



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG6)

"Meeting the targets for e-government"

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Local Context

IEG6 -- Local Context

South Hams customers are now benefiting from our improved Customer Access as we continue to reshape the council and the way that we deliver our local and national priority services.

We have already achieved a great deal with our e-government programme, whose highlights include our :-

- customer service team providing front line customer service
- redesigned and continually updated website
- mapping of all Council processes and move to process reengineering
- automated telephone payment system

These have produced tangible benefits in terms of Council efficiencies but also in terms of increased access and availability for our customers.

The Customer Service team is now fully operational using contact centre technology and a CRM system. It currently answers frontline customer queries, in person, over the phone and by email for a selection of our services. This is the start of the Council having a single view of our customers, businesses and properties within the area. We are already answering at least 80% of customer queries at the first point of contact and the new team has significantly improved our performance in answering with and dealing with call volumes. These efficiencies mean that we are already able to deal with 21% more contacts this year with the same level of staff. This is the first part in an integrated solution including a workflow, document imaging and document management system.

Our website had over 109,000 visitors in 2005, up over 150% up on the previous year. It continues to grow in popularity due to the constantly updated content, increased functionality and intuitive navigation. It is updated on a daily basis, and promoted to citizens at every opportunity to encourage regular repeat visits from our customers, who now really value the ability to have access to Council services 24 hours per day

In terms of efficiency gains our e-government programme has provided the basis for more than half of the Council's Gershon efficiencies for 2006/7.

South Hams approach to digital inclusion in terms of mobile technology and digital television are hampered by our district's location and demographics. We suffer from poor mobile reception and below average digital tv penetration. However we continually review our

options in this area on a business case basis to assess its viability for the citizens and the Council Tax payer. We plan to reassess our approach and business case for digital tv in Quarter 2 2006.

The future will see continual development of our customer service operations and website functionality as we seek to increase access to all areas of our community

The council continues to work on a number of initiatives in the e-government sector all aimed at transforming the way we work and the way we deliver services to our customers. We continue to consult with customers, members and officers as we strive to maximise benefits to all our customers. This work all helps to contribute to achieving two of our six corporate priorities – being an accessible council and providing our citizens with value for money.

