



North York Moors National Park Authority

Implementing Electronic Government Statement 2

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Contents

Introduction

1. Section 1: Vision
2. Section 2: Priority Outcomes and Services
3. Section 3: Self Assessment of Local E-Organisation
 - 3.1 Theme 1: Transactions
 - 3.2 Theme 2: Access Channels
 - 3.3 Theme 3: Enablers
 - 3.4 Theme 4: E-Business
 - 3.5 Theme 5: Organisational Development
4. Section 4: Resources
5. Section 5: Risk Assessment
6. Appendices
 - 6.1 Appendix 1: Project Sheets
 - 6.2 Appendix 2: IEG Transactions Monitoring Report
 - 6.3 Appendix 3: Glossary of Abbreviations

Introduction

The UK National Park Authorities

National Park Authorities (NPAs) are independent bodies that operate under the terms of the Environment Act within a framework of local authority legislation. There are currently 8 NPAs in England which are specialist local government organisations with the following specific statutory purposes:

1. to conserve and enhance the natural beauty, wildlife and cultural heritage of the National Park; and
2. to promote opportunities for the understanding and enjoyment of the special qualities [of the Park] by the public.

National Park Authorities also have a duty “to seek to foster the economic and social well-being of the local community, but without incurring significant expenditure in doing so, and shall for those purposes co-operate with local authorities and public bodies whose functions include the promotion of economic or social development within the area of the National Park”. They have limited statutory powers as local planning authorities and with responsibilities for public rights of way. They do not, however, have many of the other powers and duties of the County and District Councils. These local Councils still operate throughout the National Parks with responsibilities such as education, highways, libraries, environmental health, economic development, refuse collection and disposal.

North York Moors National Park Authority

Membership of the North York Moors National Park Authority includes members of the constituent local authorities and members nominated by the Secretary of State for the Environment, Farms and Rural Affairs, some being parish councillors and some representing wider interests.

The Authority employs 130 staff (of which 75 are full time) and recruits volunteers to assist in its work. The staff work in five sections, each with a Section Head who is a member of the senior management team. The main offices, depot and workshops are located in Helmsley. In addition there are National Park Centres at Danby in the Esk Valley (The Moors Centre), Sutton Bank and Robin Hoods Bay (which is run in partnership with the National trust).

The Authority provides a range of other services linked to its statutory purposes, including several delegated from other authorities, e.g.:

- conservation programmes for the natural, cultural and historic environment
- recreation management including delegated powers for rights of way management
- specialist educational provision linked to the National Park’s special qualities
- traffic and transport policy and co-ordination
- development control within the boundary of the National Park
- ranger service and field services team
- visitor facilities including public access, public toilets and visitor information centres.

The potential users of these services range from local residents to the national and international users that have an interest in or visit the National Park. Being a major UK tourist destination, the National Park receives some 9.75 million visitor days per year. Approximately 25,500 people live within scattered communities within the 1436 square kilometres of the National Park. Most of the public services they receive are provided by district and county councils and government agencies, although the Authority’s role as planning authority does provide it with a high profile within the local community, particularly the farming, land-owning and business communities. Effective partnership working with local government authorities and central government agencies is key to the successful delivery of local services and National Park purposes by the National Park Authority and e-government has great potential to enable further integration at the local level.

The IEG 2 Statement

An important focus in preparing this IEG Statement has been the opportunity to provide new and easily accessible information about the National Park and the Authority to its potential remote national and international audience in line with the findings of a recent Best Value Service Review of Promoting Understanding.

Throughout this document, the North York Moors National Park Authority is referred to as *the NPA* or *the Authority*. Other abbreviations are explained in appendix 3.

The Authority is committed to pursuing its e-government strategy based upon the National Strategy for Local e-Government (e-gov@local) in line with the Modernising Government Agenda. Good progress has been made since the first IEG Statement with many of the foundations being laid for future developments. This review of the IEG Statement takes into account the national guidelines, internal consultation within the Authority, consultation with partner organisations and feedback from the public. It outlines the IEG strategy for the NPA and includes reference to joint partnership projects (which are described in the appendices). The statement has been written by senior management and IT staff and has been approved by the Authority e-Champions.

