

# IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG6)

*"Meeting the targets for e-government"*

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**Local Context**

The six local authorities in Cambridgeshire continue to work together and share knowledge on a wide variety of projects, the nature and degree of participation depending on each Council's local circumstances.

The main projects in which all six authorities are involved are:

- The Cambridgeshire Community Network (CCN), a Public Private Partnership to provide broadband infrastructure across the County.
- The Cambridgeshire Community Portal, which provides a single access point to each authority's information and services. The Portal went live in May 2004 and is linked to the Police and NHS. Some town and parish councils and local voluntary organisation have also been brought on board.
- The Cambridgeshire Smartcard project, which is at the pilot stage and which is bringing together transport, library and leisure services.

HDC's e-Government programme, Customer First, is on track to deliver all our objectives. As well as the three projects listed above, the main elements of the programme are:

- A call centre, which went live in September 2005. We are sharing the County's technical infrastructure and signed an 8 year contract with them in March 2005. We are also leasing space in their call centre building but have employed our own staff and adopted different opening hours.
- A Customer Service Centre (CSC) in Huntingdon for face-to-face contact. We have just completed tendering for the provision of a new headquarters, a CSC and an operations centre. Members decided on the preferred solution on 7th December 2005 and we expect to open the CSC in May 2007.
- A transactional website. We implemented a Content Management System in July 2004 and are continuing to develop the site. We expect to introduce an online payments & bookings in 2006/7.

Underpinning all of this work are:

- Sound governance principles. We have a Programme Board and employ PRINCE 2 project management methodology.

- Effective change management processes - all Directors and Managers have received three days' change management training.
- A communication plan designed to ensure that members, staff and, in due course, customers understand what we are doing and why, and have the opportunity to provide input into the process to ensure that everyone's needs are met.
- A thorough review of our business processes. We have taken a measured approach to implementation. We are placing great emphasis on business process review and improvement to ensure that we increase our efficiency and effectiveness rather than simply making our existing processes electronic. We are confident that, as befits an authority assessed as Excellent in CPA, our implementation of e-Government will result in:
  - Significant improvements in levels of customer service which are already high.
  - Greater efficiency through streamlined processes and better use of information.
  - More effective and joined-up working with our partner organisations.
  - An Information Audit which will lead to a rationalisation of our information holdings and consequent improvement in our information management.

The call centre implementation has already resulted in improved call-handling performance due to the increased resources being deployed and the use of a Customer Relationship Management system. Lost call rates are down, the average time to answer a call has reduced significantly, and the percentage of calls dealt with first-time by our advisors is already exceeding our targets. Our primary e-Government priority in 2006 is to transfer many more services to our Call Centre.

Our e-Government Strategy is driven by our customer service strategy, and the focus is on improving customer service rather than reducing costs. However, we are implementing measurement mechanisms to capture efficiency savings in order to meet the requirements of 'Delivery Efficiency in Local Services'.

We are confident that take-up of Electronic Service Delivery will be high because:

- Our approach is customer-driven rather than technology-driven.
- Huntingdonshire is a relatively affluent area with a high level of IT literacy and home computer ownership.
- We have high take-up of existing electronic services – for example 72% of Council Tax payers pay by direct debit.
- Much customer usage is driven by us, for example by implementing a call centre to deal with customer contact by telephone and introducing mobile technology to take services to the customer rather than having them come to us.

We have ensured that we provide the benefits of e-Government to those least able to access technology themselves:

- We were a Beacon Council for Social Inclusion through ICT in 2003/4 and are continuing to support the provision of e-learning points in rural locations throughout the District.
- Having provided an ICT centre in the Oxmoor area of Huntingdon, one of the District's most deprived wards, we have moved on to set up Customer Information Centres in Yaxley and Ramsey and are scheduled to provide one in St Neots.

Note : Please note that the date for the implementation of Government Connect is arbitrary and is only included as the ESD Toolkit software will not allow submission of IEG 6 unless a date is present. The Council will make a decision on whether to implement Government Connect based on an assessment of local priorities and needs at a later date.

## 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. See <http://www.odpm.gov.uk/index.asp?id=1002882&PressNoticeID=1546> and <http://www.idea.gov.uk/knowledge>.

