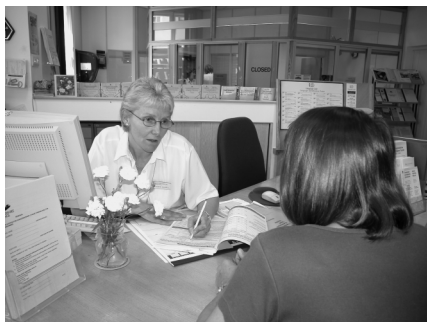


HEREFORDSHIRE
COUNCIL

**IMPLEMENTING ELECTRONIC
GOVERNMENT RETURN 2003
(IEG3)**



FOREWORD

I welcome the opportunity to report on progress in developing customer-focused services in the foreword to this third "Implementing Electronic Government Statement" for Herefordshire Council.

What a difference 12 months make! ICT (Information and Communication Technology) is being harnessed like never before to create easier, and in some cases round-the-clock, access to a vast range of services. A Service Improvement Project has been set up as part of the Council's e-Modernisation initiative – involving the application of ICT to deliver services electronically. The aim is to simplify and improve service delivery to residents, voluntary organisations and businesses. We are doing this by improving access to services face-to-face, by phone and electronically through:

- INFO shops
 - Ross-on-Wye – opened in September 1999
 - Leominster – opened in May 2001
 - Bromyard – planned opening in January 2004
- INFO centre
 - Work has begun on improving telephone access to services by identifying staff who can work in a new telephone access point about to be established
 - Lead officers have been trained in streamlining services and have already identified potential improvements within the benefits service
- INFO on the web
 - We're developing a new website for Herefordshire Council that will allow people to access services online round the clock

ICT underpins the successful transformation of services. This is demonstrated by the following:

- We reached our interim target of 43% of services delivered electronically by March 2003
- A customer relationship management system is currently being rolled out to front office staff and will be live by December 2003
- An e-government portal is being developed as part of the Herefordshire Hub, a partnership-wide electronic gateway to services and information

A benchmarking exercise has been carried out to determine the total number of services provided by the Council that can be delivered electronically. This will be used as the baseline for our LPSA target to deliver 100% electronic services one year early by March 2004. A performance management system has been put into place to track progress and we will be watching with anticipation as we get closer to March.

If the progress made during the last 12 months is anything to go by, you'd better hold on to your hats as the final countdown to the full delivery of services electronically by March 2004 begins.

June French
e-Government Champion
September 2003

EXECUTIVE SUMMARY

This Implementing Electronic Government Statement 2003 (IEG3) is required by the Office of the Deputy Prime Minister (ODPM) to report on progress towards delivering electronic government. The format of the report is prescribed by the ODPM and is the third report to be made. The report has been collated from contributions by many officers from the Council and the wider Herefordshire Partnership and represents a collaborate effort. It covers six sections.

Section 1 Priority Services

This section sets out the progress being made in support of the seven shared priority areas for local government and provides nine case studies to illustrate the benefits of e-government locally.

Section 2 Self Assessment of Local e-Organisation

This section summarises the plans and progress of the Council according to the six parts of the national model of the local e-organisation. The model provides a checklist of work areas against the building blocks of local e-government - interactions, access channels, trust & connections, enablers, e-business and organisational development. Progress is identified in terms of a colour-coded system, black (no progress), through red, amber and green (where projects have been achieved with plans for extended rollout). The ODPM only require a comment to support those work areas where the Council expects to make no progress (i.e. black) by 2005/6. Herefordshire Council will have no black areas in 2005/6 and therefore comments in this section are minimal.

One outstanding area of progress comes under 'Trust and Connections' in relation to the achievement of national standards for web accessibility. The Herefordshire Hub, of which the Herefordshire Council web site will be one of a number of 'portals', will fully meet these standards when launched later this year. Accreditation will be sought from the Royal National Institute for the Blind and the site usability experts will assess the Hub. The ODPM was expecting Councils to fail to achieve this standard this year.

Section 3 BVPI 157

BVPI 157 measures the percentage of Council services delivered electronically. As part of the Local Public Service Agreement, the Council has committed to deliver 100% of Council services electronically one year early than required nationally, by March 2004. In preparation for the first IEG Statement an estimate of services identified 277 that could be delivered electronically. This was based on the number of services provided by the INFO shops. This summer, a benchmarking exercise has been undertaken that revealed the Council provides 679 services, and this will be the baseline for March 2007. The original 277 will be delivered through the customer relationship management system being rolled out to the INFO shops. The remainder will be met through the new Herefordshire Council website being launched in November as part of the Herefordshire Hub.

