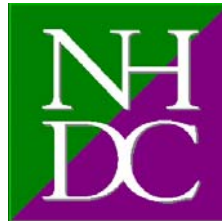




OFFICE OF THE  
DEPUTY PRIME MINISTER



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North Hertfordshire District Council

Implementing Electronic Government Statement 3

November 2003

*Submitted Version*

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**local e-gov**

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## 1. Priority Services

Here at North Hertfordshire District Council we view e-Government as a programme of change and therefore aim to contribute to a number of priority areas through its implementation. The seven shared priorities for local government are integrated into our strategies and we continue to meet the commitments we made in our IEG2 in these areas.

The Council is committed to implementing electronic service delivery as an integral part of our vision *to improve the quality of life for everyone in North Hertfordshire*.

This vision is delivered by:

1. Working closely with the communities to ensure that we are promoting our services in the ways that best meet the needs of our customers
2. Continually ensuring that our services are accessible and available
3. Using electronic means to make services more efficient
4. Ensuring that the Best Value process is geared towards improving quality of life

It became clear to us over the last year, that the most significant step-change we can make as a Council is to have an ambitious plan for the delivery of our Access to Services Strategy. This will ensure that all sections of our community see tangible results from the use of e-Government.

## 2. Progress to Date

The Council commenced the implementation of its Access to Services Strategy in January 2003. We have made progress in the following areas:

**Electronic Payments** – a new solution has been implemented and is in the final stages of testing. This will allow customers to make payments on the telephone (including interactive voice recognition) and via the website. Both methods will be available 24/7 and will be integrated with our replacement cash receipting system.

**Leisure Bookings** – almost 11,000 bookings were taken during the summer as we tested the new Leisure Bookings system. We will shortly commence the production of a specification and project plan for the second stage of this project, which will allow customers to book and pay on-line.

**Telephone System** – a major objective was to replace the Council's switchboard with an up to date solution that would allow the adoption of CRM and Contact Centre technology. A great deal of time has been invested in the production of a specification and the selection of the preferred supplier. We will commence the implementation of the new system in December after which we will continue to develop our Contact Centre strategy.

## 3. Working in Partnership

The Council has been actively involved in the Hertfordshire LGOL Partnership (referred to in this document as the Hertfordshire Partnership) and has been represented on various working parties. The delivery of the solution is one of the cornerstones for e-Government here at North Hertfordshire District Council as it will deliver solutions in the following areas:

1. on-line planning – it is intended that all stages of the planning process will be available on-line and this will be implemented in the context of the Planning Portal to avoid any unnecessary overlap
2. electronic committee administration – will provide an end to end solution for the committee process, information about members and publication of key decisions within the forward plan
3. services for the retirement –this will provide a single point of contact for retired persons and will act as a gateway for all the services they may need
4. on-line forms – a catalogue of on-line forms will be available that will allow us to offer all services on-line to our customers

In addition, a Community Portal will be available and this will provide a single point of access for all citizens in Hertfordshire. Effectively we will be able to aggregate elements of our websites and offer customers a seamless view of their services, regardless of where in the district they live or where they access their services.

It is also intended that each partner will have increased delivery capability in areas considered to be key electronic enablers. These include Content Management, Knowledge Management and Intranet.

#### **4. Delivery Capability**

Following best value reviews in both Access to Services and IT, the Council produced ambitious service improvement plans. It became clear the main challenge we face is the ability to deliver all the projects within the plan. It was therefore determined that we should evaluate entering into a Strategic Partnership primarily around ICT, but one that could be used to stimulate change and transformation across the Council.

At the present time we have engaged independent consultants to assist in the production of a specification. We aim to find a partner that can introduce:

1. Project Innovation – encompassing ideas, consultancy, advice, control or project implementation, direction, and inspiration
2. Solutions – ability to understand business problems and the ability to translate these into business solutions
3. Performance – ability to work to industry standards, deadlines and budgets
4. Flexibility – in working arrangements and the ability to work in a changing environment
5. Investment – the ability to provide resources, skill and financial investment
6. Continuous improvement – looking at year on year efficiency improvements and cost reduction

We are aiming to start the procurement process by the end of the year with the partnership commencing in early summer 2004.

