

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2004 (IEG4)

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

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Local Context

Outline

The Ryedale District Council E-government Strategy published in July 2001 saw the Council's membership of the North Yorkshire ICT Partnership (NYICTp), which had grown out of joint working across the sub-region in late 2000, as the ideal way forward for the Council in e-government terms. When the Council was reviewing its position in terms of the Partnership, which was reported to the Council's Policy & Resources Committee on 14 October 2004, a review of the current situation was carried out with respect to both a Best Value Review into Access to Services and Information Technology, which reported in April 2002, and the original E-government Strategy, along with ongoing work.

This work was initially reported to the Council's E-government Working Party on 22nd September 2004 and a way forward was agreed in concentrating on some local priorities around Housing Benefits, Planning, consultation, deep linking to partners and business continuity, by developing a transactional web site and customer access strategy along with work on telephony, contact management, workflow and broadband capacity, with further work reflecting the Priority Outcomes, to be met within the Council's budget. This was confirmed at that 14 October meeting, which also saw the Council's withdrawal from the NYICTp, which it was felt the Council could not afford.

Following on from the above, the Council has developed an Access to Services Strategy which describes the management arrangements agreed with Members, the projects to be delivered, the resources required to implement the projects, a timetable and a project brief for each project. This Strategy will complement the National Strategy for Local e-Government and local work including the Ryedale E-government and IT Strategies, the Access to Services Best Value review and ongoing Implementing Electronic Statements.

The Strategy is intended to be short and concise and not infringe on other strategies.

Systems implemented as part of the Strategy will:

Deliver expected benefits through service improvements and efficiencies

Integrate seamlessly with other Council and partner systems, avoiding duplication of data and processing

Conform to national standards

Comply with relevant legislation

Issues to be dealt with include:

Facilitating home and remote working

Exploitation of the potential corporate document management

Development and maintenance of a corporate extranet to publish information for Members, officers, the community and all our customers using seamless process and knowledge management principles

Further development of the thin client model to assist different kinds of working

Investigating business processes from front to back office prior to implementing any application with a view to improving information transfer and resolution of issues at point of contact

Potential for using developments in telephony to facilitate changed working practices

The role of a customer contact system in assisting new ways of working

Performance will be monitored and the projects managed using the principles of PRINCE II, along with employing the ESD-Toolkit, which was adopted in October 2004, to track progress. Whilst the ODPM have published Priority Outcomes, the specific achievements in Ryedale will be:

Enabling Planning and Housing Benefits applications to be made on line

Facilitating consultation on-line

Deep-linking to specific pages of partners' web sites

Ensuring the Council has adequate infrastructure and business continuity in place

It is expected that establishing a suitable series of packages around the web site for the above, will be used to establish other services with an e-front-end and integration.

Management Arrangements

This Strategy will be owned by the Senior Management Team.

The Access to Services Programme will be managed by the Programme Board with individual projects having a responsible Project Owner

Resources required

The programme will be managed by a Programme Manager reporting to the Programme Board. Each project will have a project leader appointed either by the Programme Board or Senior Management Team. New posts include that of Service Improvement Officer, A2S Project Officer and Web Manager.

There may also be some changed roles to facilitate the introduction of various projects.

Issues in IEG4 Statement

Section 1

Outcomes R13/G12 - The Council's contract with the existing charitable trust 'Ryesport' that the Council established to operate its sport and leisure services is due for renewal in 2006/7. The Council's Members will be undertaking a review and examining provision, which will also include mechanisms required for e-government.

The Council has established deep links to the North Yorkshire County Council (NYCC) and other partners web sites where these are available. However, the NYCC site is due to go live on the 20th December and new links will be established after that point.

Section 3

With the adoption of the ESD-Toolkit in 2004/5, the list of services used in the calculation of BVPI157 in previous years was inconsistent and could not be imported, so BVPI157 figures from earlier years will need to be viewed from earlier IEG's. Due to the greater number of services involved, the BVPI157 figure has also seen a drop (2002/3 = 41%).

The Council is currently working with individual services using the ESD-Toolkit to forward plan electronic delivery of their services, hence figures for later years have been keyed in, whilst forward dates are to be established in the project plan.