Throughout this statement, references are made to project numbers in italics, for example *project no. x*. All projects being undertaken to help achieve the goals of e-government are described in the project sheets in appendix 1 and are referred to by their *project number*.

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1. Section 1: Vision

1.1 North York Moors National Park Authority’s vision for electronic service delivery by January 2006 is as follows:

- All users will be able to access the full range of National Park Authority services in person, or by electronic means including, telephone, fax, e-mail or the Internet.
- Electronic access will be developed in consultation with users and will be based on a full assessment of customers’ needs.
- Specific systems and checks will be in place to ensure that all individual customer requests are dealt with efficiently and effectively and a high level of customer satisfaction achieved.
- Electronic access will be fully compatible and integrated with that provided by other public sector authorities and agencies providing similar or complementary services, including other National Park Authorities; partner local district and county councils; regional and national agencies.

1.2 The Authority is using a “three-pronged” approach to enable it to provide a more efficient and effective joined up service through electronic service delivery:

- Establish **improved internal information management systems** to respond more effectively to specific enquiries received by the Authority in a way that makes best use of scarce specialist staff expertise.
- Collaborate with one or more public sector partners in developing a modern Customer Relationship Management system and **provide up to date and accurate data and information** to common databases that cover Authority functions, e.g. Planning; Land and Property Gazetteer; national access database, etc.
- Seek, with other service deliverers, resources to enable the Authority to provide a ‘**one-stop-shop**’ for all its services and a portal for access to other public services within the dispersed communities of the National Park.

1.3 The Vision and the *7 critical tests of future public services* (reference chapter 2, e-gov@local) have been applied to the main functions of the Authority (as defined in the National Park Management Plan). The table below summarises these functions and the means by which they will achieve the vision and the tests in 2006. The bold text refers to the 7 tests: **joined up; accessible; delivered or supported electronically; delivered jointly; delivered seamlessly; open and accountable; used by e-citizens.**

Authority Function	Goals for 2006 defined by the NPA’s Statutory Functions
<p>1. Promoting Understanding</p> <ul style="list-style-type: none"> • To raise awareness of the National Park, enable and encourage Park users to identify and understand its special qualities and encourage responsible attitudes towards them. • To foster understanding and awareness of National Park issues and purposes through education, including both informal and formal “life long learning” opportunities. 	<p>The major website re-design started in 2002 will provide a website which is accessible, will join up with the websites of other visitor information providers (e.g. Yorkshire Tourist Board, North Yorkshire County Council), will be delivered seamlessly (any information entered by users will feed into the CRM for use in other systems) and be used by e-citizens (promoted through, for example, school visits, “traditional” paper-based publications, ensuring inclusion in web-search engines and via community access facilities).</p> <p>Community access points will be delivered jointly in partnership with the County and District Councils and connected to the County’s Wide Area Network (WAN).</p> <p>Improvements in the Authority’s telephony infrastructure, the WAN and better provision of information to remote sites via the intranet will</p>