#### **5. The Next Steps**

The next few months will see the Council reach a decision around strategic partnerships, the commencement of the Hertfordshire Partnership through the implementation of the Community Portal and associated services, and the implementation of other key actions within our service improvement plans. These include:

1. The establishment of a new model for the delivery of our services and the move towards a contact centre methodology
2. The implementation of a new IT infrastructure geared towards meeting all aspects of e-Government and removing any potential technological risks
3. The implementation of an Intranet which along with Content Management will be used to transform our internal business.

We believe these plans are ambitious but realistic for a district council of our size and remain committed to using e-Government as a catalyst for change.

## 2. Self-Assessment of Local e-Organisation

“**Black**” status includes elements that are not planned, or awaiting the outcome of ODPM National Project work or partnership activity, or areas that are not applicable to particular types of authority. Limited areas of “black” are perfectly acceptable where they reflect local circumstances and prioritisation of e-government work and investment.

“**Red**” status is applied to all elements where work is at the research stage, being piloted before wider rollout across the authority/partnership, or planned but not yet approved for funding.

“**Amber**” status is applied to all elements where work has been approved for funding and is actively being implemented.

“**Green**” status is applied to all elements where projects have been actioned and implemented or particular standards achieved with plans for extended rollout on an enterprise-wide basis, i.e. across the authority/partnership.

Traffic Light Status: availability against 31 December 2005 target date for local e-government		Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
<b>Interactions</b> <sup>1</sup>	Progress towards 2005 target for the 100% e-enablement of local services	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Amber</b>	<b>Green</b>	We expect an upturn in the availability of electronic transactions through the implementation of the Citizens Portal
<b>Access Channels</b> <sup>2</sup>	Publication of approved strategy for development of access channels	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Green</b>	

<sup>1</sup> The Best Value Performance Indicator (BVPI) 157 provides a measure of the number of types of interactions (or contact) between the citizen and the council that are enabled for electronic delivery as a percentage of those that are available.

<sup>2</sup> Access channels are the various routes through which people might contact, or be contacted by, local service providers to undertake electronically enabled interactions.

Traffic Light Status: availability against 31 December 2005 target date for local e-government		Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
<b>Access Channels</b> <sup>3</sup>	Local service websites (tailored to achievement of transactional status <sup>4</sup> for corporate ".gov.uk" website)	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Green</b>	We will ensure the website is prepared for transactional status in advance of the development of all associated interactions.
	Specialist portals for local authority services in two-tier areas	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Amber</b>	<b>Green</b>	This is based on the assumption that the Hertfordshire Partnership Citizens Portal is delivered. At the time of writing no project plan was available.
	Contact centres (e-enabled & dealing with at least 80% of incoming telephone calls to the local authority)	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	We are implementing a new switchboard and piloting contact centre methodology in Revenues and Benefits. The planning of a contact centre is being integrated into these plans and the review of all our buildings via an Asset Management Best Value review.

<sup>3</sup> Access channels are the various routes through which people might contact, or be contacted by, local service providers to undertake electronically enabled interactions.

<sup>4</sup> [www.socitm.gov.uk](http://www.socitm.gov.uk), as defined in SOCITM (2003) *Better Connected 2003: a snapshot of all local authority websites*, Society of Information Technology Management, Northampton, p23.

Traffic Light Status: availability against 31 December 2005 target date for local e-government		Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
<b>Access Channels</b> <sup>5</sup>	Establishment of fully e-enabled one stop shops for face-to-face customer contact	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Amber</b>	See above comments.
	Use of mobile technology for home visits / supported access services	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Amber</b>	We are upgrading our IT Infrastructure to make provision for these technologies. We are piloting homeworking in Revenues and Benefits and will pilot mobile working in Planning.
	Establishment of Interactive Digital TV service	<b>Black</b>	<b>Black</b>	<b>Black</b>	<b>Black</b>	<b>Black</b>	DTV has low use in the area at the present time and will be evaluated at a later date through our Citizens Panel and District Wide Surveys. We are also awaiting progress from the National Projects.
	E-democracy – participation in the electoral modernisation pilots for electronic voting or electronic counting	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Amber</b>	This is in its early stages. We will be implementing Electronic Committee Administration as part of the Citizens Portal but have yet to develop a strategy for electronic voting or counting.
	E-mail & Internet access provided for all Members	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Amber</b>	<b>Green</b>	We are in the early stages of producing a specification.