Section 4 Access Channel Take up

This section provides statistics on the known and potential public take up of the main access channels via websites, telephone, face-to-face, other electronic media (e.g. BACS payments or text messaging), and non-electronic means (e.g. cash office or post). The range of take up measures include the use of the main Council website (www.herefordshire.gov.uk), number of payment transactions, number of street light failures and abandoned vehicles reports.

Section 5 Delivery of Key Technical Building Blocks and Priority Services

This section refers to the extent to which the Council has made use of products from the e-government pathfinder projects and national projects. The Council has been asked to score the extent to which these have been useful and relate to local progress in developing each building block.

Section 6 Resources

This section identifies the actual and forecast funding available to support electronic government from a variety of sources. This shows a total of more than £16 million capital and revenue being made available over the period 2001/02 to 2005/6. This includes up to £6m European and Rural Regeneration Zone funding, still to be approved.

1. Priority Services

e-Government will make a major contribution towards improving services and outcomes for citizens. Overleaf ten case studies are presented showing the progress being made through e-government initiatives. The seven, shared priorities for local government are ambitions within our community strategy, the Herefordshire Plan 2000-2010. Information and communications technology (ICT) is a golden thread that underpins the Plan and the basis for the Herefordshire Partnership ICT Strategy, being delivered through the Herefordshire Council's e-Modernisation initiative. Progress so far is summarised below:

➤ *Raising standards across our schools*

ICT is seen a key enabler in the provision of quality education. The National Grid for Learning (NGFL) is in place for all secondary and many primary schools and all will have broadband services by the end of 2004. A web service provides electronic access to documentation and interactive whiteboards, successfully introduced through the Education Action Zone, are being rolled out to all primary schools.

➤ *Improving quality of life*

The Local Futures Group research has made the case for multi channel access to ensure inclusive access to services. The Herefordshire hub will be in place by December and be fully compliant with national accessibility standards supporting multi channel access. New ICT posts are being created in the Council and ICT training is being offered to the wider community and businesses. The People's Network for libraries is in great demand especially by seasonal agricultural workers, many from overseas keeping in touch with family and friends. The needs of young people have been prioritised - a Youth Media Worker appointed, a youth portal being developed, an Internet café provided at the Leominster Youth Centre and, PCs made available to all cared for children for homework, research and leisure use. Revenues and benefits services are being reengineered into front and back office services supported by a customer relationship management system reducing the time to process claims.

➤ *Promoting healthier communities*

ICT is supporting healthier communities by putting into place a common, open platform that will support shared delivery of health and social care services including the development of an electronic social care record within a partnership systems environment and the replacement of the social services CLIX system. Specific services areas including single assessment for older people, supporting people and identification, referral and tracking. There is close working between e-Modernisation and the Herefordshire Health Informatics Service facilitating a joint approach to applications development.

➤ *Creating safer and stronger communities*

ICT is assisting in creating safer and stronger communities through the provision a central CCTV control centre linked to a retail radio scheme and club watch. Overt and covert police CCTV vehicles are also now in use. A portal on community safety is also planned as part of the Herefordshire Hub. The drugs action team have implemented a training and awareness raising package for professionals.

➤ *Transforming our local environment*

The Council is the first shire to achieve ISO 14001 accreditation in good environmental management across all directorates, including ICT Services who recommend resource efficient equipment. The development of a flexible working environment, remote ICT support, and INFO shops and contact centre are reducing the need to travel for work and to access services. Further, the Council has plans to meet the European Directive on electronic waste disposal and supports a recycling scheme for paper, PCs and IT consumables with a local community business employing vulnerable people.

➤ *Meeting local transport needs more effectively*

Wireless working is being used to improve services. Highways inspectors have access to laptop computers in their cars, many linked to a Global Positioning System (GPS) system. The new Public Transport website came online this year and a corporate Geographical Information System (GIS) strategy developed that will support further improvements.

➤ *Promoting the economic vitality of localities*

The HIT Programme has developed an intervention strategy for broadband services and submitted an Objective 2 bid to supplement regeneration funding to develop broadband services for businesses and the wider community. One of the HIT projects supports a business network broker, Chris Bargman, located with Business Link, who is working with businesses to develop their ICT capacity, progress being measured as businesses move up the e-adoption ladder.

Case Studies

Success of On-Line Libraries

There is continued strong demand for the free internet access offered in all the county's libraries and Info in Herefordshire Shops/Points. To respond to the demand, seven new terminals were recently installed in a refurbished room in Hereford Library, bringing the total number of ICT access points available countywide to almost 80. Demand is particularly strong during the summer months with high numbers of visitors and seasonal agricultural workers in the county. The library on-line catalogue has been upgraded, providing a resource discovery tool enabling searches of the local catalogue, other database resources and the internet from

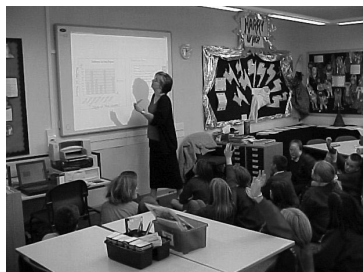


a single window. Library members can look at their account details and renew books. Reservations on-line will shortly be available and community delivery and pickup points will be established.