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
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Green 01/06/2005	Green 01/06/2005
	Comment: This is enabled through the Devon Portal	
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 01/06/2005	Green 01/06/2005
	Comment: This is enabled through the Devon Portal	
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Green 01/06/2005	Green 01/06/2005
	Comment: This is enabled through the Devon Portal	
If already 'green' on R1, R2 & G1 above please comment on E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.	Comment: Responsibility of Devon CC	
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).	Green 01/06/2005	Green 01/06/2005
	Comment: A-Z information available on Devonline, the Devon Portal one-stop website, and is categorised as LGCL and is readily extractable into an XML format. The county's A to Z list on the Devon Portal includes all the services provided by the eight districts, unitaries and County where available. An approach to syndicated content is part of the scope and combined Environmental Health content is currently available.	
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Green 30/06/2005	Green 30/06/2005
	Comment: We are intending to subscribe to the Criminal Justice secure email system.	
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.	Amber 01/03/2004	Amber 01/03/2004
	Comment: This will be enabled through the Devon Portal as part of the Devon e-partnership. Work is in progress and completion is expected within the next quarter	
If already 'green' on R3, R4 & G2 above please comment on E2 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.	Comment:	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 01/10/2002	Green 01/10/2002
	Comment: This has been available for a number of years.	
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 01/04/2002	Green 01/04/2002
	Comment: This has been available for a number of years.	
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Amber 01/04/2005	Amber 01/04/2005
	Comment: Procurement and roll-out of Consultation Finder Plus is in progress to fulfil this outcome. This is a joint procurement for all LAs within Devon.	
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Amber 31/03/2005	Green 31/03/2006
	Comment: We are in the process of adding multimedia presentations on council priorities and activities to our web site.	
If already 'green' on R5, R6, G3 & G4 above please comment on E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. Otherwise you may leave this row blank.	Comment:	
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).	Green 31/12/2005	Green 31/12/2005
	Comment: These facilities are available through a combination of self service and mediated service provision through our customer services contact centre and web site.	
R8 Online receipt and processing of planning and building control applications.	Green 31/12/2005	Green 31/12/2005
	Comment: We are live with online planning applications at level 2 through the planning portal. Once volumes provide a viable business case we will move to level 3 - integration with our back office system. Building control is in transition to a shared service delivery model with neighbouring Devon authorities. The model will require BC applications to be received elsewhere so no local activities have been undertaken with regard to BC applications	
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Green 31/08/2005	Green 31/08/2005
	Comment:	
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Green 01/06/2005	Green 01/06/2005
	Comment: Information shared through Devon Portal	
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Amber 01/03/2004	Green 01/03/2006
	Comment: We have implemented Lalpac to administer our licensing applications. We are currently investigating the Enterprise edition which provides a web interface. The GIS system is now available corporately and will be used to assist in collaborative decision making where appropriate	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>If already 'green' on R7, R8, G5, G6 & G7 above please comment on</p> <p>E4 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>Comment: We have discussed expectations with PPA. We will establish a baseline and targets after the first year of experience. We are looking at various awareness campaigns and opportunities to broaden the use of the service. However we are constrained by the limited existing use of technology by our customers and agents.</p>	
<p>R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
	<p>Comment:</p>	
<p>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).</p>	<p>Amber 01/11/2005</p>	<p>Green 31/03/2006</p>
	<p>Comment: This is being facilitated by through our CRM system</p>	
<p>G9 Regional co-operation on e-procurement between local councils.</p>	<p>Green 31/12/2004</p>	<p>Green 31/12/2004</p>
	<p>Comment: Via the Devon e-Partnership and regional e-procurement group</p>	
<p>If already 'green' on R9, G8 & G9 above please comment on</p> <p>E5 Access to virtual e-procurement 'marketplace';</p>	<p>Comment: We intend to use @UKPLC to provide an electronic marketplace available to all. @UKPLC offers facilities and functionality to address SME and sole trader requirements.</p>	
<p>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;</p>	<p>Comment: We intend to use @UKPLC to provide an electronic marketplace available to all. @UKPLC offers facilities and functionality to address SME and sole trader requirements.</p>	
<p>E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).</p> <p>Otherwise you may leave these rows blank.</p>	<p>Comment:</p>	
<p>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).</p>	<p>Green 30/04/2005</p>	<p>Green 30/04/2005</p>