<sup>5</sup> Access channels are the various routes through which people might contact, or be contacted by, local service providers to undertake electronically enabled interactions.

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<b>Access Channels</b> <sup>6</sup>	Engagement with intermediaries re delivery of e-government services (e.g. Citizens Advice Bureaux)	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Amber</b>	
<b>Trust &amp; connections</b> <sup>7</sup>	Use of Government Gateway (e.g. for secure authenticated transactions) (see <a href="http://www.govtalk.gov.uk/gateway_partnerlink">http://www.govtalk.gov.uk/gateway_partnerlink</a> )	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	We intend to evaluate the use of the Gateway for authentication purposes.
	Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see <a href="http://www.egifcompliance.org">www.egifcompliance.org</a> & <a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a> )	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	These standards are included in all specifications for the procurement of systems and solutions. They are also a requirement of the Citizens Portal.

<sup>6</sup> Access channels are the various routes through which people might contact, or be contacted by, local service providers to undertake electronically enabled interactions.

<sup>7</sup> For the public sector to share information easily and securely, it is essential to operate within a framework of technical and legislative standards.

Traffic Light Status: availability against 31 December 2005 target date for local e-government		Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
<b>Trust &amp; connections<sup>8</sup></b>	Adoption of Guidelines for UK Government Websites (see <a href="http://www.e-envoy.gov.uk/oeo/oeo.nsf/sections/webguidelines-handbook-top/\$file/handbookindex.htm">www.e-envoy.gov.uk/oeo/oeo.nsf/sections/webguidelines-handbook-top/\$file/handbookindex.htm</a> )	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Amber</b>	<b>Green</b>	The Council's website is an interim solution and we are awaiting the outcome of the Hertfordshire Partnership to establish the best replacement as it will be integrated with that solution.
	Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see <a href="http://www.w3.org/WAI">http://www.w3.org/WAI</a> )	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	See above comments.
	Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see <a href="http://www.lcd.gov.uk/foi/foi/punit.htm">http://www.lcd.gov.uk/foi/foi/punit.htm</a> & <a href="http://www.pro.gov.uk/recordsmanagement/access/default.htm">http://www.pro.gov.uk/recordsmanagement/access/default.htm</a> )	<b>Red</b>	<b>Amber</b>	<b>Amber</b>	<b>Green</b>	<b>Green</b>	The Freedom of Information Schema has been produced in partnership with the other Herts Councils. We will be entering a consultation phase by the end of 2003/4 and creating the relevant processes for responding to information requests.

<sup>8</sup> For the public sector to share information easily and securely, it is essential to operate within a framework of technical and legislative standards.

Traffic Light Status: availability against 31 December 2005 target date for local e-government		Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
<b>Trust &amp; connections<sup>9</sup></b>	Establishment of corporate information management policy (e.g. covering management of information assets, evidence for accountability, security, assurance, disaster & contingency planning)	<b>Amber</b>	<b>Amber</b>	<b>Amber</b>	<b>Green</b>	<b>Green</b>	The Council's Information Strategy has been adopted and the implementation is underway. This is also being integrated into the implementation of wider solutions.
	Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see <a href="http://www.lcd.gov.uk/consult/datasharing/datashare.htm">http://www.lcd.gov.uk/consult/datasharing/datashare.htm</a> & <a href="http://www.govtalk.gov.uk/do">http://www.govtalk.gov.uk/do</a> )	<b>Red</b>	<b>Amber</b>	<b>Amber</b>	<b>Amber</b>	<b>Green</b>	The Council has created a Socio-Economic Map that includes these data sharing protocols.
	Establishment of partnerships for the joint (aggregated) procurement of broadband services	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	The Council's research into Broadband is in its infancy, however, we would be interested in committing to participation in any Broadband Project in our region.

<sup>9</sup> For the public sector to share information easily and securely, it is essential to operate within a framework of technical and legislative standards.