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>R1</b> 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 30/09/2005	Green 30/09/2005
	<b>Comment:</b> The County Council are leading on this. As soon as the information is available on their website we will provide a deep link from our website to the relevant information.	
<b>R2</b> Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 31/07/2004	Green 31/07/2004
	<b>Comment:</b> The implementation of the Content Management System (CMS) has ensured that we offer links from our website to County's. Our education website pages provide deep links to the <a href="http://www.camlearn.net/home.php">http://www.camlearn.net/home.php</a> on Cambridgeshire County Council website. <a href="http://www.huntsdc.gov.uk/Community+and+People/Adult+and+community+education">http://www.huntsdc.gov.uk/Community+and+People/Adult+and+community+education</a>	
<b>G1</b> 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 31/07/2004	Green 31/07/2004
	<b>Comment:</b> The implementation of the Content Management System (CMS) has ensured that we offer links from our website to County's.	
If already 'green' on R1, R2 & G1 above please comment on <b>E1</b> 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.	<b>Comment:</b> Huntingdonshire District Council (HDC) do not have any targets for this service as this is the responsibility of Cambridgeshire County Council.	
<b>R3</b> 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 <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Green 31/03/2005	Green 31/03/2005
	<b>Comment:</b> LGCL tags are now in place. This information will be available to the public and call centre agents via our website, which contains an A to Z of services. This in turn links to the County Council where appropriate.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>R4</b> Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Amber 04/05/2005	Amber 04/05/2005
	<b>Comment:</b> As a consequence of the anti-social behavior initiative we will have to share data with the Police and other partners. The Police require this to be via the Government Secure Intranet (GSI). HDC has recently been selected as a pilot site by the Department for Work and Pensions (DWP) for trials of a Closed User Group (CUG). This CUG will allow transmission of e-mails through the Governments Secure Intranet (GSI) by investigators employed by the DWP and those based at HDC. Currently there are no confirmed dates for implementation. One reason for this is that funding for the trials will be provided in full by the DWP, but the department dealing with this matter has not yet received any funding to finance the initiative. However, we anticipate a go live date before the end of the current financial year. As a result of requirements relating to the Licensing, the Council has applied to join to CJIT; membership is expected to be operational in April 2006. At the same time, we will continue to monitor the re-launch of Government Connect.	
<b>G2</b> 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.	Green 28/02/2003	Green 28/02/2003
	<b>Comment:</b> Hunts Electronic Learning Points project empowers and trains local people to use PCs, provides local websites and access to online learning and services. Our Leisure website, <a href="http://www.huntsleisure.org">www.huntsleisure.org</a> , allows local groups and clubs to list events and contact details.	
If already 'green' on R3, R4 & G2 above please comment on <b>E2</b> Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. Otherwise you may leave this row blank.	<b>Comment:</b> We do not ask this question to residents at this point in time but we are planning an annual consultation with residents to establish whether they feel they have good access to the councils services.	
<b>R5</b> Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 15/03/2003	Green 15/03/2003
	<b>Comment:</b> Democratic Services' information, including public access to minutes, agendas, reports and a future meetings diary, is updated dynamically and is available on the Council's website. Modern.gov delivers access to all this information plus Councillor details.	
<b>R6</b> 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.	Green 31/07/2004	Green 31/07/2004
	<b>Comment:</b> The Content Management System gives us the ability to allow each Councillor to have a page to maintain.	
<b>G3</b> 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.	Green 31/07/2004	Green 31/07/2004
	<b>Comment:</b> Consultation surveys are available on our website now. Citizens can sign up for mailing lists on <a href="http://www.huntsleisure.org">www.huntsleisure.org</a> website and we are currently evaluating expanding this service.	
<b>G4</b> Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Green 31/07/2004	Green 31/07/2004
	<b>Comment:</b> We have the facilities, equipment and technical experience to do this and we have available on our website a Huntingdonshire in Perspective video.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>If already 'green' on R5, R6, G3 &amp; G4 above please comment on</p> <p><b>E3</b> Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.</p> <p>Otherwise you may leave this row blank.</p>	<p><b>Comment:</b> We are currently reviewing how best to survey those customers who use e-Services and we hope to introduce measurement in the future.</p>	
<p><b>R7</b> 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>	<p>Amber 26/06/2003</p>	<p>Amber 26/06/2003</p>
	<p><b>Comment:</b> Online delivery of Streetscene services will form part of our Citizen Portal channel of HDC's Customer Relationship Management System. It is anticipated that these services will be available online in 2006-7.</p>	
<p><b>R8</b> Online receipt and processing of planning and building control applications.</p>	<p>Green 31/03/2003</p>	<p>Green 31/03/2003</p>
	<p><b>Comment:</b> Online submission and payment of planning applications has been implemented in conjunction with the Planning Portal. In addition, Planning Public Access enables customers to view, comment on and track the status of planning applications online via the Council's website. Initial research conducted with Building Control customers indicates no desire for web-based receipt and processing of applications. However, we can implement a Uniform module to meet this requirement if necessary.</p>	
<p><b>G5</b> Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.</p>	<p>Green 31/03/2003</p>	<p>Green 31/03/2003</p>
	<p><b>Comment:</b> Planning Public Access, available via HDC's website, provides customers with the ability to query the LLPG to identify a property and then zoom to a map of the property, and display additional property-related information. The delivery of Streetscene services will meet many of these requirements.</p>	
<p><b>G6</b> Sharing of Trading Standards data between councils for business planning and enforcement purposes.</p>	<p>Green 01/09/2005</p>	<p>Green 01/09/2005</p>
	<p><b>Comment:</b> We have set up a procedure so that information, which may be relevant to Trading Standards, is passed on to them via an electronic form.</p>	
<p><b>G7</b> 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.</p>	<p>Green 31/03/2003</p>	<p>Green 31/03/2003</p>
	<p><b>Comment:</b> HDC has implemented an integrated business system, which includes planning, building control and licensing. In addition, integration with the LLPG enables staff to have an holistic view of permit and regulatory information relating to any property and improve policy and decision-making. We will also be able to securely share information with partner organisations such as the Police via secure e-mail.</p>	
<p>If already 'green' on R7, R8, G5, G6 &amp; G7 above please comment on</p> <p><b>E4</b> Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	<p><b>Comment:</b> There are currently no targets for take up of planning services on line.</p>	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>R9</b> Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber 28/06/2005	Amber 28/06/2005
	<b>Comment:</b> We have carried out a procurement card trial. Identification of significant entry costs to ESPO's e-marketplace have resulted in a re-appraisal of the e-procurement strategy. Plans remain to implement paperless ordering and payment. Business process review of purchase to pay underway in the context of major re-organisation/new HQ project. Any future e-procurement strategy and solution will be aligned with new organisational structures and work methods. No date forecast yet for implementation.	
<b>G8</b> 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).	Amber 30/12/2005	Amber 30/12/2005
	<b>Comment:</b> HDC's CRM supplier is currently reviewing the options of including this functionality in the CRM system and they will communicate results to us when they know more. We are an active participant in a regional procurement group. Development of a County wide e-procurement solution is under consideration with a view to a collaborative solution. Already engaged with the Regional Centre of Excellence.	
<b>G9</b> Regional co-operation on e-procurement between local councils.	Amber 01/06/2005	Green 31/03/2006
	<b>Comment:</b> We are an active participant in a regional procurement group. Development to a regional e-procurement solution is underway with a view to a collaborative solution. Already engaged with the Regional Centre of Excellence.	
If already 'green' on R9, G8 & G9 above please comment on	<b>Comment:</b>	
<b>E5</b> Access to virtual e-procurement 'marketplace';		
<b>E6</b> 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;	<b>Comment:</b>	
<b>E7</b> 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.	<b>Comment:</b>	
<b>R10</b> 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).	Amber 09/06/2003	Amber 09/06/2003
	<b>Comment:</b> Roll out of corporate e-payments will meet these requirements. The e-payments solution which is being implemented has been delayed due to software errors.	
<b>R11</b> 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 01/06/2005	Red 01/06/2005
	<b>Comment:</b> Delivery of added value services is not a priority for us at present. Dependent upon suppliers providing suitable web enabled products.	
<b>G10</b> Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber 09/06/2003	Amber 09/06/2003
	<b>Comment:</b> Roll out of corporate e-payments will meet these requirements.	



Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>G11</b> Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/03/2005	Amber 01/03/2005
	<b>Comment:</b> Work is still ongoing and it is hoped this will be fully implemented in the first half of the new financial year.	
If already 'green' on R10, R11, G10 & G11 above please comment on	<b>Comment:</b>	
<b>E8</b> Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).		
<b>E9</b> Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	<b>Comment:</b>	
<b>E10</b> Agreed baseline and targets for reductions in unit costs of payment transactions.  Otherwise you may leave these rows blank.	<b>Comment:</b>	
<b>R12</b> Online renewal and reservations of library books and catalogue search facilities.	Green 31/03/2005	Green 31/03/2005
	<b>Comment:</b> The implementation of the Content Management System has ensured that we offer links from our website to County's. Our website deep links to the Cambridgeshire County Councils library system pages both from our education and online services pages. <a href="http://www.huntsdc.gov.uk/Online%20Services">http://www.huntsdc.gov.uk/Online%20Services</a> <a href="http://www.huntsdc.gov.uk/Community+and+People/Adult+and+community+education">http://www.huntsdc.gov.uk/Community+and+People/Adult+and+community+education</a>	
<b>R13</b> Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 09/06/2003	Amber 09/06/2003
	<b>Comment:</b> A bookings and payments module will deliver this functionality. Implementation requires an upgrade to the leisure business system which is currently being installed. Once this is complete the module will be implemented.	
<b>G12</b> 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 09/06/2003	Amber 09/06/2003
	<b>Comment:</b> CRM is now operational and we are working on the integration of Back Office systems and the use of the CRM via the web and Customer Service Centre. Cambridgeshire County Council are carrying out a trial of smart cards; we anticipate that we will implement smart cards for multiple District services following this trial. We currently use swipe cards and a shared customer database between our 5 Leisure Centres.	
If already 'green' on R12, R13 & G12 above please comment on	<b>Comment:</b>	
<b>E11</b> 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.		
<b>R14</b> 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 31/07/2004	Green 31/07/2004
	<b>Comment:</b> Cambridgeshire County Council provide this facility via their website. We have a direct link to this information from our transport planning pages, village database and tourist information kiosk.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>R15</b> 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 28/02/2004	Green 28/02/2004
	<b>Comment:</b> We already carry out online consultation surveys and publish the results on our website.	
<b>G13</b> 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 09/06/2003	Amber 09/06/2003
	<b>Comment:</b> As we are a rural district we do not issue enough parking tickets each year for this to be a priority for us at the moment.	
<b>G14</b> GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 31/07/2004	Green 31/07/2004
	<b>Comment:</b> County provide mapping of roadworks on their website. The implementation of the Content Management System has ensured that we provide links to these pages.	
If already 'green' on R14, R15, G13 & G14 above please comment on  <b>E12</b> Agreed baseline and targets for customer satisfaction and efficiency savings.  Otherwise you may leave this row blank.	<b>Comment:</b> HDC does measure customer satisfaction on Transport issues. However, we do not measure against BVPI 103 as we are not a Transport authority.	
<b>R16</b> 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 09/06/2003	Amber 09/06/2003
	<b>Comment:</b> Revenues and Benefits continue to have an Electronic Document Management system incorporating workflow (Anite@work). Our pilot project to implement mobile working will increase accessibility of this service. Because of this we will not be deploying Housing Benefit or Council Tax calls to our Call Centre.	
<b>R17</b> 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 28/02/2002	Green 28/02/2002
	<b>Comment:</b> We already have a Benefits calculator and all the relevant claim forms on the HDC website.	
<b>G15</b> Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 01/06/2005	Amber 01/06/2005
	<b>Comment:</b> Procurement to provide tablet PC's to assessment visiting officers together with wireless connectivity to back office systems to enable online benefit calculation is now complete. Deployment plans to provide solution for processing New Claims, Change of Circumstances and Interventions are now being applied. New Claims should be ready by Mid May(2006). Solution to enable remote collection of evidential information to support a benefit claim using tablet PCs and wireless connectivity to the existing back office document image processing system is now identified. Commercial contracts being finalised with suppliers to enable procurement to commence.	
If already 'green' on R16, R17 & G15 above please comment on  <b>E13</b> Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	<b>Comment:</b> HDC monitors its performance against this BVPI and the implementation of new ways of working will be quantified against this measure.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p><b>E14</b> 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.</p> <p>Otherwise you may leave these rows blank.</p>	<p><b>Comment:</b> We currently have no plans to meet this outcome but this position will be reviewed in the future.</p>	
<p><b>R18</b> Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.</p>	<p>Green 31/07/2004</p>	<p>Green 31/07/2004</p>
	<p><b>Comment:</b> HDC does not provide care service it is the responsibility of the County Council. A deep link is provided to their Care Services Page. <a href="http://www.huntsdc.gov.uk/Community+and+People/Health.htm">http://www.huntsdc.gov.uk/Community+and+People/Health.htm</a></p>	
<p><b>R19</b> 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.</p>	<p>Green 31/07/2004</p>	<p>Green 31/07/2004</p>
	<p><b>Comment:</b> HDC does not provide care services it is the responsibility of the County Council. A deep link is provided to their Care Services Page. <a href="http://www.huntsdc.gov.uk/Community+and+People/Health.htm">http://www.huntsdc.gov.uk/Community+and+People/Health.htm</a></p>	
<p><b>G16</b> Systems to support joined-up working on children at risk across multiple agencies.</p>	<p>Amber 31/12/2005</p>	<p>Green 31/03/2006</p>
	<p><b>Comment:</b> The County Council's plan to reengineer the children's services continues and is beginning to move to a more detailed implementation. In respect of the system element, the County Council have just approved the business case for the introduction of the Children's Information System. This system will pull together the information from various bodies and sources. However, this is currently about establishing the processes and policies not an electronic system. This next stage is still dependent on the actual systems being available on the market for us to purchase. We will wait for the County Council to lead on this outcome.</p>	
<p><b>G17</b> Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.</p>	<p>Amber 31/12/2005</p>	<p>Amber 31/12/2005</p>
	<p><b>Comment:</b> HDC has received funding from the Department of Work and Pensions to enable piloting of home visits by benefit assessors supported by mobile technology. If this is successful this may be extended to include other services both within the Council and in co-operation with other agencies. A deep link is also provided on the Health pages of our website to the Cambridgeshire County Council's care services page. <a href="http://www.huntsdc.gov.uk/Community+and+People/Health.htm">http://www.huntsdc.gov.uk/Community+and+People/Health.htm</a> <a href="http://www.huntsdc.gov.uk/Community+and+People/Health.htm">http://www.huntsdc.gov.uk/Community+and+People/Health.htm</a></p>	
<p>If already 'green' on R18, R19, G16 &amp; G17 above please comment on</p> <p><b>E15</b> 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>	<p><b>Comment:</b></p>	
<p><b>R20</b> Email and Internet access provided for all Members and staff that establish a need for it.</p>	<p>Green 01/10/2005</p>	<p>Green 01/10/2005</p>
	<p><b>Comment:</b> All members and most employees have email and internet access, although internet access for staff is subject to approval from their line manager. The ICT helpdesk manager has now developed the 'Computer Usage Policy Document' which addresses this objective.</p>	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>R21</b> ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green 30/06/2005	Green 30/06/2005
	<b>Comment:</b> This will be addressed as a Council wide policy in the near future. It will address all factors such as Health and Safety as well as the IT aspects. Still ongoing.	
<b>R22</b> 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.	Green 01/11/2005	Green 01/11/2005
	<b>Comment:</b> All members currently have the technology to work from home and dial-up for online access. 200 employees also have home working capability. Still ongoing.	
<b>G18</b> 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").	Green 30/09/2003	Green 30/09/2003
	<b>Comment:</b> We have now established ECDL as part of our corporate training programme and it is open to staff and members.	
If already 'green' on R20, R21, R22 & G18 above please comment on  <b>E16</b> Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.  Otherwise you may leave this row blank.	<b>Comment:</b> Our e-Government Strategy is driven by our customer service strategy, and the focus is on improving customer service rather than reducing costs. However, we are implementing measurement mechanisms to capture efficiency savings in order to meet the requirements of 'Delivery Efficiency in Local Services'.	
<b>R23</b> 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).	Amber 01/02/2004	Green 31/03/2006
	<b>Comment:</b> Our Call Centre opened on 22/09/05. The opening hours have been extended to 8am-6pm Monday to Friday and Saturday opening may be considered if demand is sufficient. Services will continue to be migrated to the Call Centre in 2006. The Council's website is generally available 24/7.	
<b>R24</b> Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 31/07/2004	Green 31/07/2004
	<b>Comment:</b> The Content Management System went live in Summer 2004.	
<b>G19</b> 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 <a href="http://www.pro.gov.uk/about/foi/map-local.rtf">www.pro.gov.uk/about/foi/map-local.rtf</a> ).	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> EDM – Electronic Document Management system is being rolled out corporately. A request tracker is currently being used for FOI and an information audit is planned for Mid 2005. Record Management procedures are currently being put in place.	
<b>G20</b> Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see <a href="http://www.w3.org/WAI">www.w3.org/WAI</a> ).	Green 31/07/2004	Green 31/07/2004
	<b>Comment:</b> Our new website conforms to AAA level of accessibility and the CMS enforces this conformance.	
<b>G21</b> Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see <a href="http://www.egifcompliance.org">www.egifcompliance.org</a> & <a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a> ).	Amber 01/01/2003	Amber 01/01/2003
	<b>Comment:</b> This is a requirement in all our specifications. We will purchase e-gif compliant business systems as existing systems are replaced and new ones are acquired. Our website currently conforms to the Cambridge standard for metadata which draws upon the e-GMS standard. We are currently tagging our website pages with specific e-GMS and LGCL tags in addition to those mentioned above.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>If already 'green' on R23, R24, G19, G20 &amp; G21 above please comment on</p> <p><b>E17</b> Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.</p> <p>Otherwise you may leave this row blank.</p>	<b>Comment:</b>	
<b>R25</b> Online publication of Internet service standards, including past performance and commitments on service availability.	Green 01/03/2005	Green 01/03/2005
	<b>Comment:</b> Usage plus availability information is now available.	
<b>R26</b> 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.	Green 01/12/2000	Green 01/12/2000
	<b>Comment:</b> We currently analyse website usage including page impressions and unique users. These have shown a steady increase in usage over the last 4 years from 400 visits a day to over 1300.	
<b>G22</b> Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Green 30/11/2005	Green 30/11/2005
	<b>Comment:</b> The Customer Service Strategy sets out a range of targets that will be developed as Customer First Programme rolls out. The performance targets for our Call Centre are as follows: Average speed of answer = 80% answered in 20 seconds, 5% abandoned rate, 80% service level average.	
<b>G23</b> Adoption of recognised guidelines for usability of website design (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Green 31/07/2004	Green 31/07/2004
	<b>Comment:</b> Our new website meets all recommended usability standards/guidelines including use of access keys, navigation positioning and content styling. Work is in progress to educate contributors in Plain English standards.	
<p>If already 'green' on R25, R26, G22 &amp; G23 above please comment on</p> <p><b>E18</b> 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.</p> <p>Otherwise you may leave this row blank.</p>	<b>Comment:</b> HDC will fulfil this requirement as our business process improvement methodology ensures we capture the benefits.	
<b>R27</b> 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.	Green 22/09/2005	Green 22/09/2005
	<b>Comment:</b> The Customer Relationship Management (CRM) was deployed in September 2005 with some integration to the back office, and includes elements of workflow. Systems have been implemented and roll-out of processes is being controlled. Roll-out of further services and processes will take place over time.	
<b>R28</b> All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber 09/06/2003	Amber 09/06/2003
	<b>Comment:</b> Our current web and CRM architectures do not give us the ability to do this automatically. Where mediated access is provided, for example via the Call Centre, then a unique reference number will be included in any replies. Similarly, service requests passed from the Call Centre to the Back Office for processing will have a unique service identification.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>R29</b> 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.	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> We are in the process of developing response standards and will implement appropriate processes and monitoring and reporting mechanisms in the next nine months.	
<b>G24</b> 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.	Green 01/06/2005	Green 01/06/2005
	<b>Comment:</b> The Customer Relationship Management (CRM) will be deployed in June 2005 with some integration to back office, and will include elements of workflow (e.g Anite@work and Biztalk).	
<b>G25</b> 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.	Green 01/06/2005	Green 01/06/2005
	<b>Comment:</b> Change of address is a service in Phase 1 of the call centre, to be implemented from September 2005 onwards.	
If already 'green' on R27, R28, R29, G24 & G25 above please comment on	<b>Comment:</b> HDC will fulfil this requirement. A key element of implementing our CRM and associated technology is to capture these measures.	
<b>E19</b> 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.		