	<p>Comment: Our customers can pay via secure payment facilities via our website 24/7, by telephone to our offices during working hours and via an automated telephone service out of hours. These channels are all fully integrated with our finance system. We are monitoring takeup of this service.</p>	
<p>R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.</p>	<p>Red 01/10/2004</p>	<p>Amber 01/01/2006</p>
	<p>Comment: Decision needs to be reached on the appropriate level of authentication required for this service. We are investigating the use of Government Connect with our Devon partners. We are awaiting guidance from ESD-toolkit on authentication levels required - this has yet to be provided.</p>	
<p>G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.</p>	<p>Amber 01/07/2005</p>	<p>Green 31/03/2006</p>
	<p>Comment:</p>	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Red 01/07/2005	Red 01/07/2005
	Comment: We have an in-house legacy system for council tax. We will need to replace this in order to achieve this outcome.	
If already 'green' on R10, R11, G10 & G11 above please comment on	Comment:	
E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	Comment:	
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment:	
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment:	
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 31/05/2005	Green 31/05/2005
	Comment: This is enabled through the Devon Portal	
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 01/10/2005	Amber 01/10/2005
	Comment: We are in the process of transferring the management of sports and Leisure facilities to an external charitable trust and will endeavour to ensure that this is part of the contractual arrangement	
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 01/01/2999	Red 01/01/2999
	Comment: Library and leisure facility online reservations and bookings are planned for or already achieved. The transfer of the sports and leisure facilities to a charitable trust does not permit us to dictate the technology to be used. We do not anticipate smart cards will be provided by the outsource management trust. But we will of course encourage the Trust to adopt these principles.	
If already 'green' on R12, R13 & G12 above please comment on	Comment: Library take up responsibility of Devon County Council	
E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:	
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green 01/06/2005	Green 01/06/2005
	Comment: Available through Devon Portal	
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Green 31/05/2005	Green 31/05/2005
	Comment: This is enabled through the Devon Portal	
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 01/12/2005	Amber 01/01/2006
	Comment: Information and pro-formas available. Electronic process to be further developed.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 31/05/2005	Green 31/05/2005
	Comment: This is enabled through the Devon Portal	
If already 'green' on R14, R15, G13 & G14 above please comment on E12 Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:	
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.	Green 31/12/2005	Green 31/12/2005
	Comment: Revenues and Benefits already provide help desk facilities for the "one stop" resolution of enquiries. This will be incorporated within our corporate customer services programme over the next 9 months. We are currently implementing a new Enterprise Document Management and Workflow solution into Benefits assisted by DWP grant funding. We are also implementing a mobile claims processing solution which will be integrated with our corporate CRM solution.	
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Green 31/12/2005	Green 31/12/2005
	Comment: Our local priority for Housing and Council Tax benefits is that wherever appropriate we will provide home visits assisted by technology. We provide a simple benefit calculator on our website.	
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 01/09/2005	Green 31/03/2006
	Comment: We currently use technology to support officers visiting claimants in their home. We have a DWP grant funded project underway 'Citizens First' which will provide facilities for Benefits claimants to arrange home visits, where assistance will be provided to complete the benefits applications electronically (using laptops), evidence to be gathered and copied (digital camera) and then downloaded to back office systems for final approval and payment.	
If already 'green' on R16, R17 & G15 above please comment on E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	Comment: Targets in place and in use	
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. Otherwise you may leave these rows blank.	Comment: Planned as short term enhancements to Assert electronic claims system	
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 31/05/2005	Green 31/05/2005
	Comment: Enabled through Devon Portal	
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 01/01/2006	Green 01/01/2006
	Comment: We do not deliver care services to the community - therefore exempt	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
G16 Systems to support joined-up working on children at risk across multiple agencies.	Green 30/11/2005	Green 30/11/2005
	Comment: Supported by CJSJ secure email	
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber 01/03/2005	Green 01/01/2006
	Comment: Devon CC runs a mobile assessment service. Joint needs are facilitated by the MY Life My Plan initiative. Mobile tablet PC's have been made available.	
If already 'green' on R18, R19, G16 & G17 above please comment on E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57). Otherwise you may leave this row blank.	Comment: Devon CC led	