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<b>Trust &amp; connections<sup>10</sup></b>	Compliance with BS 7799 on information security management	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Amber</b>	<b>Green</b>	This is an action in the Council's IT Strategy.
<b>Enablers<sup>11</sup></b>	Use of smart cards to support service development & delivery	<b>Black</b>	<b>Black</b>	<b>Black</b>	<b>Black</b>	<b>Black</b>	At the present time we have no plans for the corporate use of smart cards in service delivery although these have been used in specific areas. However, this will be reviewed in light of information from successful projects.
	Corporate use of Customer Relationship Management (CRM) software	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	We are planning to use CRM technology and we are currently replacing our telephone system with a product that will provide the capability. The provision of CRM systems will be a requirement for the Strategic ICT Partnership.
	Corporate use of Geographic Information Systems (e.g. for map-based data presentation)	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	

<sup>10</sup> For the public sector to share information easily and securely, it is essential to operate within a framework of technical and legislative standards.

<sup>11</sup> Enablers refers to the computer systems, or 'middle-ware', used to support access channel policy and provide the link to core business and information systems. You should only "green" traffic light the items below where enterprise-wide systems or policies have been implemented

Traffic Light Status: availability against 31 December 2005 target date for local e-government		Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
<b>Enablers</b> <sup>12</sup>	Corporate ICT support and documented policy for home working (teleworking) by staff	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	We are currently reviewing the way in which we use our office space and we are producing home-working policy. We are currently piloting the technology.
	Use of telemetric systems for remote monitoring & signalling, e.g. helping older people remain in their homes	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	The Council's Careline services uses remote alarm systems. We have yet to determine other uses.
	Establishment of corporate Intranet	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Green</b>	An Intranet will be provided as part of the Citizens Portal through the Hertfordshire Partnership.
	Corporate use of Document Image Processing & Workflow systems	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	DIP and workflow is used to great effect in Revenues and Benefits and we have highlighted its corporate use as an action in the Council's Access to Services Strategy.

<sup>12</sup> Enablers refers to the computer systems, or 'middle-ware', used to support access channel policy and provide the link to core business and information systems. You should only "green" traffic light the items below where enterprise-wide systems or policies have been implemented

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<b>Enablers</b> <sup>13</sup>	Application of Knowledge Management (KM) systems & techniques for service improvement	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Amber</b>	<b>Green</b>	Knowledge Management will be provided as part of the Citizens Portal through the Hertfordshire Partnership.
	Establishment of corporate policy on electronic records management	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Green</b>	This will be developed as part of the Council's Information Strategy and alongside the implementation of the Intranet
<b>Core Systems</b> <sup>14</sup>	Use of systems to enable e-procurement	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	We are presently producing a procurement strategy that will include e-procurement.
	Upgrade of financial information systems to support e-government	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Green</b>	We have updated financial systems to take account of electronic payments. Analysis of other systems is due to commence.

<sup>13</sup> Enablers refers to the computer systems, or 'middle-ware', used to support access channel policy and provide the link to core business and information systems. You should only "green" traffic light the items below where enterprise-wide systems or policies have been implemented

<sup>14</sup> Successful e-government comes from integrating corporate office support and processes with e-enabled services. Core systems refer to the core business processes of the e-enabled organisation.

Traffic Light Status: availability against 31 December 2005 target date for local e-government		Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
<b>Core Systems</b> <sup>15</sup>	Upgrade of office systems to support e-government, e.g. web-enabling legacy systems	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Amber</b>	<b>Green</b>	Systems in high volume areas such as Revenues, Benefits and Planning are being web-enabled. The Citizens Portal should provide a solution in other areas.
	Upgrade of Human Resources & payroll systems to support e-government	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	We are currently undertaking a Best Value Fundamental Service Review in HR and Payroll. The findings from this review will govern future decisions around IT systems.
	Upgrade of asset management systems to support e-government	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Amber</b>	We are currently undertaking a Best Value Fundamental Service Review in Asset Management. The findings from this review will govern future decisions around IT systems.

<sup>15</sup> Successful e-government comes from integrating corporate office support and processes with e-enabled services. Core systems refer to the core business processes of the e-enabled organisation.

