



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 (IEG5)

"Meeting the targets for e-government"

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Local Context

Introduction

The Council remains committed to the e-Government agenda and in particular the transformation of the way in which services are delivered. A significant amount of time, energy and resource has been directed into establishing our strategic partnership. This has been branded as Service@North-Herts and is the main vehicle for delivering the e-Government agenda. The partnership has made great strides since its creation and progress is described in more detail below.

Service@North-Herts - Transformation Beyond 2005

The partnership was designed to deliver an ambitious range of projects within one integrated programme. It is a crosscutting project and will deliver service improvements and efficiency gains across the Council. The main streams of activity are as follows:

Project A Infrastructure Deployment - the Council now has a new infrastructure in place which forms the basis for all future implementations and will be used as a foundation for improving access to our services. This included the implementation of a new Intranet which is now 'live' with levels of use increasing week by week. In addition, the Council will be implementing a new website which is being designed and structured to meet both customer and technical requirements. This will be available from 1st April 2006 and along with the Intranet will facilitate the creation of a one-stop shop service.

Project B Service Integration - the Council is now deploying the first phase of a new Customer Relationship Management (CRM) solution and has opted to do this in a 'wide and shallow' context. The initial phases will enable 70 services to be delivered in a multi-channel one-stop shop (available in June 2006). This project will also enable the Council to exploit its e-payments facility and will electronically enable all our key services.

Project C Customer Property Asset Indexes - this project (due in year 2 of the programme) will deploy technologies to create key indexes to underpin the ongoing delivery of CRM. This project will enable the Council to rationalise and synchronise its various data sets and maintain one overall index of customers and assets.

Project D Corporate Document Management - this project (due in year 2 of the programme) will deploy the Council's document management solution on a

corporate wide basis. It will facilitate the use of scanned images and workflow to improve the flow of processes throughout the Council. This is a prerequisite for the use of mobile technologies in several business areas and as such some scoping work will commence during December.

Project E IT Effectiveness - this project is about to commence and is designed to transform the way in which the IT Service operates. The main objectives are: to enhance procedures and practices; to provide a level of self-sufficiency as the programme progresses; and to perform a skills transfer as part of a wider learning and development plan.

Project F Mobile and Home-Working - this project has progressed well and the Council now has 15 benefits officers able to use mobile technology in customers' homes. They have been provided with mobile devices which have been integrated to both the back office benefits system and the Council's document management solution. This enables officers to resolve benefit cases away from the office, including taking digital photographs of prime documents for verification purposes. Analysis for mobile working in Planning and Building Control is now underway. Phase 2 of this project provides the foundation for the development and deployment of home-working.

Programme Management - the Council now has a full-time programme manager assigned to Service@North-Herts along with project support. In addition, PRINCE2 methodology has been adopted at a level that suits the demands of this programme. The partnership included an element for programme management and a number of ad-hoc days to be called upon to support the programme or to embark on other projects where a return on investment can be demonstrated.

Strategic Planning Review - as part of Service@North-Herts, a review of the planning service was undertaken and the Council is considering the recommendations with a view to adopting them. The Council is in the process of procuring additional components from the provider of its planning solutions in order to facilitate greater e-enablement of the planning process. In addition, the Council is procuring products and services to facilitate the completion of the National Land and Property Gazetteer, which in turn is a prerequisite to Project C.

Working in Partnership

The Council remains a participant in the Hertfordshire LGOL Partnership. In addition to using the HertsLink solution, the Council is hoping to exploit opportunities for joint working in areas such as Government Connect, Data Sharing Protocols, e-Procurement and the development of a library of electronic forms.

Benefits of e-Government for the citizens of North Herts

The most significant benefit to the Citizens of North Herts will be the ability to access services through a multi-channel one-stop shop, in addition to certain services being available on a mobile basis. The e-Government programme was the prime catalyst for this investment and has led to parallel streams of activity such as the restructure of the customer services teams and the remodelling of office space to accommodate a one-stop shop.