Section 4

The Council adopted the ESD-Toolkit in October 2004 and intends to use it to monitor channel usage, something to date that there was no mechanism in place for.

Section 6

The Council intends to take its response to Gershon to Members in the New Year but currently has no mechanism for measuring efficiency gains, since its administrative function is quite small. As a small council, we expect the resulting gains to lead towards service improvement and increasing inclusivity, due to existing low staffing levels corporately.

A project to investigate E-procurement is also established, but a Ryedale-scale solution still has to be established.

E-recruitment has been used for some time but with a small HR, as well as corporate, establishment, this is seen as a service improvement and is difficult to measure.

The presence of zeros in the columns is not an indication of the lack of savings but one that mechanisms to record them are still being established.

Approval

This document was noted by the meeting of the Council's Access to Services Programme Board on 16th December 2004. It will then be tabled at the next Policy & Resources Committee on 10th February 2005.

Section 1 - Priority Outcomes (self-assessment)

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

Outcome & Transformation Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Red	Amber	Green	Green	This will be achieved by a deep link from our web site to that of the LEA. NYCC are currently piloting a new web site.
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Red	Amber	Green	Green	This will be achieved by a deep link from our web site to that of the LEA. NYCC are currently piloting a new web site.
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Red	Amber	Green	Green	This will be achieved by a deep link from our web site to that of the LEA. NYCC are currently piloting a new web site.
E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.					
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Red	Amber	Green	Green	The Council is commissioning a new web site based around the Local Government Category List and other recognised standards
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Red	Red	Red	Red	The 'Safer Ryedale' partnership - http://www.ryesafe.org - will be leading on this on behalf of the Council. The information is being managed by the County analyst.
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Red	Amber	Green	Green	The Council is commissioning a new web site base around LGCL and other recognised standards which will contain an Extranet feature to support this. A number of organisations are using the Council's existing web site, with the information being maintained by the Council on their behalf.
E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.					

R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Red	Amber	Green	Green	This is currently available for Planning, however the Council is commissioning a new web site base around LGCL and other recognised standards which will facilitate this.
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Green	Green	Green	Green	Ryedale is a pilot authority on the LGA/Poptel 'councillor.info' scheme and every Councillor has been offered a web site and training. This will continue either through the existing scheme or through the new Extranet
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Red	Amber	Green	Green	The Council is commissioning a new web site base around LGCL and other recognised standards which will contain an Extranet feature to support this.
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Red	Amber	Green	Green	The Council is commissioning a new web site base around LGCL and other recognised standards which is planned to have these facilities. A council-supported Internet radio station http://www.radioryedale.co.uk has broadcast Council meetings.
E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.					
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Red	Amber	Green	Green	The Council is commissioning a new web site base around LGCL and other recognised standards which is planned to have these facilities.
R8 Online receipt and processing of planning and building control applications.	Amber	Amber	Green	Green	The Council is commissioning a new web site base around LGCL and other recognised standards which is planned to have these facilities. The Council is currently at level 3 (the highest) of the Planning Portal and these facilities are available for Development Control. The Council's Building Control Partnership are registered with 'Submit-a-Plan' and work will develop on that, also.
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Red	Red	Amber	Green	The Council's Local Plan including spatial aspects is on the existing web site. Further developments will be developed within the new corporate extranet.
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Red	Amber	Green	Green	This will be achieved by a deep link from our web site to that of the County Council. NYCC are currently piloting a new web site.
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and	Red	Red	Amber	Green	The Council is reviewing its existing Licensing application with plans to move to a more technically advanced version.

Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.					
E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.					
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Red	Red	Green	Green	The Council has established a project to review its procurement process, in partnership with neighbours, where possible.
G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Red	Red	Amber	Green	The Council is investigating this as part of the 'Contact Management' project within its 'Access to Services' programme.
G9 Regional co-operation on e-procurement between local councils.	Red	Red	Amber	Green	The Council is a member of the Yorkshire & Humber 'Centre of Excellence' and we are currently working with them to review procurement issues across North Yorkshire.
E5 Access to virtual e-procurement 'marketplace';					
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;					
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).					
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Amber	Amber	Green	Green	The Council has been receiving a growing number of debit card payments electronically since 2001 and is now receiving fees via an approved payment engine through the Planning Portal.
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and	Red	Red	Green	Green	The Council is commissioning a new web site base around LGCL and other recognised standards which will contain an Extranet feature to support this. At the same time, it is moving its Revenues application from

Business Rate balances online or via touch tone telephone dialling.					a 'green screen' platform to a redeveloped MS .NET based platform, which will facilitate making such information possible to registered users.
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Red	Red	Amber	Green	The Council has received a growing number of e-payments over recent years and has been encouraging the use of Direct Debit and non-cash payment to provide efficiencies.
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Red	Red	Amber	Green	The Council has received a growing number of e-payments over recent years and has been encouraging the use of Direct Debit and non-cash payment to provide efficiencies. The use of e-billing particularly for NDR will be part of moving to the new Revenues platform.
E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).					
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).					
E10 Agreed baseline and targets for reductions in unit costs of payment transactions.					
R12 Online renewal and reservations of library books and catalogue search facilities.	Red	Red	Green	Green	This will be achieved by a deep link from our web site to that of the Library Service. NYCC are currently piloting a new web site.
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Red	Red	Red	Red	The Council's limited leisure facilities were transferred to a charitable trust some 8 years ago, which creates a level of existing contractual complexity in currently dealing with them.
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Red	Red	Red	Red	The Council's limited leisure facilities were transferred to a charitable trust some 8 years ago, which creates a level of existing contractual complexity in currently dealing with them. The Library service is under the control of NYCC. Any involvement in a smartcard scheme will need to be (at least) at a sub-regional basis to be viable within a very rural sub-region and this will be investigated.
E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings.					
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green	Green	Green	Green	Existing web site contains links to a number of interactive journey planning web sites including http://www.transportdirect.info

R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Red	Red	Red	Red	This will be achieved by a deep link from our web site to that of the Highways Authority, North Yorkshire County Council. NYCC are currently piloting a new web site.
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Red	Amber	Green	Green	A PDF of this form is available on the existing web site, however the Council is commissioning a new web site base around LGCL and other recognised standards which is planned to have e-forms covering most circumstances, including this.
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Red	Red	Amber	Green	This will be achieved by a deep link from our web site to that of the Highways Authority, North Yorkshire County Council. NYCC are currently piloting a new web site.
E12 Agreed baseline and targets for customer satisfaction and efficiency savings.					
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Red	Amber	Green	Green	The Council is commissioning a new web site base around LGCL and other recognised standards which will contain an Extranet feature to support this. At the same time it is moving its Revenues application from a 'green screen' platform to a redeveloped MS .NET based platform, which will facilitate making such information possible to registered users, along with a range of e-forms. The Council has also been rolling out a Document Management System across 'thin client' to facilitate the joined up use of these systems from any location.
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Red	Amber	Green	Green	All forms are currently available as PDF's on the existing Council web site, however, the Council is commissioning a new web site base around LGCL and other recognised standards which will contain an Extranet feature to support this. At the same time it is moving its Revenues application from a 'green screen' platform to a redeveloped MS .NET based platform, which will facilitate making such information possible to registered users, along with a range of e-forms. The Council has also been rolling out a Document Management System across 'thin client' to facilitate the joined up use of these systems from any location.
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Red	Amber	Amber	Green	The Council is commissioning a new web site base around LGCL and other recognised standards which will contain an Extranet feature to support this. At the same time it is moving its Revenues application from a 'green screen' platform to a redeveloped MS .NET based platform, which will facilitate making such information possible to registered users, along with a range of e-forms. The Council has also been rolling out a

					Document Management System across 'thin client' to facilitate the joined up use of these systems from any location. Applications are currently being piloted from remote locations such as Job Centre +.
E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.					
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms.					
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Red	Red	Green	Green	This will be achieved by a deep link from our web site to that of the North Yorkshire County Council Social Services. NYCC are currently piloting a new web site. This will be used by any contact centre.
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Red	Red	Red	Red	This will be provided by the North Yorkshire County Council Social Services.
G16 Systems to support joined-up working on children at risk across multiple agencies.	Red	Red	Amber	Green	The Council will be cooperating with the other agencies to achieve this outcome.
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red	Red	Amber	Green	The Council will be cooperating with the other agencies to achieve this outcome.
E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).					
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green	Green	Green	Green	In place since 2000
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green	Green	Green	Green	In place.
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Green	Green	Green	Green	In place.

