



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2004 (IEG4)

*"Realising the benefits from our
investment in e-government"*

Name of Authority: North Hertfordshire District Council

IEG Contact Name: Gary Bell

Email: gary.bell@north-herts.gov.uk

Telephone No: 01462 474618

Local Context

1. Introduction

North Hertfordshire District Council remains committed to the e-Government agenda and has made some significant progress over the last year. The Council's Access to Services Strategy is seen as a key driver in this arena and in order to ensure delivery of the various projects within this strategy we are seeking a strategic partner (via a Strategic Service Support Contract - SSSC). In addition to this, we have successfully implemented several new corporate solutions and contributed, in a major way, to the LGOL HertsLink project.

2. Strategic Service Support Contract

The Council has committed to the procurement of a strategic partner to assist in the delivery of our e-Government and Access to Services Programme. The main aim of the partnership is to procure the systems and solutions that are required at the same time as the implementation and integration capability. At the present time we have achieved a shortlist of two private sector suppliers and we are on target to make the final selection by 18th January 2005.

The intention is to enter into a flexible contract rather than expend time and energy establishing a complex partnership arrangement. However, the sentiment will be to have an open and honest relationship with shared goals and joint branding opportunities. We believe this model is right for a district council and that it will prove to be attractive to other councils with either procurement, delivery or integration constraints.

The partnership has a set of ambitious but realistic desired outcomes. We aim to transform the way customer services are accessed and delivered through a carefully managed programme of implementations, coupled with a change management activity that will be jointly managed by the Council and the supplier. To supplement this process we are creating a Communications Plan targeted around increasing awareness to all stakeholders.

The desired outcomes are underpinned by the following output based projects:

- the implementation of a leading Customer Relationship Management Solution supported by the deployment of a Content/Knowledge Management system
- the deployment of Corporate Document Management (including Document Image Processing)
- the continued roll-out of the Council's new telephone system and the introduction of enhanced features and functionality
- the introduction of common platforms for both mobile working and home working
- front / back office integration in appropriate areas
- creation of a new website and Intranet
- greater on-line service delivery across all business areas

This project has sponsorship at both Member and Senior Officer level and we have successfully established a project board comprising 5 key Members and the Council's Management Board. The Chief Executive has the role of Project Executive which in turn has given the programme a necessarily high profile. We expect to start work in January 2005 with a great deal of activity taking place in the first six to nine months.

3. Progress to Date

The Council commenced the implementation of its Access to Services Strategy in 2003 and the following is a progress update:

Electronic Payments – the new solution is now up and running and allows customers to make payments on the telephone (including interactive voice recognition) and via the website. These methods are available 24/7 and have been integrated with our replacement cash receipting system.

Leisure Bookings – the new bookings system has proved to be a success and exceeded our forecast with 67% of bookings being taken over the telephone and updated electronically against a prediction of 25%. We are now looking to integrate this solution with the e-payment solution.

Telephone System – this system is now fully implemented and we are looking to optimise the new features and functionality as we move towards a contact centre environment. We have piloted certain features in Revenues and Benefits and are looking for further roll-out when our strategic partner is on board.

4. Working in Partnership

The Council has remained actively involved with the Hertfordshire LGOL Partnership and in the implementation of the HertsLink solution. Unfortunately the implementation of this project has taken longer than expected and we are yet to use the solution in a live environment. However, we have made significant progress and this is summarised as follows:

1. on-line planning – the Council has provided content to the portal which has been used to pilot the solution and to prove the concept on behalf of the partnership.

2. electronic committee administration – this area is in the final stages of testing and we will be the first Council in Hertfordshire to use this solution in a live environment. We intend to go-live at the beginning of May to coincide with the start of a new civic year.

3. services for retirement – this aims to provide a single point of contact for retired persons and will act as a gateway for the services they may need.

4. on-line forms – this provides a catalogue of on-line forms and the Council will be evaluating this package over the coming months to assess its suitability and compatibility with solutions being provided within the SSSC

In addition, this partnership is now exploring other ways to collaborate on the achievement of shared objectives, with particular reference to the ODPM priority outcomes.