Take-Up of e-services

The Council intends to develop a take-up strategy to optimise the new level of service delivery available to citizens. It is hoped that it will be possible to take advantage of the National Take-Up Campaign for e-Services. In addition a new website strategy is being produced to support the implementation of the Council's new website and this has particular reference to issues of take-up.

Conclusion

The Service@North-Herts programme is very much the focus for the Council and one of its key objectives. In addition, a methodology for demonstrating the contribution to corporate efficiency is being produced and this will incorporate the IEG and Annual Efficiency Statement processes. It is clear we will be operating at a much enhanced level and intend to do so with more cost effective resources. The Council has embraced these challenges and has cross party Member support in terms of their achievement.

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

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment:			
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment:			
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment:			
If already 'green' on R1, R2 & G1 above please comment on E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.	Comment: As explained in IEG4.5, the Council has provided web links for R1, R2 & G1 but will not be able to engage with E1 as this is a County Council function.		
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 01/04/2004	Amber 01/04/2004	Green 31/03/2006
Comment: As explained in IEG4.5, the Council will be embarking on the deployment of a new website and Intranet as part of its Service@North-Herts implementation. The website will be structured in line with the LGCL and Phase 1 will be available by 31st March 2006. In addition, the Council continues to support the HertsLink Community Portal.			
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Green 31/07/2005	Green 31/07/2005	Green 31/07/2005
Comment: A contract has been awarded for the Multi-agency Information and Data Access System (MIDAS) IT development work so that the project to enable secure sharing of personal data can begin. Supported by funding from the Home Office, Herts CC and the 10 Herts district and borough councils, staff are being recruited and data collection work has been taking place. The initial focus has been to create products around anti-social behaviour and violent crime during August 2005 using depersonalised data. We anticipate development on the personalised data front to take place in Quarter 4 of this financial year. The encrypted personalised database section is scheduled to be completed by the end of December 2005. With the introduction of MIDAS, and its availability on a secure part of the Herts "Observatory" extranet, we will meet the requirements for this outcome. The test service will be available in early January 2006 with a live date to follow.			
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 01/04/2004	Red 01/04/2004	Amber 01/03/2006
Comment: As explained in IEG4.5, 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.			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R3, R4 & G2 above please comment on</p> <p>E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.</p> <p>Otherwise you may leave this row blank.</p>	Comment:		
<p>R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.</p>	Amber 01/04/2004	Amber 01/04/2004	Green 31/03/2006
	Comment: As explained in IEG4.5, this is one of four deliverables within the LGOL HertsLink solution. However, at the present time, the Council is reviewing the final specification to determine whether or not it meets our requirements.		
<p>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.</p>	Red 31/12/2005	Red 31/12/2005	Amber 31/03/2006
	Comment: The Council has yet to determine its policy with regards to this priority and has yet to develop a business case for the investment. However a specification for Members' requirements is being created in order to inform this process.		
<p>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.</p>	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
	Comment: The Council's Consultation Protocols came into force in September 2005 at which time all surveys carried out by staff became available both postally and electronically. This included the use of email alerts, however, we have yet to establish a business case for the use of SMS text alerts.		
<p>G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).</p>	Amber 01/12/2005	Amber 01/12/2005	Green 31/03/2006
	Comment: As explained in IEG4.5, an updated website is a required outcome of Service@North-Herts and as such the Council is developing a revised website strategy which will incorporate this outcome.		
<p>If already 'green' on R5, R6, G3 & G4 above please comment on</p> <p>E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.</p> <p>Otherwise you may leave this row blank.</p>	Comment:		
<p>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).</p>	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
	Comment: As explained in IEG4.5, this is a required outcome of Service@North-Herts. In addition, the Council has now provided a deeplink to Herts County Council Wasteaware from our website.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R8 Online receipt and processing of planning and building control applications.	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: As explained in IEG4.5, the provision of an end to end on-line planning process is one of the required outcomes of Service@North-Herts. The Council has purchased a number of modules from our planning supplier to e-enable the planning process. We are already providing the public with the ability to submit applications online. However, given the current uptake of this service (3 applications via Planning Portal in 04-05) there is no business case to purchase the Planning Portal integration module. We will continue to monitor uptake and will purchase the appropriate module when a business case emerges.			
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
Comment: As explained in IEG4.5, the Council intends to select a new GIS system and will meet this requirement as part of the implementation plan.			
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment:			
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
Comment: As explained in IEG4.5, a new Licensing Module has been installed and is integrated with Planning and Environmental Health services.			
If already 'green' on R7, R8, G5, G6 & G7 above please comment on	Comment:		
E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.			
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber 01/10/2004	Amber 01/10/2004	Green 31/03/2006
Comment: As explained in IEG4.5, on-line ordering and authorising of payments for works, goods and services is in place as part of financial management system. BACS payments to suppliers became operational in July 2004 with 80% of suppliers using this facility. e-Procurement is a required outcome of the Service@North-Herts and the Council is about to partner with the County Council and the majority of District Councils in Hertfordshire to set up an e-Market place at which time e-Procurement software will be purchased. This has a new forecasted date of March 2006.			
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 01/10/2004	Red 01/10/2004	Amber 31/03/2006
Comment: As explained in IEG4.5, all suppliers have a unique identifier. The provision of CRM is a required outcome of Service@North-Herts and this area will be analysed in detail and a specification produced as part of this project.			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G9 Regional co-operation on e-procurement between local councils.	Amber 31/10/2005	Amber 31/10/2005	Amber 31/10/2005
	Comment: 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 Centre of Excellence.		
If already 'green' on R9, G8 & G9 above please comment on	Comment:		
E5 Access to virtual e-procurement 'marketplace';			
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;	Comment:		
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	Comment:		
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
	Comment:		
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Red 01/10/2004	Amber 31/12/2005	Amber 31/12/2005
	Comment: As explained in IEG4.5, this is a chargeable module which will require funding. A decision is to be made on the priority for this and how this funding is achieved.		
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber 01/10/2004	Green 31/12/2005	Green 31/12/2005