	enable staff at the visitor centres to deliver more services and information electronically .
<p>2. Conservation of Natural Environment</p> <ul style="list-style-type: none"> To maintain & enhance the special qualities of the natural environment through actions which conserve landscape value, biodiversity & earth heritage. To work with land managers & local communities to develop & implement management to achieve conservation & recreation objectives in ways which, wherever possible, deliver sustainable socio-economic benefits. To raise awareness & understanding of the natural environment with local community, visitors & partner organisations. 	<p>The website will contain all the information which it is feasible to provide for information, education & grant sources that support and encourage public participation without first recourse to a specialist officer and so will be accessible 24/7; thus enabling the Authority's limited specialist resources to focus their attention on areas of significant concern and priority. Where the NPA does not provide a relevant service, the user will be re-directed to the correct authority/agency (joined up).</p> <p>This resource will provide an easily accessed layman's guide to the significant range of complex and often inter-related grant schemes and legal requirements. It is intended that this will be a significant aid to accessing and identifying funding opportunities in a manner that reduces public frustration and deflection of staff resources.</p> <p>Information on land type, use, archaeological remains and settlements is contained in GIS form (map-based data) and will be made accessible to support public information and grant applications.</p> <p>With the legal acceptance of electronic signatures, grant forms will be available to submit on-line by e-citizens, delivered seamlessly to the CRM and back office systems for processing.</p> <p>The joined up services of 2006 will lessen the confusion of many rural-based citizens and businesses in determining which agency/authority provides which grant.</p> <p>The Rural Information Network joint partnership project will alleviate these issues and will be delivered electronically and seamlessly.</p>
<p>3. Conservation of Cultural Heritage</p> <ul style="list-style-type: none"> To conserve & enhance the character of the built environment, the 3013 listed buildings, 700 Scheduled Ancient Monuments and other archaeological sites and their settings. To raise awareness & understanding of the importance of the built environment to the National Parks landscape, to advance archaeological knowledge & help encourage local communities to record & maintain local heritage customs & traditions. To support local crafts, traditions & cultural features. 	<p>During the Foot & Mouth crisis in 2001, our previous website proved an invaluable tool for getting information to the public domain quickly on the daily effects the crisis was having on curtailing recreational public access to the countryside. Lessons learned from this have helped in setting the strategy for how information should be made accessible via our new website, including the interpretation of sometimes complex information into a manageable form.</p> <p>Information on rights of way orders, closures, etc is derived from map-based data – as are many other major datasets used by the Authority. By 2006, the Authority will use interactive mapping to electronically deliver geographical data to the web so that it is accessible 24/7. Costly development of such technology will be delivered jointly through the UK NPA partnership projects.</p> <p>Improvements in the WAN and telephony infrastructure will aid in delivering and supporting services electronically at visitor centres in rural locations.</p>
<p>4. Recreation Management</p> <ul style="list-style-type: none"> To provide high quality facilities for the needs of visitors at appropriate locations and ensure that the management, maintenance and development of tourism and recreation sustains the special qualities of the North York Moors, promotes opportunities for the understanding of them and provides sustainable benefits to the local community and its economy. To promote & maintain a network of National Trails, Regional Routes, Waymarked Walks and an extensive public rights of way network. Safeguard and enhance local and recreational access at the lowest possible environmental cost. 	<p>Helping enable an integrated transport system to become reality requires integrated information provision. The NPA's website will join up with other sites to help provide accessible, electronically delivered timetable information delivered jointly by the regional transport partnerships. Other information delivery channels, such as kiosks, will be investigated in partnership with other transport authorities.</p>
<p>5. Traffic & Transport</p> <ul style="list-style-type: none"> To promote public transport services, both road and rail, for the benefit of the environment, recreational use and local communities and to ensure integration and awareness of services. To minimise the conflict between different road users and reduce the overall impact of recreational traffic on the environment, special qualities & communities of the Park, by management of traffic and use of appropriate routes. 	<p>Electronically delivered services will be accessible 24/7 to e-citizens via the website providing guidance on planning matters and the ability to submit planning applications on-line – seamlessly feeding the back office planning system and CRM (following pathfinder initiatives).</p> <p>Delivered jointly: Land charges data delivered electronically</p>
<p>6. Development Control</p> <ul style="list-style-type: none"> To ensure that development does not conflict with National Park purposes, does not harm the special qualities of the National Park, accords with sustainability principles and seeks to foster the economic and social well 	