5. The next steps

In the short-term the Council will be selecting a supplier to enter into the SSSC. Most of our attention will focus on the establishment of a robust and flexible partnership and the creation of a sustainable implementation programme. This is being integrated into the Council's re-structure plans in order to ensure the mutual dependencies are considered. It is our intention to have a programme of quick wins so that the partnership is quickly established and stakeholders start to reap the rewards. This will put the Council in strong position to deliver its e-Government agenda over the next nine to twelve months.

Section 1 - Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005 and will inform the release of IEG capital funding in 2005/06

| Outcome & Transformation Area Description | Status at 20/12/2004 | Anticipated status at 31/03/2005 | Anticipated status at 31/12/2005 | Anticipated status at 31/03/2006 | Comments |
|---|---|----------------------------------|----------------------------------|----------------------------------|---|
| R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry. | Amber | Green | Green | Green | Not a district function - will provide relevant web links. |
| R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children. | Amber | Green | Green | Green | Not a district function - will provide relevant web links. |
| G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools | Amber | Green | Green | Green | Not a district function - will provide relevant web links. |
| E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. | District Councils will not be able to engage with E1. | | | | |
| R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk). | Amber | Amber | Green | Green | The Council is engaged in two key projects that will address a number of the priority outcomes. The first is a LGOL project with the other Hertfordshire Councils - HertsLink. The second is the procurement of a strategic ICT partner via a Strategic Service Support Contract (SSSC). The exact deliverables within the SSSC are still being developed, however, R3 is a required outcome and is expected to be met. |
| R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community. | Amber | Amber | Green | Green | Information sharing protocols are in place via the Community Safety Partnership members but at this stage, integration is limited. Other work is in progress to agree a Hertfordshire Information Sharing Protocol to cover the Herts Observatory and the HertsLink projects. |
| G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events. | Red | Red | Red | Amber | The Council is in discussion with voluntary organisations as to how we can achieve greater community capacity to achieve this outcome. This will involve work with the LSP and Compact. |
| E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. | | | | | |

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| R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily. | Amber | Green | Green | Green | This is one of four deliverables within the LGOL HertsLink solution. The implementation is almost complete and data and information is being checked and loaded onto the integrated Content Management system. |
| R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves. | Red | Red | Red | Red | The Council has yet to determine its policy in this area and has yet to develop a business case for the investment. It is hoped this will be achieved in a later phase of the HertsLink solution. |
| G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics. | Amber | Amber | Amber | Amber | The Council's Citizens' Panel is available on-line along with other consultation information. We have yet to analyse the use of email and SMS alerts. |
| G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files). | Red | Red | Amber | Green | An updated website is a required outcome of the SSSC and as such the Council is developing a revised website strategy which will incorporate this outcome. |
| E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. | | | | | |
| R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling). | Red | Amber | Green | Green | This is a required outcome of the SSSC. |
| R8 Online receipt and processing of planning and building control applications. | Red | Amber | Green | Green | The provision of an end to end on-line planning service is a required outcome of the SSSC. In addition, the HertsLink solution is being developed to provide a level of integration between the Council's own back-office systems and the Planning Portal. Currently, Part 1 Applications are available on the Council's website with weekly lists of applications received and determined. |
| G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information. | Red | Amber | Amber | Green | This is a required outcome of the SSSC. The Council has prepared the relevant information and data and will implement a corporate wide solution. |
| G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes. | Amber | Green | Green | Green | Not a district function - will provide relevant web links. |
| G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and | Red | Amber | Green | Green | This is a required outcome of the SSSC. |

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| decision-making processes around the prevention of anti-social behaviour. | | | | | |
| E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. | | | | | |
| R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment. | Amber | Amber | Green | Green | This is a required outcome of the SSSC. On-line ordering and authorising of payments for works, goods and services is in place as part of the Council's financial management system. BACS payments to suppliers became operational in Jul 2004 with 80% of suppliers using this facility. Electronic transmission of remittance advices is planned for April 2005. |
| G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions). | Red | Red | Amber | Amber | All suppliers have a unique identifier. The provision of CRM is a required outcome of the SSSC and this area will be analysed in detail and a specification produced when the relevant supplier is on board. |
| G9 Regional co-operation on e-procurement between local councils. | Red | Red | Amber | Amber | The Council attends meetings of the newly established Centre of Procurement Excellence in the East of England. In addition the Council attends the Hertfordshire Procurement Forum which is exploring how to inter-relate to the aforementioned body. |
| E5 Access to virtual e-procurement 'marketplace'; | | | | | |
| E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community; | | | | | |
| E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). | | | | | |
| R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers). | Green | Green | Green | Green | This is fully operational. |