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<b>Core Systems</b> <sup>16</sup>	Link to National Land & Property Gazetteer (NLPG) ( <a href="http://www.nlpg.org.uk">http://www.nlpg.org.uk</a> )	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	The development of LLPG is underway and we are producing a specification and action plan for NLPG.
	Automated interface with National Land Information Service (NLIS) hub ( <a href="http://www.nlis.org.uk">http://www.nlis.org.uk</a> )	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	We aim to progress to stage 2 from 1.4.04.
	Upgrade of income collection systems to support e-government	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Green</b>	We have upgraded systems to take into account electronic payments.
<b>People</b> <sup>17</sup>	Circulation of National Strategy checklist to Chief Executive and all Councillors (see <a href="http://www.localgov.gov.uk/nationalstrategy">www.localgov.gov.uk/nationalstrategy</a> )	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	Circulated to Members as part of regular Members Information Service.

<sup>16</sup> Successful e-government comes from integrating corporate office support and processes with e-enabled services. Core systems refer to the core business processes of the e-enabled organisation.

<sup>17</sup> This part of the e-organisation model refers to the internal organisation and management practices of the council that are required to help deliver the people changes necessary for e-government.

Traffic Light Status: availability against 31 December 2005 target date for local e-government		Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
<b>People</b> <sup>18</sup>	Establishment of formally constituted partnership working to help deliver e-government:						
	- Local Strategic Partnership (LSP)	<b>Amber</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	
	- Partnership working with other local authorities	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	We are part of an LGOL bid in Hertfordshire.
	- Public Private Partnership (PPP)	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Green</b>	We are actively seeking a Strategic ICT Partnership to increase our delivery capability.
	Incorporation of e-government into Community Strategy	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Amber</b>	<b>Green</b>	The Community strategy is reaching the end of the consultation phase. Early analysis has shown e-government potential in areas such as e-learning, consultation on-line and broadband.

<sup>18</sup> This part of the e-organisation model refers to the internal organisation and management practices of the council that are required to help deliver the people changes necessary for e-government.

Traffic Light Status: availability against 31 December 2005 target date for local e-government		Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
<b>People</b> <sup>19</sup>	Appointment of member & officer e-champions	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	Member e-government spokesperson is Cllr Ian Knighton and officer e-champion is Gary Bell, Assistant Director Customer Services.
	Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)	<b>Amber</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	The Council has an Information Unit that acts as the custodian of all our data and information and is responsible for the Council's Information Strategy.
	Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures	<b>Amber</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	All projects are risk assessed and integrated to the Council's corporate risk register.
	Use of customer consultation/research to inform development of corporate e-government strategy	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Green</b>	This is under development and will be integrated to the Council's Access to Services Strategy.

<sup>19</sup> This part of the e-organisation model refers to the internal organisation and management practices of the council that are required to help deliver the people changes necessary for e-government.

Traffic Light Status: availability against 31 December 2005 target date for local e-government		Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
<b>People</b> <sup>20</sup>	Establishment of policy for addressing social inclusion within corporate e-government strategy	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Green</b>	This is under development and will be integrated to the Council's Access to Services Strategy.
	Establishment of internal targets & measures for e-services, including:						
	- Customer take up	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	These measures are still under development.
	- Customer satisfaction	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	These measures are still under development.
	- Value for money / cost effectiveness	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	These measures are still under development.

<sup>20</sup> This part of the e-organisation model refers to the internal organisation and management practices of the council that are required to help deliver the people changes necessary for e-government.

Traffic Light Status: availability against 31 December 2005 target date for local e-government		Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	Comments
<b>People</b> <sup>21</sup>	Use of project management methodologies (e.g. PRINCE2)	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Green</b>	A corporate approach to project management is being developed. However, the principles have been adopted and the methodology is being more widely used. An external audit of our capability has been commissioned and we are waiting for details on the gap analysis.
	Establishment of e-skills training programme for staff (e.g. European Computer Driving Licence)	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	This is being evaluated as part of the Council's Change Management Programme.
	Use of networked technologies to support e-learning	<b>Red</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	This is being evaluated as part of the Council's HR Strategy.

<sup>21</sup> This part of the e-organisation model refers to the internal organisation and management practices of the council that are required to help deliver the people changes necessary for e-government.

### 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 recommended to validate your local list of interactions against the list of process area interactions for all customer facing local authority services contained in the I&DeA's ESD toolkit ([www.esd-toolkit.org](http://www.esd-toolkit.org)).