	Comment: As explained in IEG4.5, the Council introduced e-payments to provide a wider range of choice to customers than specifically for savings. However, the greater choice of payment methods supported the case for the closure of the central cash office, which will have delivered savings recorded in the relevant section of IEG4.5. In addition, work is being undertaken to establish baseline data within IEG and a process to monitor savings will be introduced.		
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Red 01/04/2004	Amber 31/12/2005	Amber 31/12/2005
	Comment: As explained in IEG4.5, this is again a chargeable module. We are currently negotiating with our software suppliers on cost and an implementation programme.		
If already 'green' on R10, R11, G10 & G11 above please comment on	Comment:		
E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).			
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment:		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment:		
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 31/08/2005	Amber 31/08/2005	Amber 31/08/2005
	Comment: As explained in IEG4.5, the project implementation was brought to a halt as the IT company went into liquidation. However, a new IT provider is now on board with a revised timetable for online bookings for May 2006. Requirement for online bookings has been written into services that are contracted out and both contractors are working towards achieving this objective.		
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
	Comment: This will be delivered through Service@North-Herts and the Council is currently undertaking a restructure to prepare for a change to front/back office functions. No decision, however, has been made on the introduction of Smart Cards.		
If already 'green' on R12, R13 & G12 above please comment on E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:		
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment:		
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
	Comment: As explained in IEG4.5 and in line with G3, the Council's Consultation Protocols came into force in September 2005 at which time all surveys carried out by staff became available both postally and electronically. This included the use of email alerts.		
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Amber 01/01/2005	Green 31/12/2005	Green 31/12/2005
	Comment: As explained in IEG4.5, the Council has been implementing a new software package.		
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005
	Comment:		
If already 'green' on R14, R15, G13 & G14 above please comment on E12 Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
Comment: As explained in IEG4.5, this is a required outcome of Service@North-Herts and the Council is currently re-structuring to create a one-stop shop. Initially, it is intended to co-locate staff from Benefits as part of a phased implementation.			
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 01/10/2004	Green 01/10/2004	Green 01/10/2004
Comment:			
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
Comment: As explained in IEG4.5, this is a required outcome of Service@North-Herts and is now in the final stages of testing before going live.			
If already 'green' on R16, R17 & G15 above please comment on	Comment:		
E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	Comment:		
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. Otherwise you may leave these rows blank.	Comment:		
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment:			
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
Comment:			
G16 Systems to support joined-up working on children at risk across multiple agencies.	Red 01/04/2005	Red 01/04/2005	Amber 31/03/2006
Comment: As explained in IEG4.5, Information and Sharing Assessment Project (ISAP) is being led by Herts County Council. The Council is part of a working party looking at the implementation of multi-agency data sharing. In addition, the Council is already working with children at risk on playschemes and on Youth Inclusion Support Panels and with HCC and PCTs 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.	Amber 01/10/2005	Amber 01/10/2005	Amber 01/10/2005
Comment: As explained in IEG4.5, 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.			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R18, R19, G16 & G17 above please comment on</p> <p>E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).</p> <p>Otherwise you may leave this row blank.</p>	Comment:		
<p>R20 Email and Internet access provided for all Members and staff that establish a need for it.</p>	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	Comment: As explained in IEG4.5, the Council has reviewed its policy to comply with this outcome.		
<p>R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.</p>	Amber 01/10/2004	Green 31/12/2005	Green 31/12/2005
	Comment: As explained in IEG4.5. This is a required outcome of Service@North-Herts. The policy is ready for launch pending the provision of the technology.		
<p>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.</p>	Amber 01/10/2004	Amber 01/10/2004	Green 31/03/2006
	Comment: As explained in IEG4.5. This is a required outcome of Service@North-Herts. The policy is ready for launch pending the provision of the technology.		
<p>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").</p>	Amber 01/10/2004	Amber 01/10/2004	Green 31/03/2006
	Comment: As explained in IEG4.5, this work is now underway.		
<p>If already 'green' on R20, R21, R22 & G18 above please comment on</p> <p>E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.</p> <p>Otherwise you may leave this row blank.</p>	Comment:		
<p>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).</p>	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
	Comment: As explained in IEG4.5, this is a required outcome of Service@North-Herts. However, this has a new forecasted date of September 2006.		
<p>R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.</p>	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	Comment: As explained in IEG4.5, this is a required outcome of Service@North-Herts. The implementation is now underway.		
<p>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).</p>	Amber 01/10/2004	Amber 01/10/2004	Amber 01/10/2004
	Comment: These standards will be incorporated into the Council's revised Information Strategy.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	Comment: As explained in IEG4.5, an updated website is a required outcome of Service@North-Herts 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).	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	Comment: As explained in IEG4.5, this is a specific requirement of Service@North-Herts and some areas are already compliant.		
If already 'green' on R23, R24, G19, G20 & G21 above please comment on E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. Otherwise you may leave this row blank.	Comment:		
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Amber 01/01/2005	Amber 01/01/2005	Green 31/03/2006
	Comment: This is available as part of the software being used to manage the Council's new website.		
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 01/04/2005	Amber 31/12/2005	Green 31/03/2006
	Comment: As explained in IEG4.5, 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.	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	Comment: As explained in IEG4.5, this is a required outcome of Service@North-Herts.		
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	Comment: As explained in IEG4.5, an updated website is a required outcome of Service@North-Herts and as such the Council is developing a revised website strategy which will incorporate this outcome - if appropriate.		
If already 'green' on R25, R26, G22 & G23 above please comment on E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings. Otherwise you may leave this row blank.	Comment:		
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	Comment: As explained in IEG4.5, this is a required outcome of Service@North-Herts.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: As explained in IEG4.5, this is a required outcome of Service@North-Herts.			
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 01/12/2004	Amber 01/12/2004	Green 31/03/2006
Comment: As explained in IEG4.5, the Council's Customer Care Strategy will now be amended in line with this requirement.			
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.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
Comment: As explained in IEG4.5, this is a required outcome of Service@North-Herts.			
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: As reported in IEG4.5, although not a specific requirement of Service@North-Herts, it is hoped this functionality can be developed and implemented through that project.			
If already 'green' on R27, R28, R29, G24 & G25 above please comment on 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. Otherwise you may leave this row blank.	Comment:		