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| R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling. | Red | Red | Amber | Green | This facility is available as a chargeable module from the current suppliers. A decision has yet to be taken on funding and whether to include this project within the objectives of the SSSC. |
| G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments. | Amber | Amber | Green | Green | The Council introduced e-payments to provide a wider range of choice to customers rather than specifically to achieve savings. However, the additional choice of payment methods will support the business case for the closure of the Council's cash offices, which will result in significant savings. In addition, work is being undertaken to establish baseline data within IEG4 and a process to monitor savings will be introduced. |
| G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers. | Red | Red | Amber | Green | This facility is available as a chargeable module from the current suppliers. A decision has yet to be taken on funding and whether to include this project within the objectives of the SSSC. |
| E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone). | | | | | |
| E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards). | | | | | |
| E10 Agreed baseline and targets for reductions in unit costs of payment transactions. | | | | | |
| R12 Online renewal and reservations of library books and catalogue search facilities. | Amber | Green | Green | Green | Not a district function - will provide relevant web links. |
| R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations. | Red | Amber | Green | Green | This a required outcome of the SSSC. |
| G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services. | Red | Amber | Green | Green | The Council is in the process of upgrading its ICT infrastructure and this will be complete by 31/03/2005 and will provide a platform for the implementations within the SSSC. Smart Cards is an area where there has been no progress and was flagged as 'black' in IEG3. |
| E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. | | | | | |
| R14 Online facilities to be available to allow the public to inspect local public transport timetables and information | Amber | Green | Green | Green | Not a district function - will provide relevant web links. |

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| via available providing organisation, including links to 'live' systems for interactive journey planning. | | | | | |
| R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results. | Red | Green | Green | Green | Consultation will be available on-line in the future and a specific project in this area is being planned for January 2005. |
| G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures. | Red | Amber | Green | Green | The Council will be implementing a new software package in January. |
| G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily. | Red | Amber | Green | Green | This is to be made available via the HertsLink project which has a Citizens' Portal as a key deliverable. |
| E12 Agreed baseline and targets for customer satisfaction and efficiency savings. | | | | | |
| R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office. | Red | Amber | Green | Green | This is a required outcome of the SSSC. |
| R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms. | Green | Green | Green | Green | This facility is now available. |
| G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes. | Red | Amber | Green | Green | This is a required outcome of the SSSC. The Council is also awaiting the outcome of a DWP funding bid. |
| E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals. | | | | | |
| E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. | | | | | |

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| R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres. | Amber | Green | Green | Green | Not a district function - will provide relevant web links. |
| R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates. | Green | Green | Green | Green | This facility is now available. |
| G16 Systems to support joined-up working on children at risk across multiple agencies. | Red | Red | Red | Amber | Information and Sharing Project (ISAP) is being led by Herts County Council. The Council is part of a working party which is analysing the implementation of multi-agency data sharing. We are already working with children at risk on playschemes and on Youth Inclusion Support Panels. In addition, the Council is working closely with Herts County Council and PCT's in the creation of Children's Trusts. |
| G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field. | Red | Red | Amber | Amber | The Single Assessment process is currently being operated as a paper based system until the PCT and Acute Hospital Trusts and Adult Care Services (ACS) system adaptations can be made to allow an electronic data interface. Mediated access via the telephone allows the organisations to identify if clients are already known to one of the partner agencies. Meals assessments are undertaken by ACS in the Council's behalf. We are currently identifying funds to use mobile technology for Careline Assessment in the field. |
| E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57). | | | | | |
| R20 Email and Internet access provided for all Members and staff that establish a need for it. | Red | Red | Green | Green | The Council will review its policy to comply with this outcome. |
| R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff. | Amber | Amber | Green | Green | This is a required outcome of the SSSC. In addition, the Council's policy in this area has been developed and is currently under consultation. |
| R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy. | Amber | Amber | Amber | Green | This is a required outcome of the SSSC. In addition, the Council's policy in this area has been developed and is currently under consultation. |

