving quality of service.

As these devices also contain a digital camera and phone, their use would reduce the number of devices carried by Inspectors, also reducing overall purchase, line rental and support costs.

The bid for Facilities consists of 20 devices.

3.11 Senior Management

A great deal of Senior Management time within the Council is spent out of the office. By equipping the managers with technology they can work remotely thereby contributing to a number of the objectives detailed above section 2 under productive time and internal efficiencies.

The bid for Senior Management consists of 94 devices.

4. Overall Project Cost

The overall project cost of **£3,236,612** has been calculated from staff, infrastructure and hardware costs. The breakdown per financial year is as follows:

2005/06 -	£1,179,349
2006/07 -	£1,235,119
2007/08 -	£ 822,144

The costs for the project are broken down under three headings:

- Infrastructure – to enhance the GPRS network connectivity and to install remote management software to allow tracking and remote diagnosis and fault fixing of devices.
- Hardware – the procurement of wireless devices, predominately tablets and PDA's. The proposal currently includes in excess of 1000 devices. This total includes a 10% contingency for spares. With these devices, if the end user develops a problem with them, they need to be replaced as soon as possible to allow the user to continue their work.
- Staff – a project team to develop the wireless applications and a technical support team to support the devices.

5. Estimated Projected Benefits

The estimated projected benefits have been calculated primarily on the basis of a reduction in staffing costs based on the experience of the OT pilot. Additional factors which can be taken into account are office accommodation which at this point is difficult to quantify.

* Costs subject to change

Year	Curr Year Savings	Prev Year Savings	Staff Costs	Maint Costs	Refresh Costs	Total
2005/6	£769,365					£769,365
2006/7	£695,565	£769,385		£161,379		£1,303,551
2007/8	£479,700	£1,464,930		£307,278		£1,637,352
2008/9	£1,944,630		£320,896	£407,898	£589,675	£626,126
2009/10	£1,944,630		£320,896	£407,898	£617,560	£598,277
Total						£4,934,706

The total savings column is calculated by adding Curr Year Savings + Prev Year savings – staff costs – maint costs – refresh costs. Full details of how the calculations were arrived at can be provided.

The proposal for funding includes staff costs for 2005 – 2008 and equipment maintenance for 2005/06 only. The table also highlights the revenue consequences of both these areas from 2008/09 for staff and 2006/07 for maintenance.

Also included in the project cost benefit table is the implication of hardware refresh of the wireless devices after in year 4 (2008/09). The cost of this has been calculated at 50% of the original cost since services will be able to reduce the cost of desktop PC refresh during this period and contribute this to the wireless refresh costs.

6. Technology

The initial pilot project involved the connection of a GPRS line from the Telecom suppliers nearest node to Fife Council. All connections connect through the Telecom supplier then on to the Fife Council network. Connection to the Internet is provided through the Fife Council, which allows the council to incorporate its standard Internet usage policies.

Thin client technology is often deployed as part of a GPRS implementation. This reduces the bandwidth requirements of traditional IT applications. By transmitting only keystroke and graphical presentation information across any available network, whilst running all application software on a centrally held Server, application management, support and bandwidth costs are reduced and performance is enhanced. This model can apply to any partner organisation.

7. Procurement

In order to fulfil the requirements for this project, the procurement will be split into significant areas:

- tablets and hand-held devices
- GPRS lines
- Software for thin client
- software for hardware and software management.

All of the documentation for these procurements will be available to other public sector organisations for procurement of their GPRS infrastructure requirements. The hardware and software procurements will include an option for the procurement to be extended throughout the Scottish authorities and other Community Partners and will comply with European procurement legislation.

8. Conclusion

Fife Council have already proven that the mobile technology works and works well. The statistics from the OT Stores pilot, indicate the kind of savings and benefits which are achievable. Expansion of this will deliver improved customer service to the public of Fife and improve productivity and efficiency within the Council and to partner organisations. It will also importantly provide the basis for other Scottish public sector bodies and partners to further expand the use of wireless technology.