G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Green	Green	Green	Green	At May 2004, 16% staff had completed ECDL and 26% partially completed. 1 Member (out of 30) has completed. This is 58% of those registering an interest.
E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.	Targets are being established as part of 'Access to Services' Strategy once pilot phase has been experienced.				
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Red	Amber	Green	Green	The Council is commissioning a new web site based around the Local Government Category List and other recognised standards, which will also contain e-forms to facilitate full self-service.
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Red	Amber	Green	Green	The Council's existing web site uses a CMS to devolve management but the Council is commissioning a new web site based around the Local Government Category List and other recognised standards, which will also contain e-forms to facilitate full self-service.
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Amber	Amber	Green	Green	A programme of improvements to records management is in place including the roll-out of a Document Management System. The ISO 15489 methodology is being followed as part of the process.
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Red	Amber	Green	Green	The Council is commissioning a new web site based around the Local Government Category List and other recognised standards, which will also contain e-forms to facilitate full self-service. The site will be expected to achieve level AA, as a minimum.
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Red	Amber	Green	Green	The Council is commissioning a new web site based around the Local Government Category List and other recognised standards, which will also contain e-forms to facilitate full self-service. All components will be specified for compliance to e-GIF and e-GMS.
E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.					
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Red	Green	Green	Green	Standards will be published on the current web site ready for transfer onto the one being commissioned.

R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Green	Green	Green	Green	All of the Council's web sites have had statistics maintained against them and are demonstrating rising and sustained use.
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Red	Amber	Green	Green	Take up measures and targets to be established as part of 'Access to Services' Strategy.
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Red	Amber	Green	Green	The Council is commissioning a new web site based around the Local Government Category List and other recognised standards, which will also contain e-forms to facilitate full self-service. The site will be expected to follow LAWS usability guidelines.
E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings.					
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Red	Red	Green	Green	The Council is looking to adopt a Customer Contact System to facilitate this and other processes.
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Red	Red	Green	Green	The Council is commissioning a new web site based around the Local Government Category List and other recognised standards. The site will be expected to provide a unique reference number. The use of a Contact Management System is being investigated with regard to also allocating unique transaction numbers.
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Red	Green	Green	Green	Currently 7 working days in line with white mail, as part of existing standard. The single day will be adopted as part of the Access to Services Strategy implementation.
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Red	Red	Amber	Green	Workflow will be further implemented with roll-out of Document Management System and Contact Management System as part of Access to Services Strategy.

<p>G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.</p>	Green	Green	Green	Green	<p>The Council has operated a single notification exercise via web & telephone for some years. This will be linked with the Council's level 1 LLPG when the Contact Management System is developed as part of the Access to Services Strategy.</p>
<p>E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology.</p>					

Section 2 - Change Management (self-assessment)

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

Change Management Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757):					
i) Member & officer e-champions	Green	Green	Green	Green	The Council's Member e-Champion is Cllr Keith Knaggs - cllr.keith.knaggs@ryedale.gov.uk The Council's Officer e-Champion is the Chief Executive - Harold Mosley harold.mosley@ryedale.gov.uk
ii) e-government programme manager	Green	Green	Green	Green	Mick Phythian - IT Systems & Development Manager mick.phythian@ryedale.gov.uk
iii) customer services management	Green	Green	Green	Green	Mandy Lightfoot - Member & Customer Support Manager mandy.lightfoot@ryedale.gov.uk
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.	Red	Amber	Amber	Green	The Council is actively working with other authorities in the sub-region on the development of a common competency framework. This is intended to feed into a corporate policy. Training for staff affected by e-government is being built into the change management element of the Strategy.
Establishment of an e-delivery programme board	Green	Green	Green	Green	The establishment of a Programme Board was agreed at the Council's Policy & Resources Committee on the above date.
Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme.	Green	Green	Green	Green	The Council has adopted PRINCE2 as the core project management methodology, although, as a small authority, much project management will use a cut-down sub-set.
Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures.	Green	Green	Green	Green	The Council has nominated a Risk Manager who will sit on the Council's Access to Services Programme Board and document and review the risks in the roll-out.
Use of customer consultation/research to inform development of corporate e-government strategy.	Amber	Amber	Amber	Green	The Council carried out major consultation as part of its E-government Strategy (2001), its Best Value Review into Access to Services & I.T. (2002). This has continued with consultation through its Community Plan process and Corporate Planning Framework, which used SIMALTO as a tool to determine local priorities.
Establishment of policy for addressing social inclusion within corporate e-government strategy.	Amber	Amber	Green	Green	Social inclusion has been a focus within the Council's E-government Strategy (2001) and Best Value Review into Access to Services & I.T.