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| G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen"). | Amber | Amber | Amber | Green | We are currently researching methods of improving general IT skills across the organisation. The initial recommendation will be that the ECDL qualification is introduced. |
| E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working. | | | | | |
| R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday). | Red | Amber | Amber | Green | This is a required outcome of the SSSC. |
| R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management. | Red | Amber | Green | Green | This is a required outcome of the SSSC. |
| G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf). | Amber | Amber | Amber | Green | This is a required outcome of the SSSC. In addition, the Council will look to adopt the relevant standards as part of the deployment of EDRM. We are undertaking an audit in relation to Freedom of Information and Data Protection and to perform a gap analysis against the achievement of this standard. |
| G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI). | Red | Amber | Green | Green | An updated website is a required outcome of the SSSC and as such the Council is developing a revised website strategy which will incorporate this outcome. |
| G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk). | Red | Amber | Amber | Green | This is a required outcome of the SSSC. |
| E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. | | | | | |
| R25 Online publication of Internet service standards, including past performance and commitments on service availability. | Red | Amber | Green | Green | The Council's Customer Care Strategy will be updated accordingly and incorporate these requirements into our website strategy. |

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| R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users. | Red | Red | Amber | Amber | The HertsLink solution is in the early stages of use and as such performance measures have yet to be introduced. In the case of the Council's website, these measures will be introduced within our new website strategy. |
| G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels. | Red | Amber | Green | Green | This is a required outcome of the SSSC. |
| G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk). | Red | Amber | Green | Green | An updated website is a required outcome of the SSSC and as such the Council is developing a revised website strategy which will incorporate this outcome - if appropriate. |
| E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings. | | | | | |
| R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery. | Red | Amber | Green | Green | This is a required outcome of the SSSC. |
| R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response. | Red | Amber | Green | Green | This is a required outcome of the SSSC. |
| R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies. | Amber | Green | Green | Green | The Council's Customer Care Strategy will be amended in line with this outcome. |
| G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management. | Red | Amber | Green | Green | This is a required outcome of the SSSC. |
| G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should | Red | Amber | Green | Green | Although not a specific requirement of the SSSC, it is hoped this functionality can be developed and implemented through that project. |

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| then be able to update all records relating to that person to include the new address. | | | | | |
| E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology. | | | | | |

Section 2 - Change Management (self-assessment)

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

| Change Management Area Description | Status at 20/12/2004 | Anticipated status at 31/03/2005 | Anticipated status at 31/12/2005 | Anticipated status at 31/03/2006 | Comments |
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| Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757): | | | | | |
| i) Member & officer e-champions | Green | Green | Green | Green | |
| ii) e-government programme manager | Amber | Green | Green | Green | The role of Programme Manager has been assigned but is being reviewed in line with the commencement of the Council's Strategic Service Support Contract. It is believed this needs to be a full time role for an initial period of three years. |
| iii) customer services management | Green | Green | Green | Green | The Council has a full time Customer Services Manager. |
| Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning. | Amber | Amber | Amber | Green | This is integrated with Priority Outcome G18. |
| Establishment of an e-delivery programme board | Amber | Green | Green | Green | The Council has a Project Board comprising senior officers and Members. The role of the board is being reviewed in line with the commencement of the SSSC at which time the project governance and ongoing delivery of the programme will be determined. |
| Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme. | Amber | Green | Green | Green | A corporate approach to project management is being developed. The principles of PRINCE2 are being used in major projects and several key officers are to receive the relevant practitioner training. |
| Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures. | Green | Green | Green | Green | |
| Use of customer consultation/research to inform development of corporate e-government strategy. | Green | Green | Green | Green | |
| Establishment of policy for addressing social inclusion within corporate e-government strategy. | Amber | Amber | Amber | Amber | This is under development and will be integrated into the Council's Access to Services Strategy. |
| Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act) | Green | Green | Green | Green | |