It is anticipated that authorities will base their annual BVPI 157 actuals/estimates on the position at the 31st March in each financial year, with the exception of 2005/6 when the position at 1st January 2006 is required.

BVPI 157 Interaction Type	Forecast		
	2003/4	2004/5	2005/6
<b>Providing information:</b> <ul style="list-style-type: none"> <li>Total types of interaction e-enabled</li> <li>% e-enabled</li> </ul>	79 99.53%	1 100.00%	0 100.00%
<b>Collecting revenue:</b> <ul style="list-style-type: none"> <li>total types of interaction e-enabled</li> <li>% e-enabled</li> </ul>	5 71.43%	1 85.71%	1 100.00%
<b>Providing benefits &amp; grants:</b> <ul style="list-style-type: none"> <li>total types of interaction e-enabled</li> <li>% e-enabled</li> </ul>	17 35.71%	10 53.57%	26 100.00%
<b>Consultation:</b> <ul style="list-style-type: none"> <li>total types of interaction e-enabled</li> <li>% e-enabled</li> </ul>	39 47.57%	15 62.14%	39 100.00%
<b>Regulation (such as issuing licences):</b> <ul style="list-style-type: none"> <li>total types of interaction e-enabled</li> <li>% e-enabled</li> </ul>	18 40.32%	16 66.13%	21 100.00%
<b>Applications for services:</b> <ul style="list-style-type: none"> <li>total types of interaction e-enabled</li> <li>% e-enabled</li> </ul>	26 27.15%	75 76.82%	35 100.00%
<b>Booking venues, resources &amp; courses:</b> <ul style="list-style-type: none"> <li>total types of interaction e-enabled</li> <li>% e-enabled</li> </ul>	6 22.73%	24 77.27%	10 100.00%
<b>Paying for goods &amp; services:</b> <ul style="list-style-type: none"> <li>total types of interaction e-enabled</li> <li>% e-enabled</li> </ul>	8 14.55%	9 30.91%	38 100.00%
<b>Providing access to community, professional or business networks:</b> <ul style="list-style-type: none"> <li>total types of interaction e-enabled</li> <li>% e-enabled</li> </ul>	25 50.00%	13 76.00%	12 100.00%
<b>Procurement:</b> <ul style="list-style-type: none"> <li>total types of interaction e-enabled</li> <li>% e-enabled</li> </ul>	2 4.88%	9 26.83%	30 100.00%
<b>TOTAL: TYPES OF INTERACTION E-ENABLED % E-ENABLED</b>	<b>225 50.89%</b>	<b>173 72.96%</b>	<b>212 100.00%</b>

#### 4. Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels the table below details actual and forecast figures for numbers of e-enabled payment transactions, plus abandoned vehicle reports. 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.

E-enablement & Main E-Access Channel Take-Up	Actual ('000s)	Forecast ('000s)			Comments
	02/3	03/4	04/5	05/6	
<b>Local Service Websites</b>					
<ul style="list-style-type: none"> <li>Page impressions (annual)</li> </ul>	304.6	492.7	635	800	Projected figures for website use show a marked increase aligned with improvements from Content Management, Intranet and online forms from the Hertfordshire Partnership.
<ul style="list-style-type: none"> <li>Unique users, i.e. separate individuals visiting website (annual)</li> </ul>	26	44	50	52	
<ul style="list-style-type: none"> <li>Number of e-enabled payment transactions accepted via website</li> </ul>	1.2	1.8	2.2	4	e-Payments project will provide access for citizens to pay most Council bills across all services via the website. This will be achieved in conjunction with the Hertfordshire Partnership and the provision of online forms.
<ul style="list-style-type: none"> <li>Number of abandoned vehicle reports accepted via website</li> </ul>	0.015	0.02	0.04	0.095	The website access channel reports for abandoned vehicles include direct e-mail. Forecasts show an increase with the introduction of online forms as part of the Hertfordshire Partnership.