<p>seeks to foster the economic and social well-being of local communities.</p> <ul style="list-style-type: none"> To encourage development of a high quality which enhances the character & special qualities of the National Park, respects local distinctiveness, and supports rural communities & businesses in providing local employment & economic needs. 	<p>between the NPA and the District Councils will be based upon the NLPG. The land charge service will be joined up and seamless to the end user.</p> <p>Open & accountable: all policies will be open to consultation via as many channels as possible including the website.</p>
<p>7. Corporate & Democratic Management</p> <ul style="list-style-type: none"> To ensure the efficient & effective conduct of the Authority's business and use of its resources to meet statutory and public service duties. Maintain service standards ensuring high quality, openness, fairness and approachability to the operations of the Authority. 	<p>Open & accountable: All information relating to the democratic framework, daily business and archive records of the Authority (taking full account of the Freedom of Information & Data Protection Acts) will be available electronically via channels such as the website and at contact centres via community access points.</p> <p>The Authority will utilise web-based e-commerce facilities, BACS and a new financial accounting system to enable direct-to-accounts payments and receipts of monies due as a consequence of normal day-to-day business.</p>

2. Section 2: Priority Outcomes and Services

2.1 Strategic Context

The Authority has developed a performance management framework for delivering Best Value which involves setting strategic objectives and key priorities and developing those into service actions.

The **National Park Management Plan** sets the overall strategic objectives and identifies key priorities and actions for the Authority. These key priorities are reflected in the **Best Value Performance Plan** under the main headings: National, Regional and Local Community priorities.

The National Park Management Plan sets out the Authority's commitment to the use of new technology in the conduct of business, improvement to services and communication and working in partnership under 'Principles of Working'. The Management Plan provides a strategic framework for delivering the two statutory National Park purposes relating to conservation and public understanding and enjoyment and for fostering the economic and social well-being of local communities.

The Authority's continuing commitment to service improvement is seen through the Best Value process and the successful award of Charter Mark. **Best Value** is about securing the provision of high quality and cost effective services, ensuring our services match the need and expectations of our residents, visitor and users, while providing value for money. It is a process which aims to secure continuous improvement in the way that the Authority undertakes its work.

The Annual Best Value Performance Plan reviews and monitors the Authority's performance over the previous year and sets priorities and a work programme for the future year. Individual Service Reviews are undertaken based on the guiding principles of 'challenge, compare, consult and compete' that underwrite Best Value.

2.2 Electronic Service Delivery

The vision for public services in 2006 is not only about the quantity of transactions that are available electronically but their quality. In determining the methodology used to improve service delivery by the Authority, it helps to broadly understand the range and nature of transactions. The Authority gets high volumes of standard information requests and deals with low volumes of varied, sometimes complex transactions from local residents and businesses as well as the wider national and international community.

Feedback from the residents of the National Park has indicated that many will still use the "traditional" channels of contact with the Authority but they highlight improvements which could be made in the delivery of services. Residents and the wider public highlight confusion over which body is responsible for which service – an issue which is made particularly complicated in the National Park by the special roles of the National Park Authorities and the national bodies usually associated with rural areas such as for example English Nature and The Forestry Commission. The partnering with other bodies in "joined up" and "seamless" delivery is seen as key to providing more efficient and effective services.

Key partners for North York Moors National Park Authority are: other National Park Authorities; North Yorkshire County Council; local District Councils; Department of Environment, Food and Rural Affairs; Countryside Agency; English Nature; English Heritage and the Forestry Commission.

In practical terms, the Authority is in the process of improving its own systems at the local level, while engaging with other partners to develop more joined-up and integrated approaches to service delivery.

The table below shows the Authority's priority outcomes and services and a summary of the main methods or projects being used to achieve improvements in these areas by 2006. The priority outcomes and services are taken from the National Park Management Plan but re-assigned to headings based upon the government's cross-cutting objectives (customer service, social inclusion and democracy & accountability) and elements of the CLP priority services into which the NPA has an input. The joint partnership projects referred to are outlined at the end of this section.