Lesley Davies

Interactive Whiteboards for Schools

In July 2000, four interactive whiteboards were placed in two large primary schools and two secondary schools within the Herefordshire EAZ. Regular training and support was provided, and feedback was so positive that more boards were bought in December 2000. The following September saw the part-time secondment of an ICT Adviser to develop their use, and this role became full-time a year later.



The impact of the whiteboards has been such that schools have funded additional boards, and pupil to board ratio in Zone primary schools is now 53:1. Also, the Zone, in partnership with the Herefordshire Education Directorate, is a centre of excellence for training on Promethean Interactive Whiteboards, and the digital resources produced locally are available nationally through the website.

Michele Horsburgh

Internet Café for Youth Service

After a successful partnership between The Herefordshire Council Youth Service, Leominster Town Council, The Herefordshire Partnership and IT services the Leominster Youth IT suite was opened for young people in May 2003. Offering IT resources and free internet access for local young people the project has been well received by the local community.

The facility operates as both an active diversionary project and offers learning opportunities in an informal environment. Young people aged 13-19 can take part in accredited learning programmes including Youth Achievement and ASDAN awards, and incorporate their ongoing learning through the national Duke of Edinburgh Award scheme. The project also provides on-line facilities through a lunchtime session and homework club offering many young people a safe and structured time in which to carry out their studies.

Many "youth driven" projects are now in development including a video conferencing session with similar projects in mainland Europe, an interactive website for local young people and a monitored message/chat board discussing local issues in a secure environment. Currently operating six on-line PCs, the project hopes to expand and offer 10-12 systems for use by Spring 2004.

Tom Humphries

Voluntary Sector ICT Development

The HIT Voluntary & Community Sector project has provided ICT support to around 70 organisations since it began in July 2002. More than 75 people have benefited from training workshops focusing on ICT issues for the sector and 30 people have joined an online ICT support network. One of the groups that has benefited from the HIT project support and put this to good use is Age Concern Leominster & District.



Age Concern have attended workshops on Buying ICT, Technical Support, Data

Protection and Information Security, and Leading the Way to ICT Success. Their IT Officer is an active member of the online ICT support network. Earlier in the year information went out on the network about AOL community grants and Age Concern put in a successful application. They have now been awarded a grant of £2,000 to support reminiscence work with older people using the internet and supporting webcam technology.

HIT has also done one-to-one work with Age Concern on ICT appraisal, strategy and funding. Their hard work has since been rewarded with a grant from the Community Fund for £175,000 to support networking, internet access, training and technical support for their offices in Leominster.

Good Practice in Data Sharing

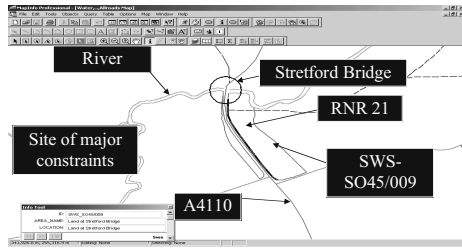
On 16 June 2003, Herefordshire's Data Sharing Protocol was ratified, entitled "Security & Confidentiality in Herefordshire Council - General Protocol for Inter-Directorate Data Sharing". The Information Security team submitted it to the Lord Chancellor's Department, which was seeking examples of such documents. They replied saying that they would use it when compiling national guidance. The purpose of the document is to formalise the exchange of data within the Council according to the Data Protection Act. It is part of the implementation of the Public Services Trust Charter.

Annelisa Foster

Sian Basker

On-Line Environmental Impact Assessments

In response to an ISO 14001 external audit, the GEM team identified the need for engineers to undertake site-specific environmental assessments of works in partnership with any contractors involved in the works. The purpose was to provide a means for all engineers and surveyors, in combination with their contractors, to identify the location of environmentally important constraints and to establish, in advance of the works being undertaken, the potential impacts the works may have on the local environment and to take steps to avoid foreseeable problems.



GIS data files were drawn from a variety of sources throughout the Council and assembled into a common mapping workspace, which was uploaded onto all servers accessed by the engineering and transportation groups throughout the county.

The data for all environmental constraints was merged with data for roads and waterways, and even included the location and maintenance instructions for management of seasonal cutting of roadside nature reserves.

The details of the environmental constraints data, file locations, examples and training information were uploaded onto the intranet in a dedicated GEM folder where they are maintained by the GEM group. The applications of site-specific environmental assessments using consolidated GIS mapping data went live on 1 July 2003.