APPENDIX TWO

Other efficiency options currently under discussion within the consortium

1/ Procurement	<p>Procurement has been identified as a key area for efficiency savings and all consortium members are interested in considering the potential for improvements in this area. A number of factors require to be fully considered in determining how best to take this issue forward. These include:-</p> <ul style="list-style-type: none">• There is more to procurement than the e-procurement technology platform chosen. The development of an effective, shared procurement strategy and the subsequent work needed to achieve contracts that deliver lower costs (sourcing, tendering, auctioning, negotiation etc) is of greater importance. This requires professional procurement skills and expertise which are in short supply.• Several of the consortium members have invested, or are in the process of investing heavily in their own e-procurement systems.• Organisations that have invested heavily in e-procurement systems integrated into their core financial and business processes are unlikely to see a business case for abandoning these and adopting an alternative system.• The Scottish Executive is heavily promoting the e-procurement scotl@nd solution.• Several of the group use, or plan to use the e-procurement scotl@nd solution.• There is the potential for an Edinburgh City procurement arrangement including the City Universities, the Council and other city based organisations.• Police, Fire and the NHS are being encouraged by the Scottish Executive to consider sectoral procurement arrangements.• Procurement will impact on other issues that are either politically sensitive or linked to other organisational policies such as sustainable development and local economic development. <p>Possible options under consideration for taking this forward are:-</p> <ul style="list-style-type: none">• The commissioning of an independent assessment of the potential for linked procurement arrangements between group members, which reflects the realities of the different systems on the ground. This would be a precursor to a subsequent larger bid for funding to implement any agreed outcome.• The creation of arrangements that would enable the establishment of shared contracts for supplies for partner organisations (e.g. a centralised, expert resource, dealing with the sourcing, tendering, auctioning, negotiating etc on behalf of the members). This could range from focusing on one specialist area of procurement activity where weaknesses have been identified (such as procurement of capital contracts by Housing RSLs) to a wider range of common procurement items (the ABC consortium approach) It could be largely independent of the systems used by individual members to manage the administration of their purchasing arrangements.• The development of a fully shared system and service for the management and administration of a number of organisations' procurement processes. This would be based around a particular e-procurement technology platform. Given the points noted above, this would be limited to a subset of group members. <p>It is clear that none of these options would exclude the possibility of subsequently merging with a potential national procurement solution. The benefit of a more "regional" approach at the outset would be to recognise the reality of existing developments and allow an opportunity to address the significant issues of strategic sourcing, supplier management and contract negotiation on a more manageable scale.</p>
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APPENDIX TWO Contd.

Other efficiency options currently under discussion within the consortium

<p>2/ Internal Audit</p>	<p>The potential to develop a shared internal audit service for a range of organisations within a geographical area. Potential benefits could include:-</p> <ul style="list-style-type: none"> • Tailored training programmes for staff • Provision of specialist skills across the whole area (computing, IT , project management, risk management) • Wider level of experience to call on • Time spent on research for specific audit topics could be utilised across the whole area e.g. an audit review of water utilisation could be repeated across all Councils. • The ability to share costs of expensive specialist audit software • Ability to share research and development • Sharing of best practice across the area • Ability to share cost of internal publications (e.g. audit committee handbook, audit charter, intranet site, induction pack etc) • Ability to react quicker to changes in Government and Scottish Executive regulations • Ability to react to request for immediate responses to management concerns • Improved risk planning by sharing of risk experience
<p>3/ Staff Health and Welfare</p>	<p>The potential to jointly procure an occupational health service or widen this to include a more comprehensive shared approach to the development of policies/procedures and services related to the improvement of staff health, welfare and attendance.</p> <p>Savings anticipated through shared development and procurement and improvements in staff productivity and reductions in days lost through sickness and absence.</p>
<p>4/ On-line recruitment advertising</p>	<p>The development of a shared on-line portal for placing recruitment advertising for public sector jobs.</p> <p>Savings achieved through significantly reduced newspaper advertising costs and more efficient administrative processes (online access to application forms and electronic submission etc).</p> <p>This option is seen as a potential quick win that may not require significant investment to get up and running.</p>
<p>5/ Shared DSO/DLO services</p>	<p>Shared DSO/DLO arrangements for organisations within a local geographical area. Potential benefits include:-</p> <ul style="list-style-type: none"> • A saving in management, system and administrative costs as this could be provided from a single location. • The laying down and achievement of a single quality standard across all the authorities that is more likely to satisfy consumers. • Rationalisation in the number of specialised pieces of plant as these could be more widely shared – economies of scale. • Possible purchasing benefits through larger quantities. • Possible rationalisation of property costs and capital receipt if any ground is sold.
<p>6/ Management Information Systems</p>	<p>The potential to develop or procure a common Management Information System suited to the needs of public sector organisations. This could be linked to the work of the IDA consortium currently implementing the Initiatives Database Application developed by West Lothian Council.</p>

APPENDIX TWO Contd.