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green 01/04/1998	Green 01/04/1998
	Comment: Already in place.	
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber 01/03/2004	Amber 01/03/2004
	Comment: Remote facilities already available for officers working from home on an ad hoc basis. Our current policy is that home working is not available, this is being reviewed as part of the Single Status programme. A pilot home/remote working regime is under trial by Revs & Bens. This experience will be used to complete development of a formal policy.	
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 30/11/2005	Green 30/11/2005
	Comment: Remote facilities already available for officers working from home on an ad hoc basis.	
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Amber 01/09/2005	Green 31/03/2006
	Comment: We are in partnership for personnel services with our neighbour district, Teignbridge, who provide an e-skills training programme including ECDL. A programme has been launched to include all officers and members. We aim to have all staff and members to the base level of attainment within 2 years.	
If already 'green' on R20, R21, R22 & G18 above please comment on E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working. Otherwise you may leave this row blank.	Comment:	
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).	Green 17/10/2005	Green 17/10/2005
	Comment: Our telephone contact centre provides access to services beyond our normal office hours. The demand for telephone access to services is being monitored and the contact centre availability will be adjusted according to the demand forecast. Our website provides a wide range of services 24/7 which will be added to on an incremental basis.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 28/02/2005	Green 28/02/2005
	Comment: Our website is implemented within. 'Obtree' CMS	
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 01/03/2005	Green 31/03/2006
	Comment: We have recently procured Anite@Work as our corporate electronic and records management system, and projects are underway to implement this throughout Benefits, Revenues and Planning services as a first stage. We are working on a corporate file plan strategy which includes reference to ISO 15489.	
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Red 01/01/2004	Amber 01/02/2006
	Comment: Conformance using the current implementation of Content Management (Obtree) would severely restrict / eliminate many of the efficiencies being achieved by services maintaining their own web content. Alternative approaches are being researched.accessibi	
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Amber 01/02/2005	Green 31/03/2006
	Comment: Ongoing as part of our ICT procurement standards and Legacy system replacement programme. All procurement ensures e-GIF compliance.	
If already 'green' on R23, R24, G19, G20 & G21 above please comment on E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. Otherwise you may leave this row blank.	Comment: Improving take up of web services must be done against an expectation that the use of other channels will decline if efficiency savings are to be realised. i.e. a greater use of the web site is only an efficiency if face to face visits, phone calls, letters or emails decline.	
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Green 31/12/2005	Green 31/12/2005
	Comment: Available	
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 31/12/2005	Green 31/12/2005
	Comment: We have recently implemented a software package to assist with this. Monitoring has begun and results are available on the website	
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 01/05/2005	Green 31/03/2006
	Comment:	
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 30/03/2004	Green 30/03/2004
	Comment:	
If already 'green' on R25, R26, G22 & G23 above please comment on E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings. Otherwise you may leave this row blank.	Comment: Baseline established through market research of local citizen preferences and analysis of current enquiries serviced by the council. (Access to Services Strategy) Take up targets to be established after first year of experience of new customer service approach based on telephone contact centre and ongoing web site development.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
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.	Green 31/12/2005	Green 31/12/2005
	Comment: This is provided by our corporate Customer Services approach using procured CRM systems.	
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber 01/05/2005	Amber 01/05/2005
	Comment: This will be implemented for all service specific or general enquiry email and web forms as part of the evolving customer services system.	
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Amber 01/05/2005	Green 31/03/2006
	Comment: This will be implemented for all service specific or general enquiry email and web forms as part of the evolving customer services system.	
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.	Green 31/12/2005	Green 31/12/2005
	Comment: We have implemented a corporate CRM and Workflow solution. This is or will be integrated with those back office systems when the business case provides evidence of efficiency savings.	
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Amber 01/06/2005	Green 31/03/2006
	Comment: We have joined the 'single notification' solution promoted by the post office. This will be supplemented by a corporate solution through our CRM in due course.	
If already 'green' on R27, R28, R29, G24 & G25 above please comment on	Comment:	
E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology. Otherwise you may leave this row blank.		