Richard Wood

PCs for Cared-For Children

Herefordshire Council's IT Services Division, working closely with Children's Services, secured the sponsored acquisition of ten internet-ready PCs. The PCs were to be supplied to carers' homes beginning with those caring for young people in year 10.

The project was initially started in 2001 when a number of printers and PCs were donated fully refurbished by Tulip, Viglen and XMA, along with two days of an engineer's time to build and install them at no cost to the Council. Since then, £19,000 has been made available for both 2002 and 2003. This has enabled all looked-after children to receive a new PC and printer where a need was identified.

The scheme has been highly successful and has taken full account of the particular needs of younger children, those with disabilities and from ethnic minorities, those who are placed with relatives, placed out of the county, and care leavers. Several looked-after children have already been supplied with specialist hardware and software to meet their individual needs, funded via local charities accessed by the Education Liaison Support Service prior to the additional funding coming on stream.

Chris Jones

Public Transport Goes On-Line

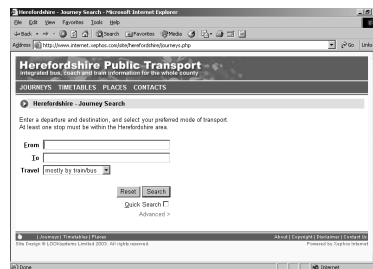
A new Public Transport website came on-line in February 2003 as part of the Council's commitment to improving public transport information.

It came about as a result of numerous requests over a number of years, and formed part of the Local Transport Plan.

The site was developed and is currently maintained by Xephos, a company which operates national timetable information. Xephos originally set up a database with Department of Transport funding which is now available to Local Authorities.

The site, which has links to bus routes, timetables, school bus information, and latest news, has had numerous positive comments since its launch. It can be found at www.herefordshire-buses.tbctimes.com.

Richard Ball



Smart Cards Open Up Facilities

All access to the People's Network at Colwall Library is now via smart card. The only customer/staff interaction required is when members obtain the card in the first place and to occasionally charge the card with printing credits if required. The Hereford College of Technology and LearnDirect are using the facilities to run courses and informal learning when the library is closed. This means that the computers are being used for far more than the current ten hours a week that the library is open, assisting in the sustainability of the equipment and leaving the computers free for library users when the library is open. The College have also appointed an ICT Co-ordinator for ten hours a week, who organises the training and supports learners. An army of volunteers has also been organised to provide basic support to computer users when the library is open. The smart cards log on users

according to age category, applying internet filtering appropriate to age.

The ICT facilities have proved so successful that further computers will be installed, including one as a result of a local award obtained by the Millennium Room Trustees.

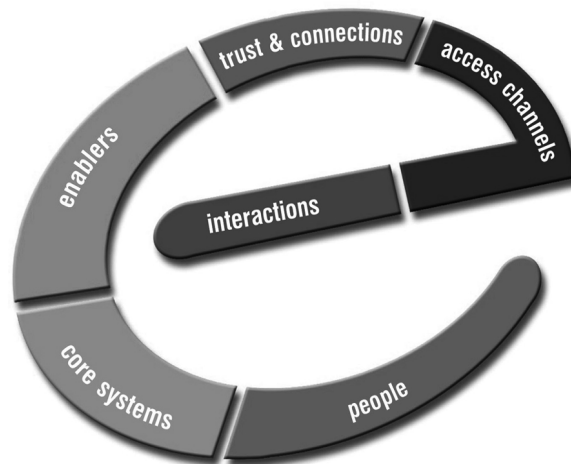
Lesley Davies

Evolving Council Services

The eModemisation Access to Services Programme is committed to improving the quality of services to the public and delivering on our LPSA targets for IEG. Within the programme, the Service Improvement Project undertook a three month piece of work to explore how to realign front and back office services and reengineer business processes. Customer Service leads were appointed from each Directorate and were trained and supported by the v-Biz Consultancy Limited, who specialise in business transformation. They produced a business case showing how a contact centre could evolve starting with the current switchboard, benefits and environmental health services. They also reengineered the benefits process and demonstrated significant potential benefits. This work is currently being validated with a view to implementation over the next few months. The Chief Executive's Management Team is currently exploring options for sustaining this work.

Judith Bates

2. Self-Assessment of Local e-Organisation



The National Strategy – Model of the local e-organisation

This section summarises the plans and progress of the Council according to the six parts of the national model of the local e-organisation, presented above. The model provides a checklist of work areas against the building blocks of local e-government - interactions, access channels, trust & connections, enablers, e-business and organisational development.