					(2002). This has continued via the Community Plan, its actions and outcomes and also through the Access to Services Strategy.
Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)	Green	Green	Green	Green	Peter Howarth - peter.howarth@ryedale.gov.uk - is the Council's Information Access Officer and was appointed with these specific responsibilities.
Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovt.alk.rtf).	Red	Red	Green	Green	The Council will be taking steps toward this as part of the implementation of its Access to Services Strategy
Establishment of partnerships for the joint (aggregated) procurement of broadband services.	Amber	Amber	Amber	Green	The Council has been working with the County Council in the use of its WAN service. It is now working with the RDA and the ADIT (Yorkshire & Humber) particularly in areas of market failure of broadband delivery.
Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf).	Amber	Amber	Green	Green	The Council has been working with a number of intermediaries in the delivery of Benefits advice including Job Centre +. The Council is continuing discussions with other intermediaries including the Council for Voluntary Services.
Compliance with BS 7799 on information security management.	Green	Green	Green	Green	Whilst the Council has not sought certification, it believes that the processes and policies in place would achieve compliance.
Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives.	Red	Amber	Amber	Green	The Council has built the objective into its Access to Services Strategy and will be implementing this as part of the programme.
Completion of mapping of BVPI 157 services against approved security levels (0-3) (see http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc).	Red	Amber	Amber	Green	The Council will be investigating this as an element of the Access to Services Programme.
Planned compliance to HMG Security and authentication frameworks (see http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc &	Red	Amber	Amber	Green	The Council will be investigating this as an element of the Access to Services Programme.

http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc).					
Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org).	Red	Red	Amber	Green	The Council will be investigating this as an element of the Access to Services Programme.
Use of Government Gateway (see http://www.gateway.gov.uk) to support:					
i) personalisation & registration for services categorised at security level 0	Red	Red	Amber	Green	The Council will be investigating this as an element of the Access to Services Programme and is discussing the use of the Gateway with its suppliers.
ii) citizen & business authentication for services for services categorised at security levels 1-3	Red	Red	Amber	Green	The Council will be investigating this as an element of the Access to Services Programme and is discussing the use of the Gateway with its suppliers.
iii) authentication of employees for cross-agency services	Red	Red	Amber	Green	The Council will be investigating this as an element of the Access to Services Programme and is discussing the use of the Gateway with its suppliers.
iv) corporate approach to collection of e-payments	Red	Red	Amber	Green	The Council will be investigating this as an element of the Access to Services Programme and is discussing the use of the Gateway with its suppliers.
v) cross agency secure transactions (Government to Government)	Red	Red	Amber	Green	The Council will be investigating this as an element of the Access to Services Programme and is discussing the use of the Gateway with its suppliers.
Government Gateway (see http://www.gateway.gov.uk) back office connection in place (Department Interface Server).	Red	Red	Amber	Green	The Council will be investigating this as an element of the Access to Services Programme and is discussing the use of the Gateway with its suppliers.
Connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green	Green	Green	Green	The Council has had a link to DirectGov since it was established and this practice will continue with the new developments.
Compliance with Freedom of Information Act 2000, including responding to requests for information from	Amber	Green	Green	Green	The Council has a programme of work in place leading to full readiness for introduction of final stage of FOIA on 1 Jan 2005.

individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm)					
Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)	Green	Green	Green	Green	The Council started exchanging data with the NLPG in Q4, 2002, as planned and regularly exchanged data since.
Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk)	Amber	Amber	Green	Green	The Council installed software with the automated interface as planned in December 2002 but practical and technical difficulties delayed full implementation, which was done in January 2004. The Council is currently at Level 2, whilst it resolves some issues but plans to be level 3 in 2005.
Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa)	Red	Red	Amber	Amber	The Council will be investigating its obligations under the Act and working with its partners to confirm what is required.