## 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	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> <li>Appointment of people to the following key local e-government functions in your Council (see <a href="http://www.idea-knowledge.gov.uk/idk/aio//206757">http://www.idea-knowledge.gov.uk/idk/aio//206757</a>):</li> </ul>		
i) Member & officer e-champions	Green 01/09/2001	Green 01/09/2001
	<b>Comment:</b> These positions have long been established within Huntingdonshire. In addition there is a Members Customer First Advisory Group.	
ii) e-government programme manager	Green 01/09/2001	Green 01/09/2001
	<b>Comment:</b> This position has long been established within Huntingdonshire.	
iii) customer services management	Green 30/11/2004	Green 30/11/2004
	<b>Comment:</b> We have recruited a Call Centre Manager and anticipate a subsequent re-organisation of management roles and responsibilities to reflect the focus on all customer service delivery channels.	
<ul style="list-style-type: none"> <li>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 <a href="http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&amp;XSL=standardcontent&amp;Key=1">http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&amp;XSL=standardcontent&amp;Key=1</a>)</li> </ul>	Green 30/11/2001	Green 30/11/2001
	<b>Comment:</b> We have planned, resourced and recruited staff with the necessary project, change and technical skills (Business Analysts, Project Managers and Support roles). Relevant front-line service staff are involved in delivering the projects. These staff, along with the Customer First, have attended a tailored Business Process Improvement course. The Council also ran a corporate Change Management training course for all Directors and Managers in 2004.	
<ul style="list-style-type: none"> <li>Establishment of an e-delivery programme board</li> </ul>	Green 01/09/2002	Green 01/09/2002
	<b>Comment:</b> Established at start of the Programme. Membership includes Directors and representatives of partner organisations.	
<ul style="list-style-type: none"> <li>Use of formalised programme &amp; project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme</li> </ul>	Green 30/11/2001	Green 30/11/2001
	<b>Comment:</b> The Customer First team is trained in PRINCE 2 and MSP methodologies. Team tools include the use of a bespoke Intranet issues and risk management system.	



Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> <li>Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures</li> </ul>	Green 30/10/2003	Green 30/10/2003
	<p><b>Comment:</b>The Customer First team developed and uses a bespoke Intranet issues and risk management system, which is regularly reviewed and updated. Risks are also managed through the programme governance structure that is in place. The Council's risk manager and internal audit are also consulted where appropriate.</p>	
<ul style="list-style-type: none"> <li>Use of customer consultation/research to inform development of corporate e-government strategy</li> </ul>	Green 30/06/2003	Green 30/06/2003
	<p><b>Comment:</b>Members approved the Customer Service Strategy in 2003. Customers were consulted during the writing of this document, including phone and face-to-face surveys to evaluate service needs. The development of longer-term plans for future consultation is required.</p>	
<ul style="list-style-type: none"> <li>Establishment of policy for addressing social inclusion within corporate e-government strategy</li> </ul>	Green 30/06/2003	Green 30/06/2003
	<p><b>Comment:</b>Addressing the needs of different types of customers and communities has been a key consideration in developing the corporate e-Government Programme. More specifically, the Council has played a key role with the County Council in the development of a network of broadband access points across our villages. This resulted in a Beacon Council award in 2003/4 for ICT and Social Inclusion.</p>	
<ul style="list-style-type: none"> <li>Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see <a href="http://www.socialexclusion.gov.uk/page.asp?id=583">http://www.socialexclusion.gov.uk/page.asp?id=583</a>)</li> </ul>	Green 27/03/2003	Green 27/03/2003
	<p><b>Comment:</b>Huntingdonshire is a relatively affluent District. However, we have identified the need for access to ICT in rural areas and have implemented several Learning Points which give general access to IT and IT learning to disadvantaged groups. This is supported by tuition from the Library Service. As part of a partnership initiative, we have also implemented a Community Learning Centre on the Oxmoor estate which gives residents access to IT technology which they can use to develop their skills for work or further education.</p>	
<ul style="list-style-type: none"> <li>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</li> </ul>	Green 30/06/2005	Green 30/06/2005
	<p><b>Comment:</b>An Information Manager has been recruited.</p>	
<ul style="list-style-type: none"> <li>Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see <a href="http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf">http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf</a> &amp; <a href="http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf">http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf</a>) and designation of an Information Sharing Officer</li> </ul>	Green 30/06/2005	Green 30/06/2005
	<p><b>Comment:</b>This is a focus for the Information Manager who is: · Working on information and data sharing protocols across the council and also for use in the call centre. · Developing a fair processing statement to be communicated to the general public about how the council process their data in a fair manner.</p>	
<ul style="list-style-type: none"> <li>Establishment of partnerships for the joint (aggregated) procurement of broadband services</li> </ul>	Green 30/05/2004	Green 30/05/2004
	<p><b>Comment:</b>The Council is a partner to the County Council on the development and roll out of the Cambridgeshire Community Network.The Council will be procuring CCN connections from the County and has also helped to ensure that its rural access points (HELP) are linked to CCN.</p>	



Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> <li>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 <a href="http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf">http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf</a> &amp; <a href="http://www.govconnect.gov.uk/ccm/portal">http://www.govconnect.gov.uk/ccm/portal</a>)</li> </ul>	Green 30/06/2005	Green 30/06/2005
	<p><b>Comment:</b>The Council has already stated its intention to consider joining up with local partners/agencies in a main Customer Service Centre. Broadband access points have been or are planned to be installed in Council community shops shared with other agencies such as the CAB and Connexions. The Council is keen to promote the use of e-services to all partners in the community. Through working with Parishes, County, Community Groups and others, the Council will be looking to join up the promotion of e-services with all of its rural broadband access points.</p>	
<ul style="list-style-type: none"> <li>Compliance with BS 7799 on information security management</li> </ul>	Green 30/06/2005	Green 30/06/2005
	<p><b>Comment:</b>The Council recently commissioned external consultants to review our ICT Strategy and a report was produced which addressed information security. As a result we have now set up security forums with different parts of the organisation to consider the recommendations from the review. The Council will seek to comply with this policy as far as is practical. We have also recruited an Information Manager who is responsible for information security and he will be reviewing the Council's processes.</p>	
<ul style="list-style-type: none"> <li>Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives</li> </ul>	Green 30/06/2005	Green 30/06/2005
	<p><b>Comment:</b>The Programme is committed to undertaking Benefits Realisation Management. External consultants have been used to help advise on and pilot an appropriate methodology, and the benefits to be delivered from Customer First will be built into our new corporate performance management framework.</p>	
<ul style="list-style-type: none"> <li>Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see <a href="http://www.esd.org.uk/standards/lgs/lgs.doc">http://www.esd.org.uk/standards/lgs/lgs.doc</a> &amp; <a href="http://www.authentication.org.uk/levels.asp">http://www.authentication.org.uk/levels.asp</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc</a>)</li> </ul>	Green 30/06/2005	Green 30/06/2005
	<p><b>Comment:</b>This will be applied in the future to all online transactions on our recently re-launched website (to include online payments by early 2005). It will also be addressed as part of the implementation of the new call centre and associated processes.</p>	
<ul style="list-style-type: none"> <li>Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal">http://www.govconnect.gov.uk/ccm/portal</a>)</li> </ul>	Red 30/11/2004	Amber 15/01/2006
	<p><b>Comment:</b>Following a recent independent review of its Information Security framework, including the establishment of an information asset register, risk analysis and BS7799 gap analysis, the Council intends to regularly review these areas. The development of Government security and related policies will also continue to be monitored. The Council will seek to comply with these policies as far as is practical and when a proven business case and/or potential service improvements have been identified. We are also monitoring recent developments in Government Connect/Authentication.</p>	
<ul style="list-style-type: none"> <li>Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see <a href="http://www.tscheme.org">www.tscheme.org</a>) and which will work with Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>)</li> </ul>	Red 30/11/2004	Amber 15/01/2006
	<p><b>Comment:</b>For e-payments the Council will be using reputable third party Payment Service Providers (PSPs). The security credentials of the supplier will form part of the Council's decision to use them or not. Compliance with trust schemes could form part of the selection criteria in the future as more online services are deployed. Our website uses SSL technology to verify it as trusted by an independent verification company. At this stage the Council is not planning to work with Government Connect.</p>	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> <li>Use of Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>) to support: <ul style="list-style-type: none"> <li>i) personalisation &amp; registration for services categorised at security levels '0' and '1' through the citizen account</li> <li>ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect</li> <li>iii) the bereavement journey &amp; closing of accounts (see <a href="http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp">http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp</a>)</li> <li>iv) citizen &amp; business authentication for services for services categorised at security levels 0-3</li> <li>v) registration &amp; authentication of employees for internal and cross-agency services</li> </ul> </li> </ul>		
	Red 31/12/2005	Red 31/12/2005
	<b>Comment:</b> Please note that the end of 2007 date for the implementation of Government Connect is arbitrary and is only included as the ESD Toolkit software will not allow submission of the IEG unless a date is supplied. The Council will closely monitor the development of Government Connect and its growing relevance to local authority services. As and when a sound business case and/or service needs that align with Government Connect are identified, then we will adopt Government Connect services as appropriate.	
	Red 31/12/2005	Red 31/12/2005
	<b>Comment:</b> Please note that the end of 2007 date for the implementation of Government Connect is arbitrary and is only included as the ESD Toolkit software will not allow submission of the IEG unless a date is supplied. The Council will closely monitor the development of Government Connect and its growing relevance to local authority services. As and when a sound business case and/or service needs that align with Government Connect are identified, then we will adopt Government Connect services as appropriate.	
	Red 31/12/2005	Red 31/12/2005
	<b>Comment:</b> Please note that the end of 2007 date for the implementation of Government Connect is arbitrary and is only included as the ESD Toolkit software will not allow submission of the IEG unless a date is supplied. The Council will closely monitor the development of Government Connect and its growing relevance to local authority services. As and when a sound business case and/or service needs that align with Government Connect are identified, then we will adopt Government Connect services as appropriate.	
	Red 31/12/2005	Red 31/12/2005
	<b>Comment:</b> Please note that the end of 2007 date for the implementation of Government Connect is arbitrary and is only included as the ESD Toolkit software will not allow submission of the IEG unless a date is supplied. The Council will closely monitor the development of Government Connect and its growing relevance to local authority services. As and when a sound business case and/or service needs that align with Government Connect are identified, then we will adopt Government Connect services as appropriate.	