Progress is identified in terms of a colour-coded system, black (no progress), through red, amber and green (where projects have been achieved with plans for extended rollout). The ODPM only require a comment to support those work areas where the Council expects to make no progress (i.e. black) by 2005/6. Herefordshire Council does not plan to have any of the areas remaining black by 2005/6 indicating that progress is planned to some extent all in areas by this time. Comments are therefore minimal, in accordance with national guidance.

One outstanding area of progress will be the Herefordshire Council website being launched in November as part of the Herefordshire Hub, the electronic gateway to information and services developed by the Herefordshire In Touch (HIT) Programme for the Herefordshire Partnership. The Herefordshire Hub was developed using the nationally developed web tools for e-government¹. It is unique in that it is the first to be developed for a local strategic partnership and will fully meet national accessibility standards from the outset. Accreditation will be sought from the Royal National Institute for the Blind and the site usability experts will assess the Hub. It was anticipated nationally that Councils would fail to achieve this standard this year.

The HIT Programme is also responsible for developing a broadband network infrastructure for the county and has put into place an intervention strategy that has the support of Advantage West Midlands and Government Office West Midlands. The Council is committed to the work of the SMART Region coordinated by the West Midlands Local Government Association and supports the regional approach being adopted by this initiative. Further, the Council is committed to support in principle the Regional Aggregation Body (RAB) for the procurement of Council network services. Subject to value for money considerations, the Council is willing to migrate its current network services to those offered by the RAB. Further, a Herefordshire Partnership Broadband Stakeholder Group has been established to explore benefits of partnership collaboration in this area.

¹ Known as APLAWS, accessible and personalised local authority websites

<p>Traffic Light Status: availability against 31 December 2005 target date for local e-government</p>	<p>Status at 31/03/02</p>	<p>Status at 31/03/03</p>	<p>Anticipated Status at 31/03/04</p>	<p>Anticipated Status at 31/03/05</p>	<p>Anticipated Status at 31/03/06</p>	<p>Comment</p>
<p>Local e-organisation:</p> <p>Black = Not part of current local e-government strategy or not applicable</p> <p>Red = Preparation & planning – to include projects that are being planned or being piloted</p> <p>Amber = Implementation stage – roll out of approved projects</p> <p>Green = Fully implemented – projects completed & implemented</p> <p>e.g. for progress against a particular element you might enter:</p>	<p>2001/02</p>	<p>2002/03</p>	<p>2003/04</p>	<p>2004/05</p>	<p>2005/06</p>	<p>e.g. “black” status may include elements on the proforma that are not planned, or awaiting the outcome of ODDPM National Project work or partnership activity, or areas on the proforma that are not applicable to particular types of authority. Limited areas of “black” are perfectly acceptable on this proforma as a reflection of local circumstances and prioritisation of e-government work and investment.</p> <p>e.g. “red” status should be applied to all elements on the proforma where work is at the research stage, being piloted before wider rollout across the authority/partnership, or planned but not yet approved for funding.</p> <p>e.g. “amber” status should be applied to all elements on the proforma where work has been approved for funding and is actively being implemented.</p> <p>e.g. “green” status should be applied to all elements on the proforma where projects have been actioned and implemented or particular standards achieved with plans for extended rollout on an enterprise-wide basis, i.e. across the authority/partnership.</p>
<p>Interactions</p> <p>Note: The Best Value Performance Indicator (BVPI) 157 provides a measure of the number of types of interactions (or contact) between the citizen and the council that are enabled for electronic delivery as a percentage of those that are available.</p>	<p>Red</p>	<p>Red</p>	<p>Amber</p>	<p>Amber</p>	<p>Green</p>	

<ul style="list-style-type: none"> Engagement with intermediaries re delivery of e-government services (e.g. Citizens Advice Bureaux) 	Green	Green	Green	Green	Green	<p>e-enabled service provided via INFO shops – age concern, CAB, Leominster Credit Union. Portals developed for partners including here4yourcommunity and here4advice/links</p>
<p>Trust & connections</p> <p>Note: For the public sector to share information easily and securely, it is essential to operate within a framework of technical and legislative standards.</p> <ul style="list-style-type: none"> Use of Government Gateway (e.g. for secure authenticated transactions) (see http://www.govtalk.gov.uk/gateway_patherlink) Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.edificompliance.org & www.govtalk.gov.uk) Adoption of Guidelines for UK Government Websites (see www.e-envoy.gov.uk/oe/oe.nsf/sections/webguidelines-handbook-top/\$file/handbookindex.htm) Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see http://www.w3.org/WAI/) 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) Establishment of corporate information 	<p>Black</p> <p>Red</p> <p>Red</p> <p>Red</p>	<p>Black</p> <p>Amber</p> <p>Amber</p> <p>Red</p>	<p>Black</p> <p>Amber</p> <p>Green</p> <p>Red</p>	<p>Black</p> <p>Green</p> <p>Green</p> <p>Amber</p>	<p>Amber</p> <p>Green</p> <p>Green</p> <p>Green</p>	