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| Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovt.alk.rtf). | Amber | Amber | Amber | Amber | The Council has created a Socio-Economic Map that includes data sharing protocols but is in the process of researching the Public Services Trust Charter. |
| Establishment of partnerships for the joint (aggregated) procurement of broadband services. | Red | Red | Red | Red | The Council has carried out a limited amount of research into Broadband. However, we would be interested in participating to a Broadband Project within our region. |
| Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf). | Red | Amber | Amber | Amber | The Council has carried out a limited amount of research into engaging intermediaries, including high level discussions with the CAB. |
| Compliance with BS 7799 on information security management. | Amber | Amber | Amber | Green | This is an action within the Council's IT strategy and we hope to make further progress during the initial phases of the SSSC. |
| Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives. | Amber | Green | Green | Green | The Council is in the early stages of producing a Benefits Realisation Plan and will use the IEG4 process as a catalyst. The SSSC has an objective of producing both efficiency and cost savings. |
| Completion of mapping of BVPI 157 services against approved security levels (0-3) (see http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc). | Red | Red | Amber | Green | The Council is in the process of adopting the esd toolkit for BVPI 157 and intends to review the approved security levels once this exercise is completed. |
| Planned compliance to HMG Security and authentication frameworks (see http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc & | Red | Red | Red | Red | The Council has yet to plan this work. |

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| http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc . | | | | | |
| Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org). | Red | Red | Red | Red | The Council has yet to plan this work. |
| Use of Government Gateway (see http://www.gateway.gov.uk) to support: | | | | | |
| i) personalisation & registration for services categorised at security level 0 | Red | Red | Red | Red | The use of the Government Gateway is a required outcome of the SSSC and will be explored in more detail during the initial phases of that programme. |
| ii) citizen & business authentication for services for services categorised at security levels 1-3 | Red | Red | Red | Red | The use of the Government Gateway is a required outcome of the SSSC and will be explored in more detail during the initial phases of that programme. |
| iii) authentication of employees for cross-agency services | Red | Red | Red | Red | The use of the Government Gateway is a required outcome of the SSSC and will be explored in more detail during the initial phases of that programme. |
| iv) corporate approach to collection of e-payments | Red | Red | Red | Red | The use of the Government Gateway is a required outcome of the SSSC and will be explored in more detail during the initial phases of that programme. |
| v) cross agency secure transactions (Government to Government) | Red | Red | Red | Red | The use of the Government Gateway is a required outcome of the SSSC and will be explored in more detail during the initial phases of that programme. |
| Government Gateway (see http://www.gateway.gov.uk) back office connection in place (Department Interface Server). | Red | Red | Red | Red | The use of the Government Gateway is a required outcome of the SSSC and will be explored in more detail during the initial phases of that programme. |
| Connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s) | Green | Green | Green | Green | |
| Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm) | Amber | Amber | Green | Green | |

| | | | | | |
|--|-------|-------|-------|-------|---|
| Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) | Red | Amber | Amber | Green | |
| Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) | Amber | Amber | Amber | Green | The Council achieved NLIS Level 2 from 1.10.04 and is now looking to achieve Level 3. This may be completed ahead of the predicted date of 31.03.2006 |
| Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) | Amber | Green | Green | Green | The Council will provide a link to the relevant website. |

Section 3 - BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against version 2.01

| | | Actual | | | Forecast | |
|---|---|--------|--------|--------|---------------|---------------|
| BVPI 157 Interaction Type | Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005) | 2001/2 | 2002/3 | 2003/4 | 2004/5 | 2005/6 |
| | | 0 | 0 | 0 | 0 | 0 |
| Providing information: | 94% | | | | | |
| Total types of interaction e-enabled e-enabled | | 0 0 | 0 0 | 0 0 | 172 100.00 | 172 100.00 |
| Collecting revenue: | 87% | | | | | |
| Total types of interaction e-enabled e-enabled | | 0 0 | 0 0 | 0 0 | 2 100.00 | 2 100.00 |
| Providing benefits & grants: | 78% | | | | | |
| Total types of interaction e-enabled e-enabled | | 0 0 | 0 0 | 0 0 | 19 67.86 | 24 85.71 |
| Consultation: | 86% | | | | | |
| Total types of interaction e-enabled e-enabled | | 0 0 | 0 0 | 0 0 | 25 40.98 | 43 70.49 |
| Regulation (such as issuing licenses): | 76% | | | | | |
| Total types of interaction e-enabled e-enabled | | 0 0 | 0 0 | 0 0 | 1 3.57 | 15 53.57 |
| Applications for services: | 83% | | | | | |
| Total types of interaction e-enabled e-enabled | | 0 0 | 0 0 | 0 0 | 27 25.23 | 67 62.62 |
| Booking venues, resources & courses: | 78% | | | | | |
| Total types of interaction e-enabled e-enabled | | 0 0 | 0 0 | 0 0 | 3 27.27 | 7 63.64 |