Priority Outcomes & Services	North York Moors NPA contribution
Customer Service	<ul style="list-style-type: none"> Improved internal information management systems such as document management, intranet, GIS, planning, e-commerce and telephony. Adherence to national standards for data storage and transfer (e.g. NLPG, XML, eGIF). Improved use of NPA visitor centres as general customer contact centres. Website improvements/redesign. Joined up services with other bodies (so reducing confusion to the end user) enabled through partnership projects: <ul style="list-style-type: none"> The UK NPA Web Portal Customer Relations Management System Rural Information Network The North Yorkshire ICT Partnership.
Social Inclusion	<ul style="list-style-type: none"> Increased availability of Authority and partner services through more access channels. The web to be the main focus of improved access but keep a watching brief on other channels being investigated by the pathfinders. Ensuring the website is designed taking into account with accessibility issues. The NPA is promoting the development of local community websites. The Rural Information Project will enable more remote communities to take advantage of joined up services.
Democracy & Accountability	<ul style="list-style-type: none"> All public consultation exercises will be carried out on the web to complement traditional means and will allow easier participation and feedback. Committee minutes, planning decisions and policies published on the web. Contacting the Authority or its Members and making complaints will be easier.
Education	<ul style="list-style-type: none"> In relation to the NPA's second statutory purpose, "to promote opportunities for the understanding and enjoyment of the special qualities [of the Park] by the public", the new website has been designed with a high degree of interactive educational material in mind. This complements the existing methods of education through school visits and events programmes.
Transport	<ul style="list-style-type: none"> The NPA's website will join up with other sites to provide timetable information delivered jointly by the regional transport partnerships. Other information delivery channels, such as kiosks, will be investigated in partnership with other transport authorities.
Environment	<ul style="list-style-type: none"> The NPA's first statutory purpose is "to conserve and enhance the natural beauty, wildlife and cultural heritage of the National Park". All channels through which the public access the Authority can likewise be used to educate and promote environmental awareness. Information on policies, the country code, green travel, public rights of way and the CROW act is more readily available via the web.

2.3 **Joint Projects**

2.3.1 **UK National Park Authority Projects**

The 8 National Park Authorities in England have identified 4 major joint projects. £50,000 of IEG funding from each NPA for this financial year has been allocated to these projects with the Lake District NPA acting as fund holder.

Priority outcomes being pursued by joint developments are as follows (total joint funding expected over 2002/03 and 2003/04 is £800,000):

(a) Improvements in customer management (Customer Relationship Management - CRM Project)

The joint implementation of a CRM for National Park Authorities is the largest joint project being supported. The desired outcome is an effective customer management tool available to all at an affordable price. All share the commitment to undertaking this development work jointly, so as to deliver best value for each individual Authority. This tool will improve customer service, improve management of customer transactions and help with the integration of front office and back office systems to enable more and more customer transactions to be dealt with at the initial point of contact.

Progress to date: joint feasibility and scoping study commissioned; investigation of suitable pathfinder CRM products; joint management arrangements under development.

The joint development and procurement of a CRM system will save around £200,000 compared to the cost of the individual NPAs developing and procuring systems on their own.

Total joint funding allocated: £460,000

(b) Improvements in access to services and information (UK National Parks Web Portal Project)

The second priority outcome is a combined web portal for all NPAs providing access to information, education resources and public transport information. The portal will improve the local communities' access to funds, support and advice for economic and social development in the National Parks, including application details for each of the sustainable development funds operated by the Authorities. The portal will also give access to supporting information on the work of the National Park Authorities.

The web portal is being jointly procured, developed and supported by the 8 National Park Authorities in England, with contributions from the 3 in Wales. The portal development tackles issues of customer service and accountability by improving access channels to services of each Authority, and also making it easier for citizens to understand and contribute to the work of the Authority, and encourage users to enter into a dialogue with the Authorities to get more involved in decision-making and consultation.

Progress to date: joint feasibility and scoping study commissioned; investigation of suitable solutions and management options; investigation of best means of integration with existing web sites provided by National Park Authorities; joint management arrangements under development.

Total joint funding allocated: £160,000

(c) Improved and integrated rural land management services (Rural Information Network Project)

A rural land information service providing electronic access to combined data sources, regulatory and advisory information and decision making support tools for land managers working in the National Parks. This tackles: improving the accessibility of geo-spatial data held by the National Park Authorities and other agencies and bodies; making joint and combined datasets available through electronic service delivery channels, especially through web sites; improving decision making support tools used by land managers and advisory staff working in National Parks.