<p>management policy (e.g. covering management of information assets, evidence for accountability, security, assurance; disaster & contingency planning)</p> <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.lcd.gov.uk/consult/datasहारin/g/datashare.htm & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) Establishment of partnerships for the joint (aggregated) procurement of broadband services Compliance with BS 7799 on information security management 	<p>Black</p>	<p>Black</p>	<p>Black</p>	<p>Red</p>	<p>Amber</p>	<p>LSP Partnership in place since May 2000</p>
<p>Enablers</p> <p>Note: Enablers refers to the computer systems, or 'middle-ware', used to support access channel policy and provide the link to core business and information systems. You should only "green" traffic light the items below where enterprise-wide systems or policies have been implemented.</p> <ul style="list-style-type: none"> Use of smart cards to support service development & delivery Corporate use of Customer Relationship Management (CRM) software Corporate use of Geographic Information Systems (GIS) (e.g. for map-based data 	<p>Red</p>	<p>Red</p>	<p>Red</p>	<p>Amber</p>	<p>Amber</p>	<p>Focus on multi-functional card supporting PKI and digital signature for authentication</p>

<ul style="list-style-type: none"> presentation) Corporate ICT support and documented policy for home working (teleworking) by staff Use of telemetric systems for remote monitoring & signalling, e.g. helping older people remain in their homes Establishment of corporate Intranet Corporate use of Document Image Processing & Workflow systems Application of Knowledge Management (KM) systems & techniques for service improvement Establishment of corporate policy on electronic records management 	<p>Black</p>	<p>Red</p>	<p>Amber</p>	<p>Green</p>	<p>Green</p>	
<p>Core Systems</p> <p>Note: Successful e-government comes from integrating corporate office support and processes with e-enabled services. Core systems refer to the core business processes of the e-enabled organisation.</p> <ul style="list-style-type: none"> Use of systems to enable e-procurement Upgrade of financial information systems to support e-government Upgrade of office systems to support e-government, e.g. web-enabling legacy systems Upgrade of Human Resources & payroll systems to support e-government Upgrade of asset management systems to support e-government Link to National Land & Property Gazetteer (NLPG) (http://www.nlpg.org.uk) Automated interface with National Land 	<p>Black</p>	<p>Red</p>	<p>Amber</p>	<p>Green</p>	<p>Green</p>	

<ul style="list-style-type: none"> Information Service (NLIS) hub (http://www.nlis.org.uk) Upgrade of income collection systems to support e-government 	Red	Amber	Green	Green	Green	
<p>People</p> <p>Note: This part of the e-organisation model refers to the internal organisation and management practices of the council that are required to help deliver the people changes necessary for e-government.</p> <ul style="list-style-type: none"> Circulation of National Strategy checklist to Chief Executive and all Councillors (see www.localgov.gov.uk/nationalstrategy) Establishment of formally constituted partnership working to help deliver e-government: <ul style="list-style-type: none"> Local Strategic Partnership (LSP) Partnership working with other local authorities Public Private Partnership (PPP) Incorporation of e-government into Community Strategy Appointment of member & officer e-champions Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act) Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures Use of customer consultation/research to inform development of corporate e- 	Red	Amber	Green	Green	Green	<p>Not applicable, unitary authority</p> <p>Options will be explored for outsourcing or working in partnership with the private sector, e.g. to deliver a contact centre where this is in the best interest of the county</p>

<p>government strategy</p> <ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy Establishment of internal targets & measures for e-services, including: <ul style="list-style-type: none"> Customer take up Customer satisfaction Value for money / cost effectiveness Use of project management methodologies (e.g. PRINCE2) Establishment of e-skills training programme for staff (e.g. European Computer Driving Licence) Use of networked technologies to support e-learning 	<p>Green</p>	<p>Green</p>	<p>Green</p>	<p>Green</p>	<p>Green</p>	
	<p>Red</p>	<p>Amber</p>	<p>Green</p>	<p>Green</p>	<p>Green</p>	
	<p>Red</p>	<p>Amber</p>	<p>Green</p>	<p>Green</p>	<p>Green</p>	
	<p>Red</p>	<p>Amber</p>	<p>Green</p>	<p>Green</p>	<p>Green</p>	
	<p>Red</p>	<p>Red</p>	<p>Red</p>	<p>Amber</p>	<p>Green</p>	
	<p>Black</p>	<p>Red</p>	<p>Red</p>	<p>Amber</p>	<p>Green</p>	

3. BVPI 157

BVPI 157 measures the percentage of Council services delivered electronically. As part of its Local Public Service Agreement, the Council committed to deliver 100% of Council services electronically one year early than required nationally, by March 2004. In preparation for the first IEG Statement, 2001, an estimate of Council services identified 277 that could be delivered electronically. This was based on the number of services provided by the INFO shops and these will be delivered electronically through a customer relationship management system (Northgate Front Office) currently being rolled out to the INFO shops. The percentages shown in the table are the percentage of transactions delivered electronically within each interaction type. For example, for 2002/3 there were 96 transactions delivered electronically for providing information, amounting to 81.4% of the 118 total numbers of services identified for this transaction type.