Change Management Area	Status at 31/12/2005	Status at 31/03/2006
vi) corporate approach to collection of e-payments	Amber 30/10/2005	Amber 30/10/2005
	<b>Comment:</b> Project is underway to deliver a corporate e-payments solution. Issues with software have prevented application going live.	
vii) cross agency secure transactions (Government to Government)	Red 31/12/2005	Red 31/12/2005
	<b>Comment:</b> Please note that the end of 2007 date for the implementation of Government Connect is arbitrary and is only included as the ESD Toolkit software will not allow submission of the IEG unless a date is supplied. The Council will closely monitor the development of Government Connect and its growing relevance to local authority services. As and when a sound business case and/or service needs that align with Government Connect are identified, then we will adopt Government Connect services as appropriate.	
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Red 31/12/2005	Red 31/12/2005
	<b>Comment:</b> Please note that the end of 2007 date for the implementation of Government Connect is arbitrary and is only included as the ESD Toolkit software will not allow submission of the IEG unless a date is supplied. The Council will closely monitor the development of Government Connect and its growing relevance to local authority services. As and when a sound business case and/or service needs that align with Government Connect are identified, then we will adopt Government Connect services as appropriate.	
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 31/12/2005	Red 31/12/2005
	<b>Comment:</b> Please note that the end of 2007 date for the implementation of Government Connect is arbitrary and is only included as the ESD Toolkit software will not allow submission of the IEG unless a date is supplied. The Council will closely monitor the development of Government Connect and its growing relevance to local authority services. As and when a sound business case and/or service needs that align with Government Connect are identified, then we will adopt Government Connect services as appropriate.	
x) GC Register (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a> )	Red 31/12/2005	Red 31/12/2005
	<b>Comment:</b> Please note that the end of 2007 date for the implementation of Government Connect is arbitrary and is only included as the ESD Toolkit software will not allow submission of the IEG unless a date is supplied. The Council will closely monitor the development of Government Connect and its growing relevance to local authority services. As and when a sound business case and/or service needs that align with Government Connect are identified, then we will adopt Government Connect services as appropriate.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
xi) GC Exchange (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a> )	Red 01/09/2005	Red 01/09/2005
	<b>Comment:</b> Please note that the end of 2007 date for the implementation of Government Connect is arbitrary and is only included as the ESD Toolkit software will not allow submission of the IEG unless a date is supplied. The Council will closely monitor the development of Government Connect and its growing relevance to local authority services. As and when a sound business case and/or service needs that align with Government Connect are identified, then we will adopt Government Connect services as appropriate.	
• Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a> ) back office connection in place (Department Interface Server)	Red 01/09/2005	Red 01/09/2005
	<b>Comment:</b> Please note that the end of 2007 date for the implementation of Government Connect is arbitrary and is only included as the ESD Toolkit software will not allow submission of the IEG unless a date is supplied. The Council will closely monitor the development of Government Connect and its growing relevance to local authority services. As and when a sound business case and/or service needs that align with Government Connect are identified, then we will adopt Government Connect services as appropriate.	
• Enable Directgov (see <a href="http://www.direct.gov.uk">www.direct.gov.uk</a> ) 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 <a href="http://www.localegov.gov.uk/localdirectgov/ieg5">http://www.localegov.gov.uk/localdirectgov/ieg5</a> )	Amber 01/11/2005	Green 28/02/2006
	<b>Comment:</b> Links provided to Direct.gov by the end of February 2006.	
• Reciprocal connection to Directgov (see <a href="http://www.direct.gov.uk">http://www.direct.gov.uk</a> ) from corporate website and partnership portal(s)	Green 31/01/2002	Green 31/01/2002
	<b>Comment:</b> We are actively co-operating with Local Direct.gov and will provide reciprocal links from our website from the end of March 2006.	
• Introduction of Digital Interactive TV services (see <a href="http://www.digitv.org.uk">http://www.digitv.org.uk</a> )	Red 01/09/2005	Red 01/09/2005
	<b>Comment:</b> At this stage this is not a priority for the Council as there is no evidence of local demand for this service. We are monitoring the outputs of national projects and our use of Content Management System should allow us to re-present this data via digital TV if required. Please note that the end of 2007 date for the implementation of Government Connect is arbitrary and is only included as the ESD Toolkit software will not allow submission of the IEG unless a date is supplied.	
• Establishment of dedicated telephone contact centre(s) services	Green 22/09/2005	Green 22/09/2005
	<b>Comment:</b> A dedicated call centre has been implemented and now handles over 25% of all Huntingdonshire District Council calls. Further processes are due to be rolled-out in a staged plan.	
• Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see <a href="http://www.lcd.gov.uk/foi/foidpunit.htm">http://www.lcd.gov.uk/foi/foidpunit.htm</a> & <a href="http://www.pro.gov.uk/recordsmanagement/access/default.htm">http://www.pro.gov.uk/recordsmanagement/access/default.htm</a> )	Green 01/01/2005	Green 01/01/2005
	<b>Comment:</b> We are now complying with the Freedom of Information Act 2000 and have a process in place for responding to requests within the statutory timeframe. We have also recruited an Information Manager who is responsible for this process.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> <li>Regularly-maintained link from Local Land &amp; Property Gazetteer (LLPG) to National Land &amp; Property Gazetteer (NLPG) (see <a href="http://www.nlpg.org.uk">http://www.nlpg.org.uk</a>)</li> </ul>	Green 11/07/2002	Green 11/07/2002
	<b>Comment:</b> We are a level 1 LLPG and link to the NLPG on a daily basis. Our streets are maintained to level 3. The LLPG underpins or is directly linked to 15 datasets within HDC. The LLPG has been used as one of the pilot local authorities for the ODPM Valuebill National project.	
<ul style="list-style-type: none"> <li>Local Land &amp; Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems</li> </ul>	Green 22/09/2005	Green 22/09/2005
	<b>Comment:</b> Data is currently updated from the NLPG on a regular basis. We are currently implementing an improved process to provide daily updates from HDC's LLPG.	
<ul style="list-style-type: none"> <li>Connection to National Land Information Service (NLIS) at Level 3 (see <a href="http://www.nlis.org.uk">http://www.nlis.org.uk</a>)</li> </ul>	Red 31/01/2004	Red 31/01/2004
	<b>Comment:</b> Integration of software in progress.	
<ul style="list-style-type: none"> <li>Introduction and maintenance of an online service directory for Children's services for professionals working with children &amp; young people, and allowing public access where possible (for further information see <a href="http://www.dfes.gov.uk/isa">http://www.dfes.gov.uk/isa</a>)</li> </ul>	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> We will provide deep links to Cambridgeshire County Council's web site from our web site once the information is available. Also Cambridgeshire Portal will provide a one stop source of information.	