A significant element of this work involves close co-operation and support for the Land Management Information Service (LaMIS) that is being co-ordinated by Hampshire County Council. The LaMIS project and the National Park Authorities' own rural land management project share many key outcomes.

Progress to date: All via LaMIS, phase I complete and detailed planning and implementation of Phase II underway.

Total joint funding allocated £180,000

(d) Access to planning and development control services

The National Park Authorities will remain involved in the national planning projects and the development of the planning portal. As local and unitary planning authorities all want to commit to supporting national developments that improve customers' access to planning services.

Once significant progress has been made at the national level, we will jointly take forward any National Park Authority specific components.

2.3.2 Local Partnership – The North Yorkshire ICT Partnership

The North Yorkshire ICT Partnership was established in 2001. Its members are Craven District Council, Hambleton District Council, The Council of the Borough of Harrogate, North Yorkshire County Council (NYCC), Richmondshire District Council, Ryedale District Council, Scarborough Borough Council, Selby District Council and City of York Council.

The members of the Partnership have agreed to work together to seek to procure innovative and economically advantageous methods of improving the public interface and customer services.

The purpose of the partnership is to maximise the potential for joined up working and the possibilities of joint procurement, sharing risk and developing joint working arrangements.

The aim of the partnership is to work together to deliver electronic government, share best practice and innovate in service delivery.

The 2 NPAs in North Yorkshire (North York Moors and Yorkshire Dales) are not included in the core steering group but are involved in the following sub-groups:

(a) Land Charges, NLIS and NLPG

Key terms of reference of this group are to:

- Work together to implement NLIS to Level 3 and any proposed additional levels as determined by the IDeA.
- Co-ordinate the implementation of NLIS alongside the implementation of the NLPG and the NSG in each organisation as appropriate.
- Ensure multi-tier organisations work together to provide a seamless electronic service (NYCC/Districts/NPAs).

(b) Wide Area Network (WAN)

North Yorkshire County Council has signed a 7-year deal with MLL Telecommunications Ltd to help lead the way in providing a digital countywide communications network.

The Wide Area Network (WAN) will deliver a high volume, high capacity data system using modern technology like fibre optics and radio links as well as the more traditional telephone landlines.

A key feature of the network is that it will be available to the public through a series of one-stop shops around the county. These will be set up in libraries and other public buildings. They will give people instant access to information, learning and employment opportunities through a countywide computer network system.

The scheme will help the local authorities in the county to meet government targets to deliver services electronically and improve public access to services.

The new WAN promises to connect all of the county council's workplaces to broadband services. It will be a boost to those areas not able to connect to current systems.

The massive investment by the county council means that extra capacity has been built into the system which will allow other public sector organisations (such as the NPAs) to buy into the network. This will help defray costs for all parties over the longer term.

Remaining capacity will be sold to the private sector in a partnership arrangement with MLL Telecom. This will open up new opportunities for many businesses in the county. It will also help reduce costs to the public purse.

3. Section 3: Self-Assessment of Local e-Organisation

The push towards joined-up government has made the Authority review its links with other bodies as well as its internal processes. Integrating the requirements of e-government within the day to day working of the Authority whilst incurring minimal impact on its net running costs is paramount and the Authority recognises that key changes will have to be made in many processes in order to help sustain future on-going costs once the “pump-priming” funds have ceased.

In developing the strategy for last years IEG Statement, all transactions were analysed and priorities determined depending upon their relative importance to the citizen. The e-gov@local model has been used to help assess the practical requirements for e-enabling transactions in terms of, for example, the Authority’s back office and organisational set-up. This process also helped highlight important areas where joint partnerships would be beneficial for sharing costs, developments, ideas and portals.