Other efficiency options currently under discussion within the consortium

7/ Child Protection electronic data sharing	The potential to develop a common approach and systems for the sharing of Child Protection information between agencies working together in this area (Councils, Health and Police). This links with MGF e-care programme and reflects the detailed work already done in this area.
8/ Shared Leadership Development training	<p>The potential to identify common requirements between public sector agencies for leadership and management development, carry out research into best practice and develop a joint approach to the delivery of leadership and management programmes.</p> <p>Benefits include reductions in the cost of development and delivery of leadership/programmes and improved organisational effectiveness resulting from enhanced management/leadership competencies.</p>
9/ Catering Service	The potential to develop a shared catering service to meet the needs of a group of public agencies operating within the same geographic area.
10/ Shared accommodation and other facilities	The potential for organisations within a geographical area to share office accommodation and other property assets such as depots, storage etc.
11/ Mobile/Flexible Working Options	<p>The potential for organisations to jointly develop, procure and share a range of elements that would support more flexible and mobile working arrangements. Some elements would necessarily be limited to organisations within a local geographical area, others are not geographically restricted. This is linked to the Stage 1 mobile working application contained within this document but deals with a wider range of related elements:-</p> <ul style="list-style-type: none"> • Shared wireless network • Shared security access hardware/software • "Satellite" accommodation (i.e. to reduce requirements for commuting within a city region) • Research into best practice in flexible and mobile working and development of models for implementation for the various staff groups/types found within public sector organisations • HR policy development and training to support flexible working <p>Potential benefits include:-</p> <ul style="list-style-type: none"> • Shared costs of infrastructure • Improved productivity – reduced travel time and more time with customers – benefit greater than 10% • Less office accommodation required – saves £2-3k per person per annum • Improved data accuracy – less re-keying of data • Staff retention
12/ Shared access to online Planning Portal systems	<p>The City of Edinburgh & East Lothian Councils have made investments in on-line planning systems. There is potential for elements of one or both of these to be shared with other Councils. Both Councils have discussed this potential with the Scottish Executive Planning Division, who are considering making a bid to the EGF for the development of a National Planning Portal. Potential benefits of a national approach include:-</p> <ul style="list-style-type: none"> • Shared costs of infrastructure • Shared hosting or business process outsourcing <ul style="list-style-type: none"> ○ One agency hosts front end portal on behalf of others ? ○ External company runs elements of process on behalf of Councils ○ Opportunity to develop with Registers of Scotland as a step towards a national conveyancing system • Lower procurement costs (one system v up to 32 separate ones) • Access to implementation experience gained by Edinburgh/East Lothian • Increased productivity within the planning function (assuming back office integration also chosen)

APPENDIX TWO Contd.

Other efficiency options currently under discussion within the consortium

13/ Shared HR Administration & Payroll Service	<p>The potential to set up a shared HR administration and Payroll service for a number of Councils and other organisations. "Professional" HR advice remains locally with separate agencies. Model based on Business Process Outsourcing where either:-</p> <ul style="list-style-type: none">• One lead public organisations runs service for others• Or service outsourced to new or existing company <p>Potential benefits include:</p> <ul style="list-style-type: none">• Shared costs of infrastructure and investment in new payroll & e-HR systems.• Reduced system costs (one system rather than many)• Headcount reduction through business process rationalisation and restructuring, adoption of best practice processes• Reduced accommodation• Potentially cheaper accommodation and staff costs if set-up in lower cost area or offshore
14/ Shared Council Tax Administration Service	<p>The potential to setup a shared Council Tax administration service for a number of Councils. Model based on Business Process Outsourcing where either:-</p> <ul style="list-style-type: none">• One lead public organisations runs service for others• Or service outsourced to new or existing company <p>Potential benefits include:</p> <ul style="list-style-type: none">• Reduced system costs (one system rather than many)• Headcount reduction through business process rationalisation and restructuring, adoption of best practice processes• Reduced accommodation• Potentially cheaper accommodation and staff costs if set-up in lower cost area or offshore• Improved debt collection by adopting best practice approaches

APPENDIX THREE

Option for consideration in relation to "Policy, Funding & Regulation Theme"

Changes to regulations relating the requirement for public notices for Road Traffic, Planning Applications and Licensing

Local Authorities are required by a variety of Regulations, Statutory Instruments and Acts to place newspaper notices containing specified information in relation to:-

- Road Traffic Orders e.g. Statutory Instrument 1999 No. 614 (S.38) - The Local Authorities' Traffic Orders (Procedure) (Scotland) Regulations 1999).
The Road Traffic (Temporary Restrictions) Procedure Regulations 1992, S.I. 1992 no.1215.
- Planning Applications e.g. The Town and Country Planning (General Development Procedure) (Scotland) Order 1992, S. I. 1992/224. Article 12(5)],
- Licensing Notices e.g. Licensing (Scotland) Act 1976 section 12; the Betting, Gaming and Lotteries Act 1963 Schedule 1 paragraph 6; and the Gaming Act 1968 Schedule 2 paragraph 12

The cost of placing these public notices in the print media and in the format required by the various regulations is estimated at over £2 million annually for Council consortium members and is likely to be several times that amount across all Scottish Councils.

Changing public awareness and use of the internet, together with the availability of free access to the internet via Local Authority libraries and community centres merits consideration of the use of this alternative lower cost media. Two options could be considered, both of which would require changes to existing regulations.

- Option 1 - Replace newspapers with internet notices

All Councils have their own websites, and the cost of placing statutory notices on these sites would be negligible. The text currently has to be prepared by Council staff prior to publishing in a newspaper and so the only additional task would be the creation of a "public notices" section on the Council site and the subsequent posting of notices to this section.

- Option 2 Use the internet in conjunction with newspapers

The cost of placing public notices in print media is largely determined by the space taken up by the notice which in turn is related to the number of words used. This cost could be reduced by only placing a listing of notices in newspapers, together with a reference to a council website address where the full detail is available. Those members of the public who do not have access to the internet at home or work would be able to make use of the free public access computers in Council libraries and community centres.