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	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757): 			
i) Member & officer e-champions	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
	Comment:		
ii) e-government programme manager	Green 01/08/2005	Green 01/08/2005	Green 01/08/2005
	Comment: A full time Programme Manager has now been appointed.		
iii) customer services management	Green 01/04/2003	Green 01/04/2003	Green 01/04/2003
	Comment:		
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1) 	Amber 01/10/2004	Amber 01/10/2004	Green 31/03/2006
	Comment: As reported in IEG4.5, this is integrated with Priority Outcome G18.		
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment:		
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005
	Comment:		
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003
	Comment:		
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 31/03/2002	Green 31/03/2002	Green 31/03/2002
	Comment:		
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Amber 31/03/2004	Amber 31/03/2004	Amber 31/03/2004
	Comment: This is under development and will be integrated into the Council's Access to Services Strategy. The Council is also hoping to use elements of the national take-up campaign to address these issues.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialexclusion.gov.uk/page.asp?id=583) 	Red 01/01/2006	Red 01/01/2006	Red 01/01/2006
Comment: This is under development and will be integrated into the Council's Access to Services Strategy. The Council is also hoping to use elements of the national take-up campaign to address these issues.			
<ul style="list-style-type: none"> Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures 	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003
Comment:			
<ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer 	Amber 31/03/2003	Amber 31/03/2003	Amber 31/03/2003
Comment: 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. We are now looking to integrate the various information sharing protocols that exist.			
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Red 31/03/2002	Red 31/03/2002	Amber 31/03/2006
Comment: As reported in IEG4.5, the Council has carried out a limited amount of research into Broadband. However, we would be interested in participating in a Broadband Project within our region and will be pursuing this option over the next few months.			
<ul style="list-style-type: none"> Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal) 	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
Comment: As reported in IEG4.5, the Council has carried out a limited amount of research into engaging intermediaries, including high level discussions with the CAB.			
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Amber 31/03/2004	Amber 31/03/2004	Green 31/03/2006
Comment: As reported in IEG4.5, this is an action within the Council's IT strategy and we hope to make further progress during the initial phases of Service@North-Herts.			
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Amber 01/10/2004	Amber 01/10/2004	Green 31/01/2006
Comment: The Council is in the early stages of producing a Benefits Realisation Plan and will use the IEG4 and AES processes as a catalyst. Service@North-Herts has an objective of producing both efficiency and cost savings and these will be monitored by the Council's Project Board and Performance Audit and Review Committee. This will be consolidated into a Benefits Realisation Plan which has a new forecasted date of Jan 2006.			
<ul style="list-style-type: none"> Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgsi/lgsi.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Amber 01/10/2005	Amber 01/10/2005	Green 31/03/2006
Comment: The Council has now adopted the esd toolkit for BVPI 157 and intends to review the approved security levels once this exercise is completed.			






Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal) 	Amber 01/10/2005	Amber 01/10/2005	Amber 01/10/2005
Comment: As explained in IEG4.5, the Council is now researching compliance with Government Connect via the partnership we have with the other Hertfordshire Councils. We are seeking to engage as a partnership and this may include the joint procurement of associated technologies.			
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Amber 01/10/2005	Amber 01/10/2005	Amber 01/10/2005
Comment: As explained in IEG4.5, the Council is now researching compliance with Government Connect via the partnership we have with the other Hertfordshire Councils. We are seeking to engage as a partnership and this may include the joint procurement of associated technologies.			
<ul style="list-style-type: none"> Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp) iv) citizen & business authentication for services for services categorised at security levels 0-3 v) registration & authentication of employees for internal and cross-agency services vi) corporate approach to collection of e-payments vii) cross agency secure transactions (Government to Government) viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes 			
	Amber 01/10/2005	Amber 01/10/2005	Amber 01/10/2005
Comment: The issue of authentication (and what was then the Government Gateway) was a required outcome of Service@North-Herts. This will now be reviewed in light of Government Connect. In addition, the Council is now researching compliance with Government Connect via the partnership we have with the other Hertfordshire Councils. We are seeking to engage as a partnership and this may include the joint procurement of associated technologies.			
	Amber 01/10/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:			
	Amber 01/10/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:			
	Amber 01/10/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:			
	Amber 01/10/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:			
	Amber 01/10/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:			