| | | | | | | |
|---|------------|------------------------|------------------------|------------------------|------------------------------|------------------------------|
| Paying for goods & services: Total types of interaction e-enabled e-enabled | 80% | 0 0 | 0 0 | 0 0 | 7 15.22 | 27 58.70 |
| Providing access to community, professional or business networks: Total types of interaction e-enabled e-enabled | 82% | 0 0 | 0 0 | 0 0 | 21 40.38 | 37 71.15 |
| Procurement: Total types of interaction e-enabled e-enabled | 73% | 0 0 | 0 0 | 0 0 | 1 6.67 | 8 53.33 |
| TOTAL Total types of interaction e-enabled % e-enabled | 86% | 0 0 % | 0 0 % | 0 0 % | 278 53.26 % | 402 77.01 % |

Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in up to 2005/6, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. 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. Industry definitions of page impressions

| | Actual ('000s) | Forecast ('000s) | | | | Comment |
|---|----------------|------------------|-------|-------|-------|--|
| | | 03/04 | 04/05 | 05/06 | 06/07 | |
| E-enablement + Main E-Access Channel Take-Up | | | | | | |
| Local Service Websites | | | | | | |
| • Page impressions (annual) | 667 | 2811.14 | 3233 | 3718 | 4090 | The Council's website was upgraded in September 2004 which led to more accurate reporting of page impressions. In addition to this the content has continued to improve and the search capacity enhanced which has led to a greater number of hits. Figures for 03/04 were via the old site and not in the same context as 04/05 onwards. In the case of change of address - we have not logged this interaction and so are unable to provide statistics. |
| • Unique users, i.e. separate individuals visiting website (annual) | 39.5 | 51.2 | 67 | 90 | 120 | |
| • Number of e-enabled payment transactions accepted via website | 1.5 | 2.2 | 4 | 4 | 4 | |
| • Number of change of address notifications accepted via website | 0 | 0 | 0 | 0 | 0 | |
| Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i> | | | | | | |
| • Number of e-enabled payment transactions accepted by telephone | 23.6 | 30 | 45 | 45 | 45 | In the case of change of address - we have not logged this interaction and so are unable to provide statistics. |
| • Number of change of address notifications accepted via telephone | 0 | 0 | 0 | 0 | 0 | |
| Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i> | | | | | | |

| | | | | | | |
|---|-------|-----|-----|-----|-----|---|
| • Number of e-enabled payment transactions accepted via personal contact | 19 | 0.5 | 0.3 | 0.3 | 0.3 | In the case of change of address - we have not logged this interaction and so are unable to provide statistics. |
| • Number of change of address notifications accepted via personal contact | 0 | 0 | 0 | 0 | 0 | |
| Other Electronic Media (e.g. BACS, text messaging) | | | | | | |
| • Number of e-enabled payment transactions accepted via BACS or other electronic form | 342.5 | 405 | 425 | 425 | 425 | In the case of change of address - we have not logged this interaction and so are unable to provide statistics. |
| • Number of change of address notifications accepted via other electronic media | 0 | 0 | 0 | 0 | 0 | |
| Non Electronic (e.g cash office, post) | | | | | | |
| • Number of payments accepted by cheque or other non-electronic form | 221.9 | 150 | 100 | 100 | 100 | In the case of change of address - we have not logged this interaction and so are unable to provide statistics. |
| • Number of change of address notifications accepted via non-electronic form | 0 | 0 | 0 | 0 | 0 | |