Section 3 - BVPI 157

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

		Actual			Forecast	
BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	2001/2	2002/3	2003/4	2004/5	2005/6
						
Providing information: Total types of interaction e-enabled e-enabled	94%	0 0	1 0.39	128 50.20	200 78.43	255 100.00
Collecting revenue: Total types of interaction e-enabled e-enabled	87%	0 0	0 0	8 25.81	23 74.19	27 87.10
Providing benefits & grants: Total types of interaction e-enabled e-enabled	78%	0 0	0 0	12 48.00	16 64.00	23 92.00
Consultation: Total types of interaction e-enabled e-enabled	86%	0 0	0 0	16 23.19	25 36.23	64 92.75
Regulation (such as issuing licenses): Total types of interaction e-enabled e-enabled	76%	0 0	0 0	23 27.71	50 60.24	75 90.36
Applications for services: Total types of interaction e-enabled e-enabled	83%	0 0	1 0.71	37 26.24	80 56.74	130 92.20
Booking venues, resources & courses: Total types of interaction e-enabled	78%	0	0	1	16	24

e-enabled		0	0	3.33	53.33	80.00
Paying for goods & services: Total types of interaction e-enabled e-enabled	80%	0 0	0 0	10 13.16	24 31.58	66 86.84
Providing access to community, professional or business networks: Total types of interaction e-enabled e-enabled	82%	0 0	0 0	40 27.03	75 50.68	135 91.22
Procurement: Total types of interaction e-enabled e-enabled	73%	0 0	0 0	0 0	5 16.13	26 83.87
TOTAL Total types of interaction e-enabled % e-enabled	86%	0 0 %	2 0.22 %	275 30.93 %	514 57.82 %	825 92.80 %

Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in up to 2005/6, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Industry definitions of page impressions

	Actual ('000s)	Forecast ('000s)				Comment
		03/04	04/05	05/06	06/07	
E-enablement + Main E-Access Channel Take-Up						
Local Service Websites						
• Page impressions (annual)	147	200	300	350	400	Whilst the Council has had a mechanism in place for some time to measure web usage, particular transactions, such as change of address, have not been actively recorded but this can be adopted as part of the use of channels aspect of the ESD-toolkit. To date in 2004/5 there has been ONE change of address provided via the web site.
• Unique users, i.e. separate individuals visiting website (annual)	57	70	95	120	200	
• Number of e-enabled payment transactions accepted via website	0.5	1	2	3	4.5	
• Number of change of address notifications accepted via website	0	0	0	2	4	
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>						
• Number of e-enabled payment transactions accepted by telephone	0.062	1.2	2	2.5	3	Whilst the Council has had a mechanism in place for some time to measure web usage, particular transactions, such as change of address, have not been actively recorded but this can be adopted as part of the use channels aspect of the ESD-toolkit
• Number of change of address notifications accepted via telephone	0.255	0.3	0.4	0.5	0.6	
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i>						
• Number of e-enabled payment transactions accepted via personal contact	0.256	1	1.2	1.25	1.3	Whilst the Council has had a mechanism in place for some time to measure web usage, particular transactions, such as change of address, have not been actively recorded but this can be adopted as part of the use of the channels aspect of the ESD-toolkit. To date there has been no mechanism in place to record change of address via personal contact, this may be facilitated when we adopt a contact management system.
• Number of change of address notifications accepted via personal contact	0	0	0	0.02	0.05	