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Amber 01/10/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:			
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber 01/10/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:			
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber 01/10/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:			
• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Amber 01/10/2005	Amber 01/10/2005	Amber 01/10/2005
Comment:			
• Enable Directgov (see www.direct.gov.uk) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see http://www.local.gov.uk/localdirectgov/ieg5)	Amber 01/12/2005	Amber 01/12/2005	Green 31/03/2006
Comment: The Council is in the process of replacing its website and will provide the relevant links as part of the implementation process.			
• Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green 01/06/2004	Green 01/06/2004	Green 01/06/2004
Comment:			
• Introduction of Digital Interactive TV services (see http://www.digitv.org.uk)	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
Comment: The Council has yet to develop a business case for Digital Interactive TV Services.			
• Establishment of dedicated telephone contact centre(s) services	Amber 01/09/2005	Amber 01/09/2005	Green 31/03/2006
Comment: The Council is currently re-structuring to provide for the creation of a one-stop shop which will include a dedicated contact centre. Phase 1 will be up and running by March 2006.			
• Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm)	Green 31/12/2004	Green 31/12/2004	Green 31/12/2004
Comment:			
• Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: As reported in IEG4.5, the Council has been working towards a BS7666 compliant address database which is nearing completion. We remain on target for March 2006.			
• Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems	Amber 01/12/2005	Amber 01/12/2005	Amber 01/12/2005
Comment: The integration of LLPG to CRM will commence in Phase 2 of the implementation and is expected to be available by October 2006.			

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> • Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Amber 01/10/2004	Amber 01/10/2004	Green 31/03/2006
	Comment: As reported in IEG4.5. 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.		
<ul style="list-style-type: none"> • Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) 	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment:		

Section 3 - BVPI 157

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

BVPI 157 Interaction Type	Forecast average IEG4.5 % e-enabled position at 31 December 2005	Actual				Forecast
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: ● Total types of interaction e-enabled ● % e-enabled	99 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 201 ● 67.23 %	● 297 ● 99.66 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 8 ● 100.00 %	● 8 ● 100.00 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 11 ● 57.89 %	● 11 ● 57.89 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 11 ● 30.56 %	● 11 ● 30.56 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	94 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 2 ● 3.70 %	● 2 ● 3.70 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 20 ● 14.08 %	● 20 ● 14.08 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	93 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 3 ● 18.75 %	● 3 ● 18.75 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	95 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 52 ● 98.11 %	● 53 ● 100.00 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 16 ● 57.14 %	● 16 ● 57.14 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	95 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %
Total: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 324 ● 49.09 %	● 421 ● 63.87 %

Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. Planning authorities should also complete the Local Service Website line for planning applications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Click on the light bulb icons for industry definitions of page impressions and unique users.

E-enablement & Main E-Access Channel Take-Up	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	667,000	3,896,118	3,233,000	3,718,000	4,090,000
• Unique users, i.e. separate individuals visiting website (annual)	39,500	200,996	250,000	300,000	350,000
• Number of e-enabled payment transactions accepted via website	1,500	3,560	4,000	4,000	4,000
• Number of change of address notifications accepted via website	0	0	0	0	0
• Number of planning applications accepted via website (including through the Planning Portal)	0	3	10	50	150
	Comment: There was an increase in website access in December 2004 following the launch of the Council's Freedom of Information pages. The Council now has a complete year's information on its website trends and is now able to provide an accurate number of unique users. The Council has yet to produce a take-up plan for the use of Planning Portal and has so far received very few applications through this method.				
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	23,600	15,000	22,000	30,000	30,000
• Number of change of address notifications accepted via telephone	0	0	0	0	0
	Comment: In the case of change of address - we have not logged this interaction and so are unable to provide statistics.				
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	19,000	6,300	300	300	300
• Number of change of address notifications accepted via personal contact	0	0	0	0	0