Section 5 - Local e-Government Implementation Expenditure

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

| Programme Resources | Actual (£'000s) | Forecast (£'000s) | | | | Comment |
|--|--------------------|----------------------|------------|------------|----------|--------------------------------------|
| | 01/02 to 03/04 | 04/05 | 05/06 | 06/07 | 07/08 | |
| • IEG capital grant | 400 | 350 | 150 | | | |
| • your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area | 182 | 0 | 0 | 0 | 0 | Represents 1/11th of the LGOL spend. |
| • financial contribution from public-private partnerships | 0 | 0 | 0 | 0 | 0 | |
| • resources being applied from internal revenue and capital budgets to implement e-government | 109 | 300 | 500 | 700 | 0 | |
| • other resources (e.g. training) (please specify) | 0 | 0 | 0 | 0 | 0 | |
| • ODPM e-Innovations Fund capital grant | 0 | 0 | 0 | 0 | 0 | |
| • financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding | 0 | 0 | 0 | 0 | 0 | |
| TOTAL | 691 | 650 | 650 | 700 | 0 | |

Section 6 - Local e-Government Programme Efficiency Gains

In order to justify corporate investment in local e-government, it is important to ensure that the benefits will outweigh the costs. In this regard, councils are asked to provide best estimates of efficiency gains arising from the implementation of local e-government. The expectation is that all cashable savings can be recycled in local services, but should be achieved without cutting service quality. Please also note that there is no intention here to add new burdens in terms of the measurement of efficiency gains or to set specific targets for local e-government, but figures should be calculated using existing data and accounting methods where possible. The exercise should also be seen as a starting point for future work on efficiency best practice and rewards. Links to listed websites in the table Notes also offer a key source of support in calculating figures. Please note that you are only required to put total figures in the Actual (01/02 to 03/04) column.

| Efficiency Gains | Actual | Forecast (£'000s) | | | | Comment |
|---|----------------|-------------------|-------------|-----------|-----------|--|
| | 01/02 to 03/04 | 04/05 | 05/06 | 06/07 | 07/08 | |
| a) Cash Releasing Efficiency Gains | | | | | | |
| e-Procurement, of which: | | | | | | |
| • achieved through reductions in prices | | 0 | 0 | 0 | 0 | The Council has yet to map, through benchmarking, savings on supplier payments. This will be the first stage of our action plan following our NEPP assessment. |
| • other gains from e-procurement | | 4 | 4.5 | 5 | 5 | The Council has reached a level of BACS payments to suppliers of 60%. The Council's target is 70%. The Council is now evaluating the use of electronic invoicing to achieve other savings and will adjust this forecast accordingly. |
| Corporate support (back office), of which: | | | | | | |
| • e-recruitment | | 0 | 0 | 0 | 0 | The Council has yet to implement e-recruitment. However it is possible to download information packs and application forms from the Council's website and we are now starting to collect the relevant statistics at which time we can provide costed cash savings. |
| • e-payments | | 0 | 0 | 0 | 0 | The Council has been using e-payments via Girobank and the change to the new e-payments system did not result in any additional cash savings. |
| • Other corporate support gains | | 0 | 0 | 0 | 0 | The Council has yet to implement key projects which are scheduled for 2005 as part of the SSSC. |
| Transactional services | | 1 | 5 | 7 | 7 | The Council has yet to implement key projects which are scheduled for 2005 as part of the SSSC. The above figures represent savings through the new Leisure Booking system. |
| Productive time | | 0 | 33 | 33 | 33 | The Council is now withdrawing its cashier service which will result in additional savings and updated forecasts will be provided accordingly. Whilst not wholly an e-government saving, this was made possible by the introduction of e-payments. |
| Sub total (a) cash releasing efficiency gains) | 0 | 5 | 42.5 | 45 | 45 | |

| b) Non Cash Releasing Efficiency Gains | | | | | | |
|--|-------------|---------------|---------------|-------------|-----------|---|
| non-cash benefits (1) please specify | | 2.6 | 0 | 0 | 0 | The above figure represents operational efficiencies through e-payments. However, the withdrawal of the cashiers service will result in the efficiency gains being absorbed by real cash savings. |
| non-cash benefits (2) please specify | | 0 | 0 | 0 | 0 | |
| Sub total (b) non cash releasing efficiency gains) | 0 | 2.6 | 0 | 0 | 0 | |
| TOTAL EFFICIENCY GAINS - GROSS | 0 | 7.6 | 42.5 | 45 | 45 | |
| LESS e-government implementation expenditure | 691 | 650 | 650 | 700 | 0 | |
| TOTAL EFFICIENCY GAINS - NET | -691 | -642.4 | -607.5 | -655 | 45 | |