E-enablement & Main E-Access Channel Take-Up	Actual (‘000s)	Forecast (‘000s)			Comments
	02/3	03/4	04/5	05/6	
<b>Telephone<sup>22</sup></b>					
<ul style="list-style-type: none"> <li>Number of e-enabled payment transactions accepted by telephone</li> </ul>	10.7	16.2	25	45	The e-Payments project described above also includes the ability for Council employees to take payments from customers. The forecasts include the automated telephone service that will be introduced and extended across the Council.
<ul style="list-style-type: none"> <li>Number of abandoned vehicle reports accepted via telephone</li> </ul>	1.8	1.9	1.95	2	Projected figures for abandoned vehicle reports are not expected to increase dramatically, as the telephone currently is the major access channel for this service.
<b>Face To Face<sup>23</sup></b>					
<ul style="list-style-type: none"> <li>Number of e-enabled payment transactions accepted via personal contact</li> </ul>	7.6	5.2	5.5	5.9	With the introduction of e-Payments more face-to-face payments will be electronically supported across the Council. Whilst face-to-face contact will always be available, the Council will be encouraging customers to use the electronic access channels when they become available. Also, a move towards a contact centre methodology means that the projected figures are not expected to increase dramatically in the future.
<ul style="list-style-type: none"> <li>Number of abandoned vehicle reports accepted via personal contact</li> </ul>	0.075	0.07	0.075	0.075	

<sup>22</sup> Telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres

<sup>23</sup> Face to Face 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

E-enablement & Main E-Access Channel Take-Up	Actual ('000s)	Forecast ('000s)			Comments
	02/3	03/4	04/5	05/6	
<b>Other Electronic Media<sup>24</sup></b>					
<ul style="list-style-type: none"> <li>Number of e-enabled payment transactions accepted via BACS or other electronic form</li> </ul>	107.5	117.7	123	125	The other electronic media access channel for e-enabled payments transactions are Swipe Cards for Council Tax.
<ul style="list-style-type: none"> <li>Number of abandoned vehicle reports accepted via other electronic media</li> </ul>	0	0	0	0	Abandoned vehicles are not reported via other electronic media.
<b>Non Electronic<sup>25</sup></b>					
<ul style="list-style-type: none"> <li>Number of payments accepted by cheque or other non-electronic form</li> </ul>	247.8	231.1	200	175	
<ul style="list-style-type: none"> <li>Number of abandoned vehicle reports accepted via non-electronic form</li> </ul>	0	0	0	0	

<sup>24</sup> e.g. BACS, text messaging

<sup>25</sup> e.g. cash office, post

## 5. Delivery of Key Technical Building Blocks & Priority Services

The table below indicates the expected relative usefulness of outputs from ODPM Pathfinder Projects, National Projects and/or partnership working with other local authorities and/or use of other means. A sliding scale from 1-5 (i.e. from 1=not useful, to 5=essential) is used.

National Project Technical Building Blocks & Priority Service Areas	Use of outputs from ODPM Pathfinder Project	Use of outputs from ODPM National Project	Partnership working with other local authorities	Other Means	Comment
Websites	3	3	5	5	We are looking to upgrade our website and this may involve a replacement. We also need to ensure that any replacement can be readily integrated with the Herts Citizen Portal. The Council would be keen to learn from the ODPM projects.
Smart cards	3	3	3	3	At the present time the Council has not developed a strategy for Smart cards and so will most likely look towards the national projects.
Interactive Digital TV	4	4	4	4	At this time the Council has not developed a strategy for the use of DTV and again we are most likely to look towards the national projects.
Mobile Technology (i.e. for home/site visits)		4	4	3	The Council is piloting technology for homeworking to a limited extent and has incorporated this requirement into the technical specification for a replacement IT Infrastructure. We see homeworking as a valuable part of our strategy and will monitor the progress of the national projects.

National Project Technical Building Blocks & Priority Service Areas	Use of outputs from ODPM Pathfinder Project	Use of outputs from ODPM National Project	Partnership working with other local authorities	Other Means	Comment
Telemetry (i.e. remote, real time & signalling)		1	1	1	We have yet to identify additional requirements for this technology.
Customer Relationship Management (CRM)	3	3	3	1	The Council is actively seeking to enter into a Strategic ICT Partnership and aims to make CRM a key deliverable.
Knowledge Management	3	3	3	1	This will be available as part of the Hertfordshire Partnership Citizen Portal.
Workflow	2	2	2	1	Workflow is used to great effect in Revenues and Benefits and we have highlighted the need for a corporate solution. We have scheduled the work to commence in 2004/5.
e-Procurement	4	4	4	4	Strategic procurement is currently under review and once an action plan is produced we will begin detailed evaluation of the solutions available. We are interested in the progress of the national projects.
Schools admissions		N/A	N/A	N/A	Not applicable to a District Council.