	Actual		Forecast		
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
	Comment: In the case of change of address - we have not logged this interaction and so are unable to provide statistics.				
Other Electronic Media (e.g. BACS, text messaging)					
• Number of e-enabled payment transactions accepted via BACS	342,500	343,300	425,000	425,000	425,000
• Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	0	0	0
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0
	Comment: In the case of change of address - we have not logged this interaction and so are unable to provide statistics.				
Non Electronic (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	221,900	164,800	120,000	100,000	100,000
• Number of change of address notifications accepted via non-electronic form	0	0	0	0	0
	Comment: In the case of change of address - we have not logged this interaction and so are unable to provide statistics.				

Section 5 - Local e-Government Implementation Expenditure

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

Programme Resource	Backward Look (£)		Forward Look (£)		
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment:				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	Comment:				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	182,000	0	0	0	0
	Comment: Represents 1/11th of the LGOL spend.				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
• resources being applied from internal revenue and capital budgets to implement e-government	109,000	0	845,000	701,000	382,000
	Comment: Expenditure re-allocated in line with the delivery of Service@North-Herts.				
• other resources (e.g. training) (please specify)	0	0	0	0	0
	Comment:				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	Comment:				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	0	0	100,000	0	0
	Comment: DWP Grant (Performance Standards Funding) for Wireless Working in Revenues and Benefits.				
TOTAL	691,000	350,000	1,095,000	701,000	382,000

Section 6 - Local e-Government Programme Efficiency Gains

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	0	0	0	0	0	0	0	0
	Comment:							
• e-payments	3,000	0	60,000	56,000	63,000	60,000	63,000	60,000
	Comment: Improved electronic methods of payment on key collections such as Council Tax, NNDR and Sundry Debts have provided significant savings on the Council's recovery processes.							
• corporate services efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment: The Council will be embarking on a number of corporate wide solutions as part of Service@North-Herts. These include: Corporate Document Management; Mobile and Home Working Initiatives; Intranet and Website; and CRM. We expect to generate efficiency savings in all areas, however, these have yet to be costed via business cases.							
e-Procurement, of which:								
• Service specific	0	0	0	0	0	0	0	0
	Comment:							
• Cross-cutting e-procurement efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment: The Council intends to implement Purchase Cards and e-Marketplace.							
Productive time, of which:								

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
• Service specific	0	0	33,000	33,000	33,000	33,000	33,000	33,000
	Comment: The Council has now withdrawn its cashiering service which has generated additional savings. Whilst not wholly an e-Government saving, the closure was made possible by the introduction of alternative payment methods, in particular e-payments.							
• Cross-cutting productive time efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
Transactions	9,000	9,000	14,000	14,000	24,000	14,000	24,000	14,000
	Comment: The introduction of BACs payments in 2004/05 has already produced cost savings on printing, postage and data storage. Further non-cash efficiencies have been achieved on time saved for IT and administrative staff, but these have yet to be calculated.							
Miscellaneous efficiencies not covered above	6,000	6,000	6,000	6,000	16,000	16,000	16,000	16,000
	Comment: Improved efficiency around the production of agendas and minutes as part of a move to an electronic committee system. This implementation is nearing completion and greater savings are anticipated in future years.							
TOTAL EFFICIENCY GAINS - GROSS	18,000	15,000	113,000	109,000	136,000	123,000	136,000	123,000
LESS e-government implementation expenditure	350,000		1,095,000		701,000		382,000	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	-,332,000		-,982,000		-,565,000		-,246,000	