### 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](http://www.esd-toolkit.org)). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG5 % e-enabled position at 31 December 2005	Actual				
		01/02 	02/03 	03/04 	04/05 	05/06 
<b>Providing information:</b> ● Total types of interaction e-enabled ● % e-enabled	99 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 12 ● 11.32 %	● 97 ● 91.51 %	● 106 ● 100.00 %
<b>Collecting revenue:</b> ● Total types of interaction e-enabled ● % e-enabled	96 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 1 ● 100.00 %	● 1 ● 100.00 %
<b>Providing benefits &amp; grants:</b> ● Total types of interaction e-enabled ● % e-enabled	92 %	● 0 ●	● 0 ●	● 0 ●	● 0 ●	● 0 ●
<b>Consultation:</b> ● Total types of interaction e-enabled ● % e-enabled	98 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 9 ● 34.62 %	● 26 ● 100.00 %	● 26 ● 100.00 %
<b>Regulation (such as issuing licenses):</b> ● Total types of interaction e-enabled ● % e-enabled	90 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 10 ● 83.33 %	● 12 ● 100.00 %
<b>Applications for services:</b> ● Total types of interaction e-enabled ● % e-enabled	96 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 10 ● 13.51 %	● 62 ● 83.78 %	● 74 ● 100.00 %
<b>Booking venues, resources &amp; courses:</b> ● Total types of interaction e-enabled ● % e-enabled	88 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 1 ● 100.00 %	● 1 ● 100.00 %
<b>Paying for goods &amp; services:</b> ● Total types of interaction e-enabled ● % e-enabled	91 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 8 ● 61.54 %	● 13 ● 100.00 %
<b>Providing access to community, professional or business networks:</b> ● Total types of interaction e-enabled ● % e-enabled	98 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 6 ● 75.00 %	● 8 ● 100.00 %
<b>Procurement:</b> ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 4 ● 80.00 %	● 4 ● 80.00 %
<b>Total:</b> ● Total types of interaction e-enabled ● % e-enabled	97 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 31 ● 12.60 %	● 215 ● 87.40 %	● 245 ● 99.59 %

## 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
<b>Local Service Websites</b>					
• Page impressions (annual)	2,192,000	6,734,135	5,100,000	7,500,000	8,000,000
• Unique users, i.e. separate individuals visiting website (annual)	127,000	112,903	261,000	125,000	135,000
• Number of e-enabled payment transactions accepted via website	0	0	5,000	10,000	15,000
• Number of change of address notifications accepted via website	0	0	1,000	1,000	1,000
• Number of planning applications accepted via website (including through the Planning Portal)	26	42	65	95	130
	<b>Comment:</b> We take payments for planning applications through the planning portal. Data for 2003/2004 includes Huntsleisure.org, HDC's website for leisure and events.				
<b>Telephone</b> <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	9,000	15,000	21,000	27,000	30,000
• Number of change of address notifications accepted via telephone	2,000	3,000	4,000	5,000	6,000
	<b>Comment:</b> From 2006 staff in our Call Centre will be able to deal with payment transactions. Notification of change is now administered centrally via our Call Centre and 243 of Notifications of Change have been dealt with from the Call Centre since October 2005.				
<b>Face To Face</b> <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 &amp; home visits)</i>					
• Number of e-enabled payment transactions accepted via personal contact	1,100,000	1,250,000	1,350,000	1,400,000	1,450,000
• Number of change of address notifications accepted via personal contact	2,000	1,000	1,000	0	0

	Actual			Forecast	
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
	<b>Comment:</b> High volume for payments includes leisure centres. We anticipate face to face notification of change of address decreasing as other channels become more popular.				
<b>Other Electronic Media</b> (e.g. BACS, text messaging)					
• Number of e-enabled payment transactions accepted via BACS	524,000	600,000	500,000	750,000	800,000
• 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
	<b>Comment:</b> High volumes include Direct Debit payments for council tax. We do not accept payment transactions via text messages or other electronic forms and this is not a priority for HDC at the moment.				
<b>Non Electronic</b> (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	116,000	120,000	122,000	125,000	125,000
• Number of change of address notifications accepted via non-electronic form	2,000	2,000	1,000	1,000	1,000
	<b>Comment:</b> We anticipate that the number of payments by this channel will plateau as other channels become more popular. We also accept that certain customer groups will still continue to prefer non electronic transactions.				



## 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		
	<b>Comment:</b>				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	<b>Comment:</b>				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	40,000	0	0	0	0
	<b>Comment:</b>				
• financial contribution from public-private partnerships	0	0	0	0	0
	<b>Comment:</b>				
• resources being applied from internal revenue and capital budgets to implement e-government	2,220,000	1,069,000	2,087,000	452,000	46,000
	<b>Comment:</b> Subject to review after end of year closedown.				
• other resources (e.g. training) (please specify)	0	0	0	0	0
	<b>Comment:</b>				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	<b>Comment:</b>				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	656,000	0	129,333	0	0
	<b>Comment:</b>				
<b>TOTAL</b>	<b>3,316,000</b>	<b>1,419,000</b>	<b>2,366,333</b>	<b>452,000</b>	<b>46,000</b>

## 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	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
	<b>Comment:</b>							
• e-payments	0	0	0	0	0	0	0	0
	<b>Comment:</b>							
• corporate services efficiencies not covered above	0	0	0	0	0	0	0	0
	<b>Comment:</b>							
e-Procurement, of which:								
• Service specific	0	0	0	0	0	0	0	0
	<b>Comment:</b>							
• Cross-cutting e-procurement efficiencies not covered above	0	0	0	0	0	0	0	0
	<b>Comment:</b>							
Productive time, of which:								
• Service specific	0	0	0	0	0	0	0	0
	<b>Comment:</b>							

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Efficiency Gains								
• Cross-cutting productive time efficiencies not covered above	90,000	72,000	0	0	0	0	0	0
	<b>Comment:</b> Improve productivity and customer service by improving/re-engineering (BPI/BPR) customer facing processes and introducing new technology, including CRM and mobile working. Key actions: Implement new call centre in September following extensive BPI/BPR; carry out mobile technology pilot in Benefits during 2005/6.							
Transactions	0	0	0	0	0	0	0	0
	<b>Comment:</b>							
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
	<b>Comment:</b>							
<b>TOTAL EFFICIENCY GAINS - GROSS</b>	<b>90,000</b>	<b>72,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
LESS e-government implementation expenditure	1,419,000		2,366,333		452,000		46,000	
	<b>Comment:</b> The calculation of "Total Efficiency Gains – Net" is both misleading and meaningless. It is misleading because it implies that the rationale for the e-government programme is one of efficiency. This is not the case, and never was. It was driven by a desire to make significant improvements in customer service, and has always been seen in HDC as being an investment to that end, although it was also recognised that the programme would also present major opportunities for efficiencies to be made. It is meaningless because it makes no distinction between capital costs and revenue costs. The only valid calculation to be made would be the revenue efficiencies made less the revenue impact of net capital expenditure.							
<b>TOTAL EFFICIENCY GAINS - NET</b>	<b>-1,329,000</b>		<b>-2,366,333</b>		<b>-,452,000</b>		<b>-46,000</b>	