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"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757): 		
i) Member & officer e-champions	Green 01/06/2001	Green 01/06/2001
	Comment:	
ii) e-government programme manager	Green 01/04/2004	Green 01/04/2004
	Comment:	
iii) customer services management	Green 01/08/2004	Green 01/08/2004
	Comment: Head of Customer Services appointed April 2004, Customer Services Manager appointed September 2004	
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1) 	Green 03/09/2003	Green 03/09/2003
	Comment:	
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 01/03/2004	Green 01/03/2004
	Comment:	
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Green 01/12/2005	Green 01/12/2005
	Comment: PRINCE 2 has been adopted and applied as the project management methodology for all e-government projects	
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green 01/03/2004	Green 01/03/2004
	Comment:	
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Green 12/12/2004	Green 12/12/2004
	Comment:	
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Green 01/07/2003	Green 01/07/2003
	Comment:	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> • Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialexclusion.gov.uk/page.asp?id=583) 	Green 01/12/2005	Green 01/12/2005
	Comment: This is and has been an on-going process and following local research and consultation has led us to focus on the telephone as the primary route for citizens to interact with the council. In addition the Devon Portal is playing an active role in providing technology infrastructure for agencies and groups supporting the disadvantaged	
<ul style="list-style-type: none"> • Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures 	Green 01/12/2003	Green 01/12/2003
	Comment:	
<ul style="list-style-type: none"> • Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer 	Red 01/01/2999	Red 01/01/2999
	Comment: Awaiting post consultation information for guidance.	
<ul style="list-style-type: none"> • Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Green 03/06/2004	Green 03/06/2004
	Comment:	
<ul style="list-style-type: none"> • Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal) 	Amber 02/06/2005	Amber 02/06/2005
	Comment: As yet we are still unclear about the costs, business, and citizen benefits of the Government Connect offering. We are actively investigating the potential of this function in partnership with other Devon local authorities.	
<ul style="list-style-type: none"> • Compliance with BS 7799 on information security management 	Green 20/12/2005	Green 20/12/2005
	Comment: Working in partnership with other Devon authorities with guidance from SOCITM. No current intention to be fully compliant because would not reflect best value. Seeking appropriate implementation for district authority.	
<ul style="list-style-type: none"> • Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Green 31/12/2005	Green 31/12/2005
	Comment:	
<ul style="list-style-type: none"> • Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgs.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Green 30/12/2005	Green 30/12/2005
	Comment: We made our contribution to the esd-toolkit exercise for assessing security level requirements for the LGSL. We have yet to see an approved output from this exercise and believe that no output is anticipated in the near future and that an alternative exercise is to be undertaken.	
<ul style="list-style-type: none"> • Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal) 	Red 01/07/2004	Amber 01/01/2006
	Comment: This area is being addressed through the Devon E-Partnership. We are planning to use the new "government Connect" facilities to cover all aspects of Authentication & registration. As yet we are still unclear about this offering and how it can assist us in delivering the full Authentication & registration processes for both public and business. We will definitely be utilising the ODPM recommended system but have some concerns about when this new facility is going to be clearly specified and announced".	






Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Red 01/07/2004	Amber 01/01/2006
	Comment: Dependant on Financial System and e-payments software provider (Radius Icon). Clarification required by Gov Connect of compatibility with major suppliers.	
<ul style="list-style-type: none"> Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account 	Red 01/07/2004	Amber 01/01/2006
	Comment: As yet we are still unclear about the costs, business, and citizen benefits of this offering . We are actively investigating the potential of this function in partnership with other Devon local authorities.	
<ul style="list-style-type: none"> ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect 	Red 01/07/2004	Amber 01/01/2006
	Comment: As yet we are still unclear about the costs, business, and citizen benefits of this offering . We are actively investigating the potential of this function in partnership with other Devon local authorities.	
<ul style="list-style-type: none"> iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp) 	Red 01/07/2004	Amber 01/01/2006
	Comment: As yet we are still unclear about the costs, business, and citizen benefits of this offering . We are actively investigating the potential of this function in partnership with other Devon local authorities.	
<ul style="list-style-type: none"> iv) citizen & business authentication for services for services categorised at security levels 0-3 	Red 01/07/2004	Amber 01/01/2006
	Comment: As yet we are still unclear about the costs, business, and citizen benefits of this offering . We are actively investigating the potential of this function in partnership with other Devon local authorities.	
<ul style="list-style-type: none"> v) registration & authentication of employees for internal and cross-agency services 	Red 01/07/2004	Amber 01/01/2006
	Comment: As yet we are still unclear about the costs, business, and citizen benefits of this offering . We are actively investigating the potential of this function in partnership with other Devon local authorities.	
<ul style="list-style-type: none"> vi) corporate approach to collection of e-payments 	Red 01/07/2004	Amber 01/01/2006
	Comment: As yet we are still unclear about the costs, business, and citizen benefits of this offering . We are actively investigating the potential of this function in partnership with other Devon local authorities.	
<ul style="list-style-type: none"> vii) cross agency secure transactions (Government to Government) 	Red 01/07/2004	Amber 01/01/2006
	Comment: As yet we are still unclear about the costs, business, and citizen benefits of this offering . We are actively investigating the potential of this function in partnership with other Devon local authorities.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Red 01/07/2004	Amber 01/01/2006
	Comment: As yet we are still unclear about the costs, business, and citizen benefits of this offering . We are actively investigating the potential of this function in partnership with other Devon local authorities.	
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/07/2004	Amber 01/01/2006
	Comment: As yet we are still unclear about the costs, business, and citizen benefits of this offering . We are actively investigating the potential of this function in partnership with other Devon local authorities.	
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/07/2004	Amber 01/01/2006
	Comment: As yet we are still unclear about the costs, business, and citizen benefits of this offering . We are actively investigating the potential of this function in partnership with other Devon local authorities.	
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/07/2004	Amber 01/01/2006
	Comment: As yet we are still unclear about the costs, business, and citizen benefits of this offering . We are actively investigating the potential of this function in partnership with other Devon local authorities.	
• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Red 01/07/2004	Amber 01/01/2006
	Comment: As yet we are still unclear about the costs, business, and citizen benefits of this offering . We are actively investigating the potential of this function in partnership with other Devon local authorities.	
• Enable Directgov (see www.direct.gov.uk) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see http://www.localegov.gov.uk/localdirectgov/ieg5)	Green 06/12/2005	Green 06/12/2005
	Comment:	
• Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green 03/12/2004	Green 03/12/2004
	Comment:	
• Introduction of Digital Interactive TV services (see http://www.digitv.org.uk)	Red 01/01/2009	Red 01/01/2009
	Comment: We are monitoring the situation to determine when availability and demand will reach an appropriate cost / benefit status	
• Establishment of dedicated telephone contact centre(s) services	Green 17/10/2005	Green 17/10/2005
	Comment:	
• Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm)	Green 01/12/2004	Green 01/12/2004
	Comment:	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) 	Green 16/12/2004	Green 16/12/2004
Comment:		
<ul style="list-style-type: none"> Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems 	Green 28/07/2005	Green 28/07/2005
Comment:		
<ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Green 20/06/2004	Green 20/06/2004
Comment: Already at level 2		
<ul style="list-style-type: none"> Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) 	Red 01/01/2999	Red 01/01/2999
Comment: Waiting for government announcement (completion of dfes project) and dependant on Devon County Council		