This summer, a benchmarking exercise was undertaken that revealed the Council provides 679 services, and this will be the baseline for March 2004. Each service might include one or more interaction types as listed in the table below, totalling 1005 interactions, which are the statistics shown in the table below.

BVPI 157 Interaction Type	Actual			Forecast		
	2001/2	2002/3	2003/4	2004/5	2005/6	
Providing information:						
• Total types of interaction e-enabled	8	96	465	465	465	
• % e-enabled	10%	81.4%	100%	100%	100%	
Collecting revenue:						
• total types of interaction e-enabled	1	0	10	10	10	
• % e-enabled	6%	0%	100%	100%	100%	
Providing benefits & grants:						
• total types of interaction e-enabled	0	0	23	23	23	
• % e-enabled	0%	0%	100%	100%	100%	
Consultation:						
• total types of interaction e-enabled	0	3	70	70	70	
• % e-enabled	0%	37.5%	100%	100%	100%	
Regulation (such as issuing licences):						
• total types of interaction e-enabled	0	8	56	56	56	
• % e-enabled	0%	29.6%	100%	100%	100%	
Applications for services:						
• total types of interaction e-enabled	3	11	270	270	270	
• % e-enabled	3%	15.1%	100%	100%	100%	
Booking venues, resources & courses:						
• total types of interaction e-enabled	0	1	35	35	35	
• % e-enabled	0%	50%	100%	100%	100%	
Paying for goods & services:						
• total types of interaction e-enabled	0	0	39	39	39	
• % e-enabled	0%	0%	100%	100%	100%	
Providing access to community, professional or business networks:						
• total types of interaction e-enabled	1	0	29	29	29	
• % e-enabled	14%	0%	100%	100%	100%	
Procurement:						
• total types of interaction e-enabled	1	0	8	8	8	
• % e-enabled	8%	0%	100%	100%	100%	
TOTAL TYPES OF INTERACTION E-ENABLED	14	119	1005	1005	1005	
% E-ENABLED	5%	43%	100%	100%	100%	

4. Access Channel Take-Up

This section provides statistics on the known and potential public take up of the main access channels via websites, telephone, face-to-face, other electronic media (e.g. BACS payments or text messaging), and non-electronic means (e.g. cash office or post). The range of take up measures include the use of the main Council website (www.herefordshire.gov.uk), number of payment transactions, number of street light failures and abandoned vehicles reports. It is the first time that the Council has been asked to produce these statistics and the ODPM has stated that it expects Councils to put into place improvements in the corporate management capability required to monitor and collect such statistics.

	Actual ('000s)		Forecast ('000s)			Comment
	01/2	02/3	03/4	04/5	05/6	
Enablement & Main E-Access Channel Take-Up						
Local Service Websites						
<ul style="list-style-type: none"> Page impressions (annual) Unique users, i.e. separate individuals visiting website (annual) Number of e-enabled payment transactions accepted via website Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via website 	791 31 0.2 0	1,172 47 1.2 0	1,738 71 1.7 0.01	2,259 92 2.0 0.05	2,711 111 2.2 0.08	These are only in respect of Council Tax at present
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> <ul style="list-style-type: none"> Number of e-enabled payment transactions accepted by telephone Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via telephone 	0 1.73	0 1.88	4.5 2.03	4.8 2.15	5.0 2.28	
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> <ul style="list-style-type: none"> Number of e-enabled payment transactions accepted via personal contact Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via personal contact 	0 0.007	1.4 0.011	4.0 0.011	4.3 0.012	4.5 0.013	These are debit and credit card payments made at a cash office, face-to-face Reported via INFO shops or other council staff
Other Electronic Media						
<i>(e.g. BACS, text messaging):</i> <ul style="list-style-type: none"> Number of e-enabled payment transactions accepted via BACS or other electronic form Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via other electronic media 	409.9 0.48	453.6 0.56	465.3 0.63	446.1 0.73	450.1 0.82	These are payments in respect of Council Tax and Business Rates by direct debit and standing order including payments made at post offices, leisure and housing (02/3 & 03/04 only), and other Council services. Assumed uptake via fax in first instance but migrating to email
Non Electronic						
<i>(e.g. cash office, post)</i> <ul style="list-style-type: none"> Number of payments accepted by cheque or other non-electronic form Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via non-electronic form 	500.8 1.98	504.6 2.21	507.5 2.27	391 2.20	390 2.16	Reduction due to loss of rent payments Most reports for street light failures come via the Night Patrolter, with the occasional letter

5. Delivery of Key Technical Building Blocks & Priority Services

This table indicates the usefulness of national outputs from ODDPM Pathfinder Projects, National Projects and/or partnership working with other local authorities and/or use of other means to developing local solutions. A sliding scale from 1-5 (i.e. from 1=not useful, to 5=essential) has been used.