Other Electronic Media (e.g. BACS, text messaging)						
• Number of e-enabled payment transactions accepted via BACS or other electronic form	4.306	6	6.25	6.5	7	Whilst the Council has had a mechanism in place for some time to measure web usage, particular transactions, such as change of address, have not been actively recorded but this can be adopted as part of the use of the channels aspect of the ESD-toolkit. To date there has been no mechanism in place to record change of address via other electronic media, this may be facilitated when we adopt a contact management system.
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0	
Non Electronic (e.g cash office, post)						
• Number of payments accepted by cheque or other non-electronic form	43.561	50	50	50	50	Whilst the Council has had a mechanism in place for some time to measure web usage, particular transactions, such as change of address, have not been actively recorded but this can be adopted as part of the use of the channels aspect of the ESD-toolkit. To date there has been no mechanism in place to record non-electronic change of address, this may be facilitated by the integration of the planned contact management system with the document management system.
• Number of change of address notifications accepted via non-electronic form	0	0	0	0	0	

Section 5 - Local e-Government Implementation Expenditure

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

Programme Resources	Actual (£'000s)	Forecast (£'000s)				Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
• IEG capital grant	400	350	150			
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	0	0	0	0	0	
• financial contribution from public-private partnerships	0	0	0	0	0	
• resources being applied from internal revenue and capital budgets to implement e-government	182	220	140	140	140	Implementation of Document Management System £103K 2003/4 NYICTp - 2003/4 £50K, 2004/5 £57K Community Information Officer pilot (mobile worker) 2003/4 - £13K; 2004/5 - £23K E-govt provision for licenses 2003/4 - £16K and £40K annually thereafter Access to Services provision £100K per annum from 2004/5 onwards
• other resources (e.g. training) (please specify)	0	0	0	0	0	The Council has paid for the ECDL training for all staff/Members requiring it. Figures not available.
• ODPM e-Innovations Fund capital grant	0	0	0	0	0	
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	185	10	0	0	0	Tourism Destination Management System (via European Regional Development Fund) - £85K + £10K DWP - thin client/remote working - £26K DWP - Document Management system - £74K A bid for further funding from the DWP is being submitted for approval on 17th December 2004 and additional funding may be available as a result
TOTAL	767	580	290	140	140	

Section 6 - Local e-Government Programme Efficiency Gains

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

Efficiency Gains	Actual	Forecast (£'000s)				Comment
		01/02 to 03/04	04/05	05/06	06/07	
a) Cash Releasing Efficiency Gains						
e-Procurement, of which:						
• achieved through reductions in prices		0	0	0	0	A project to investigate E-procurement is also established, but a Ryedale-scale solution still has to be established
• other gains from e-procurement		0	0	0	0	A project to investigate E-procurement is also established, but a Ryedale-scale solution still has to be established
Corporate support (back office), of which:						
• e-recruitment		0	0	0	0	E-recruitment has been used for some time but with a small HR, as well as corporate, establishment, this is seen as a service improvement and is difficult to measure
• e-payments		0	0	0	0	The Council has been accepting a growing number of e-payments but this has yet to provide significant efficiency gains. The Council will be further targetting the use of Direct Debits for efficiency gains.
• Other corporate support gains		0	0	0	0	
Transactional services		0	0	0	0	
Productive time		0	0	0	0	
Sub total (a) cash releasing efficiency gains)	0	0	0	0	0	
b) Non Cash Releasing Efficiency Gains						
non-cash benefits (1) please specify		0	0	0	0	The Council intends to take its response to Gershon to Members in the New Year but currently has no mechanism for measuring efficiency gains, since its administrative function is quite small. As a small council, we expect the resulting gains to lead towards service improvement and increasing inclusivity, due to existing low staffing levels corporately.

non-cash benefits (2) please specify		0	0	0	0	The Council intends to take its response to Gershon to Members in the New Year but currently has no mechanism for measuring efficiency gains, since its administrative function is quite small. As a small council, we expect the resulting gains to lead towards service improvement and increasing inclusivity, due to existing low staffing levels corporately.
Sub total (b) non cash releasing efficiency gains)	0	0	0	0	0	
TOTAL EFFICIENCY GAINS - GROSS	0	0	0	0	0	
LESS e-government implementation expenditure	767	580	290	140	140	The presence of zeros in the columns is not an indication of the lack of savings but one that mechanisms to record them are still being established.
TOTAL EFFICIENCY GAINS - NET	-767	-580	-290	-140	-140	