The Authority is fortunate that it has strong links with a number of other bodies both locally and nationally. Being a small organisation with limited specialist staffing resources it is in the best interests of the Authority to participate in partnerships so taking advantage of these links. Partnerships have been formed with the local authorities which overlap the geographical area of the National Park and also with the other National Parks who share the same statutory purposes. Through the latter partnership, links have been made to other agencies with which the National Parks have traditionally worked with for many years – for example the Department of Environment, Food and Rural Affairs (DEFRA), Countryside Agency, English Nature, English Heritage and the Forestry Commission.

Even through the diverse range of bodies with which the Authority has some partnership arrangement, there are some areas of e-government which are not adequately covered. For these areas the Authority first looks to the government pathfinder projects to help give guidance where appropriate.

3.1 Theme 1: Transactions

In fully analysing transactions, we need to understand who are the “customers” of the NPA.

The Authority’s customers are diverse, with each group having different needs to be addressed:

- residents within the National Park who are partly dependent upon the Authority for local services, planning policy, development control and grants
- day visitors and holidaying tourists who reside outside the National Park and include foreign visitors
- the wider public, potential visitors, armchair supporters
- other local and national agencies, organisations and authorities

The Authority’s Charter Mark application articulates our challenge as ‘delivering a standard of public service equal to the high quality landscape we conserve; demonstrating high environmental standards, quality services and good value for money along with a customer orientated approach’.

The main challenge to the Authority is to improve on an existing high standard of customer service which is based mainly upon personal service. The development and use of electronic technology will be a critical element of developing our local, regional and national partnerships and providing services and information to our diverse range of customers.

To aid in managing and monitoring progress towards achieving e-government objectives, a monitoring report based upon the transactions required to achieve the Best Value Performance Indicator 157 is used. This report is used by staff responsible for managing IEG projects and is taken to the Authority's Performance Management & Monitoring (PMM) Committee every quarter as part of the overall management process for IEG. Appendix 2 contains a copy of the IEG monitoring report to date, based on transaction type headings recommended by The Office of the Deputy Prime Minister. Whilst these standard headings are useful for monitoring progress on the actual transactions they do not specifically show overall progress on our major IEG supporting projects (e.g. back office systems). Therefore, additional headings: "NPA Partnership Projects", "Local Partnership Projects", and "Hardware/Software Support Systems" are appended to the progress monitoring report. These additional headings, along with the column labelled "dependency", help in managing inter-relationships between the many IEG projects and so help determine priorities.

The detailed report in Appendix 2 (based on status as of October 2002) is summarised in the table below to show the corporate progress in implementing electronic transactions.

Transaction Type	Actual	Forecast			31/12/05
	2001/2	2002/3	2003/4	2004/5	
Providing information:					
• Total types of interaction identified	29	29	29	29	
• % e-enabled	24%	52%	70%	90%	100%
Collecting revenue:					
• total types of interaction identified	0	0	0	0	0
• % e-enabled	n/r	n/r	n/r	n/r	n/r
Providing benefits & grants:					
• total types of interaction identified	0	0	4	4	
• % e-enabled	n/r	n/r	25%	75%	100%
Consultation:					
• total types of interaction identified	10	10	10	10	
• % e-enabled	40%	40%	50%	80%	100%
Regulation (such as issuing licences):					
• total types of interaction identified	0	0	0	0	
• % e-enabled	n/r	n/r	n/r	n/r	n/r
Applications for services:					
• total types of interaction identified	20	20	20	20	
• % e-enabled	10%	40%	50%	80%	100%
Booking venues, resources & courses:					
• total types of interaction identified	3	3	3	3	
• % e-enabled	0%	0%	66%	100%	100%
Paying for goods & services:					
• total types of interaction identified	5	5	5	5	
• % e-enabled	0%	0%	40%	80%	100%
Providing access to community, professional or business networks:					
• total types of interaction identified	2	2	2	2	
• % e-enabled	0%	0%	0%	100%	100%
Procurement:					
• total types of interaction identified	2	2	2	2	
• % e-enabled	100%	100%	100%	100%	100%
TOTAL:					
• Types of Interaction Identified	71	71	75	75	75
• % E-Enabled	24%	47%	56%	85%	100%

Note on transaction type "Providing benefits & grants": Number of transactions legally permissible by electronic delivery is assumed as zero for years 2001/2 to 2002/3 due to the requirement for hand-written signatures on the Authority's grant aid documentation. The figures in the table assume that the legality of use of electronic signatures for our requirements will have been finalised in 2003/4.