National Project Technical Building Blocks & Priority Service Areas	Use of outputs from ODDPM Pathfinder Project (please score between 1-5)	Use of outputs from ODDPM National Project (please score between 1-5)	Partnership working with other local authorities (please score between 1-5)	Other Means (please score between 1-5)	Comment (please comment briefly on your plans for developing each named technical building block or priority service area)
Websites	5	4	5	-	Herefordshire Hub due to be launched in November 2003
Smart cards	3	3	-	-	Plan to use smart cards for electronic identification of individuals
Interactive Digital TV	1	1	-	-	This is a low priority although plans are in place to progress.
Mobile Technology (i.e. for home/site visits)		3	-	-	Planned for single assessment and development of electronic solutions for field workers
Telemetry (i.e. remote, real time & signalling)		4	-	-	Will be considered for future development of improved home telemonitoring for security and emergency alerts and telecare for the elderly and vulnerable
Customer Relationship Management (CRM)	-	3	-	-	Have procured a CRM application and use ESD toolkit to validate work underway.
Knowledge Management	2	4	4	-	Have appointed Knowledge Manager, establishing a knowledge management service, developing knowledge management strategy and relevant policies and procedures
Workflow	4	4	4	-	Will be considered to support development of plans for electronic record and document management
e-Procurement	1	1	-	-	Will be used as plans for e-democracy are developed
Schools admissions		2	-	-	Have expressed an interest to be a national pilot to support online schools admissions
Local Planning Services	1	1	-	-	In early stages of developing strategy
Electronic exchange of property information with Valuation Office Agency (VOA) for Council Tax & Business Rates		3	-	-	Currently being explored in relation to the development of our systems to link to the national land related information systems
Working with business		1	3	-	This is becoming more important as we progress from working in partnership with local institutions to working on a sub regional basis
Crime reduction / youth offending		1	5	-	Youth offending service is run by Worcestershire on our behalf
Claiming benefits		1	-	-	National project not yet up and running but could prove useful
Local e-Government Standards & Accreditation	4	4	4	-	We are basing all our development work on national standards
Fire Services					Not applicable
Trading standards		4	-	-	National project used to as part of the development of local trading standards website launched in 2002
Multi Agency Information Sharing	4	3	4	4	Required for development of partnership services like single assessment for older people. Demonstrator sites for Identification, referral and tracking especially useful.
e-Democracy		1	-	-	Will be used as plans for e-democracy are developed

6. Resources

The table below sets out the current and forecast expenditure on implementing electronic government up to 2005/6.

Resources	Actual (£'000s)			Forecast (£'000s)			Comment
	01/2	02/3	03/4	04/5	05/6		
<ul style="list-style-type: none"> £200,000 IEG money in 2002/3 and 2003/4 		200	200			IEG monies have contributed towards the cost of the CRM application and the Herefordshire Hub	
<ul style="list-style-type: none"> financial contributions from EU funding 	0	0	267	3262	1188	Two applications for ERDF Objective 2 funding have recently been submitted	
<ul style="list-style-type: none"> financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB) 	124	328	865	2026	1550	Subject to successful RRZ application. Also includes £3.7m SRB6 monies	
<ul style="list-style-type: none"> financial contribution from public-private partnerships 	0	0	0	0	0		
<ul style="list-style-type: none"> financial contribution to or from partnership projects undertaken with other organisations, including ongoing project work using ODPIM Local e-Government Partnership Programme funding and work with other government departments or agencies that have an element of service e-enabling 	0 67 0 0	23 20 72 150	177 67 169 0	0 49 101 0	0 28 0 0	IEG Partnership monies HIT Partnership contributions Lord Chancellor's Department LP SA pump priming grant	
<ul style="list-style-type: none"> resources being applied from internal revenue and capital budgets to improve the quality of services through e-enabling 	34	807	1867	1381	1409	Includes £1m LP SA unsecured credit approval	
<ul style="list-style-type: none"> other resources (e.g. training) (please specify) 	0	43	0	0	0	New Opportunity fund – smart card pilot	
Sub total	225	1643	3612	6819	4175		
<ul style="list-style-type: none"> less current and projected savings produced from e-government investment 			22	22	22		
TOTAL	225	1643	3590	6797	4153		