National Project Technical Building Blocks & Priority Service Areas	Use of outputs from ODPM Pathfinder Project	Use of outputs from ODPM National Project	Partnership working with other local authorities	Other Means	Comment
Local Planning Services	4	4	4	1	The Council is evaluating the use of the Planning Portal in the context of the Hertfordshire Partnership solution that aims to provide a customer focused outcome in Planning. We are interested in making a big step forward in Planning and are interested in the national projects.
Electronic exchange of property information with Valuation Office Agency (VOA) for Council Tax & Business Rates		3	3	3	This is of interest to the Council but is not actively being researched at present.
Working with business		3	3	3	Aside from our LSP and the Hertfordshire Partnership, the Council has yet to create working relationships with businesses. We are most likely to follow the progress of national projects.
Crime reduction / youth offending		4	4	3	Any outcomes from national projects will be incorporated into our Community Strategies.
Claiming benefits		3	3	3	This is of interest to the Council but is not actively being researched at present.

<b>National Project Technical Building Blocks &amp; Priority Service Areas</b>	<b>Use of outputs from ODPM Pathfinder Project</b>	<b>Use of outputs from ODPM National Project</b>	<b>Partnership working with other local authorities</b>	<b>Other Means</b>	<b>Comment</b>
Local e-Government Standards & Accreditation	2	2	2	2	These standards are indirectly important to the Council and we are incorporating them into our specifications.
Fire Services		1	1	1	Not applicable to a District Council.
Trading standards		1	1	1	Not applicable to a District Council.
Multi Agency Information Sharing	3	3	4	2	This will be achieved through the Hertfordshire Partnership.
e-Democracy		3	4	2	This will be achieved through the Hertfordshire Partnership. We are interested in the national projects as we have yet to fully develop our solution.

## 6. Resources

The table below is a forecast summary of when the Council will spend allocated resources on implementing electronic government up to 2005/6.

Resources	Actual (£'000s)		Forecast (£'000s)			Comment
	01/2	02/3	03/4	04/5	05/6	
£200,000 IEG money in 2002/3 and 2003/4	0	200	200	0	0	
Financial contributions from EU funding	0	0	0	0	0	
Financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB)	0	0	0	0	0	
Financial contribution from public-private partnerships	0	0	0	0	0	
Financial contribution to or from partnership projects undertaken with other organisations, including ongoing project work using ODPM Local e-Government Partnership Programme funding and work with other government departments or agencies that have an element of service e-enabling	0	0	182	0	0	2002/03 £182,000 represents 1/11th of the LGOL spend which we understand needs to be committed and/or spent by Hertfordshire County Council on behalf of all partners by the end of the financial year.

Resources	Actual (£'000s)		Forecast (£'000s)			Comment
	01/2	02/3	03/4	04/5	05/6	
Resources being applied from internal revenue and capital budgets to improve the quality of services through e-enablement	5	-187	463	650	650	<p>2001/02 IEG would not validate without a value therefore notional amount entered.</p> <p>2002/03 Actual spend was £13,000, therefore included a credit adjustment of £187,000 and this amount was carried forward to 2003/04.</p> <p>2003/04 Actual spend plus forecast spend totals £650,000 less £187,000 carried forward from IEG2 gives a net forecast of £463,000.</p> <p>2004/05 Forecasted spends of £450,000 from internal revenue and capital budgets plus estimated £200,000 from future IEG funds to give a total of £850,000.</p> <p>2005/06 As 2004/05.</p>
Other resources (e.g. training) (please specify)	0	0	0	0	0	
<b>Sub total</b>	<b>5</b>	<b>13</b>	<b>845</b>	<b>650</b>	<b>650</b>	
Less current and projected savings produced from e-government investment	0	0	0	20	20	Estimates at this stage as business cases still to be finalised and agreed
<b>TOTAL</b>	<b>5</b>	<b>13</b>	<b>845</b>	<b>630</b>	<b>630</b>	