Section 3 - BVPI 157

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

BVPI 157 Interaction Type	Forecast average IEG5 % e-enabled position at 31 December 2005	Actual				
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: ● Total types of interaction e-enabled ● % e-enabled	99 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 197 ● 84.91 %	● 232 ● 100.00 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 4 ● 100.00 %	● 4 ● 100.00 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	92 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 15 ● 83.33 %	● 18 ● 100.00 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 12 ● 92.31 %	● 13 ● 100.00 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	90 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 39 ● 84.78 %	● 46 ● 100.00 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 126 ● 88.11 %	● 143 ● 100.00 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	88 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 6 ● 85.71 %	● 7 ● 100.00 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	91 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 90 ● 100.00 %	● 90 ● 100.00 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 50 ● 100.00 %	● 50 ● 100.00 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ●	● 0 ●	● 0 ●	● 0 ●	● 0 ●
Total: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 539 ● 89.39 %	● 603 ● 100.00 %

Section 4 - Access Channel Take-Up

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

E-enablement & Main E-Access Channel Take-Up	Actual			Forecast	
	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	350,000	375,000	1,000,000	1,200,000	1,300,000
• Unique users, i.e. separate individuals visiting website (annual)	45,000	47,500	110,000	180,000	225,000
• Number of e-enabled payment transactions accepted via website	0	0	300	800	1,200
• Number of change of address notifications accepted via website	0	0	40	75	100
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	40	80	120
	Comment: Our redesigned and marketed website continues to grow in popularity. In addition increased interactivity online is slowly being used by our community, including online planning application submission.				
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	250	2,000	4,000	5,000
• Number of change of address notifications accepted via telephone	0	0	200	300	350
	Comment: Phone remains the most popular form of contact with Council and is likely to remain so given the nature and demographics of our community and the geographics of our region.				
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	0	25,000	23,000	22,000
• Number of change of address notifications accepted via personal contact	0	0	100	150	150
	Comment: The majority of the face to face transactions are received by the leisure centres and Salcombe harbour. We are in the process of				

	Actual			Forecast	
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
	outsourcing the leisure centres, in such case the number of these transactions will reduce dramatically. This is not shown in these predictions.				
Other Electronic Media <i>(e.g. BACS, text messaging)</i>					
● Number of e-enabled payment transactions accepted via BACS	255,000	260,000	265,000	270,000	275,000
● Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	0	0	0
● Number of change of address notifications accepted via other electronic media	0	0	0	0	0
	Comment: We would like to develop mobile commerce over the next 3 years but technical issues of our region and a cost / benefit analysis would need to be agreed prior to us commencing any activity in this arena. We are also actively investigating Digital TV and are scheduled to review the business case every 6 months.				
Non Electronic <i>(e.g. cash office, post)</i>					
● Number of payments accepted by cheque or other non-electronic form	100,000	95,000	90,000	85,000	80,000
● Number of change of address notifications accepted via non-electronic form	0	0	0	0	0
	Comment: Expecting a slow, but steady decline in the use of cheques, although we are hampered by a ruling which currently does not allow us to accept credit card payments for Council Tax. If we get approval to accept credit cards then this figure will drop dramatically.				

Section 5 - Local e-Government Implementation Expenditure

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

Programme Resource	Backward Look (£)			Forward Look (£)	
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment:				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	Comment:				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	65,000	8,000	0	0	0
	Comment: Pro rata (600K + 50K (portal), 100K Information Asset Register, Housing Register £50K)				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
• resources being applied from internal revenue and capital budgets to implement e-government	253,000	234,000	1,099,000	334,000	314,000
	Comment: Replacement Financial and Personnel systems, new CRM, corporate Document management and workflow.				
• other resources (e.g. training) (please specify)	35,000	11,000	3,000	3,000	3,000
	Comment:				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	Comment:				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	0	0	392,000	0	0
	Comment:				
TOTAL	753,000	603,000	1,644,000	337,000	317,000

Section 6 - Local e-Government Programme Efficiency Gains

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

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	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	2,000	0	4,000	0	4,000	0
	Comment:							
• e-payments	15,000	0	16,000	1,000	16,000	1,000	16,000	1,000
	Comment:							
• corporate services efficiencies not covered above	0	0	40,000	40,000	71,000	71,000	72,000	72,000
	Comment:							
e-Procurement, of which:								
• Service specific	9,000	9,000	25,000	9,000	50,000	34,000	50,000	34,000
	Comment:							
• Cross-cutting e-procurement efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
Productive time, of which:								
• Service specific	57,000	57,000	195,000	195,000	369,000	369,000	390,000	390,000
	Comment:							

	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
• Cross-cutting productive time efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
Transactions	0	0	0	0	0	0	0	0
	Comment:							
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
TOTAL EFFICIENCY GAINS - GROSS	81,000	66,000	278,000	245,000	510,000	475,000	532,000	497,000
LESS e-government implementation expenditure	603,000		1,644,000		337,000		317,000	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	-,522,000		-1,366,000		173,000		215,000	