3.2 Theme 2: Access Channels

The paragraphs below outline work which is current or planned in the short to medium term. With the staffing and financial resources available to the NPA, investigations into other access channels such as digital TV and smart cards will be limited to following the pathfinders and keeping a watching brief on their recommendations.

The Authority's policy on access channels is based principally on customer feedback and as such has been commended by the Charter Mark award. This reflects the high emphasis placed on giving personal service to the community which is primarily based in rural areas. The Authority does not wish to lose this status but enhance its personal service by complementing it with other channels. The use of the Internet as an access channel is being lauded as the most cost effective and efficient way to help improve on the service currently provided.

The NPA recognises that it must reach a wider citizen base because of, not only its national significance, but also its international standing as being responsible for a National Park. For many "customers" from home or abroad, the website will be their first point of contact with the National Park. The NPA is committed to using Internet technology as the principle channel for enhancing and improving our current service provision.

A new website was launched by the Authority in October 2002 which will provide the basis for the next stages of development. Improved links to the back office and to new systems such as CRM, which will form the core of our e-organisation, will flow from developments on the citizen-facing interface.

Citizens will be encouraged to use the new services initially by raising awareness through the Authority's "paper-based" publications and by an official website launch. As more services go on-line they will be publicised on, for example, the paper versions of application forms. Wider links with other portals such as UK Online, the Planning Portal and the UK National Parks Portal will also help raise awareness.

Specific details on the main access channels are described below. Reference may be made to appendix 1 for anticipated expenditure on related projects.

3.2.1 Local Service Website

The Authority has had a web presence since 1999 but a thorough re-design was started in March 2002, made possible by the award of a grant by the Countryside Agency which provided funding towards the project (*project no. 6*). The re-design will significantly advance a key objective of the recent Promoting Understanding Best Value Fundamental Service Review to reach a wider "non-user" audience. It will also form the basis for allowing an increasing number of on-line transactions to take place.

The new site is a complete bottom-up re-build which went live in October 2002 and has involved users from all disciplines of the Authority and also takes in to account user feedback from the old site. This step change will provide the foundations for the next stages of web-based transactional developments, starting with the use of electronic feedback forms to enable website users to send information, in a structured format, to the relevant section of the Authority. An example of this would be where a user wishes to report a problem on a public right of way (PROW); the relevant on-line form would request specific information such as "problem location" and "type of problem" and the information would be sent to the Authority's PROW Officer. Further developments in the back office systems will enable information from certain of these "e-forms" to be fed directly into the relevant system so improving efficiency.

To assist the citizen, where a related service is not provided by the Authority, links are being provided to the websites of other relevant bodies, for example The Countryside Agency,

English Heritage, North Yorkshire County Council, local District Councils or to portals such as UK Online, so assisting the wider “joined-up government” agenda. The Authority is also actively encouraging local community websites to which links will be made from the main Authority site.

Looking to the future, one of the objectives of the UK Web Portal partnership project (*project no. 1*) is to provide a common content management system and hosting platform for all of the individual NPA websites. Each NPA is at a different stage regarding their “local” website developments so realistically, the move from “local” sites to the portal will be piecemeal over the next few years. North York Moors NPA will use shared services provided by the portal as they come on line but the complete move of the website to the common platform is viewed as a medium-term project.

3.2.2 Contact Centres

The Authority currently has four main bases at which the public can visit to make enquiries. The main headquarters at Helmsley is the main port of call for members of the public or visitors who want to speak to a member of staff regarding any National Park related matter. The other three sites (Sutton Bank, The Moors Centre and Robin Hoods Bay) are run in partnerships with Yorkshire Tourist Board or the National Trust and are predominantly visitor centres used by tourists rather than by the general public. Developments in the way these centres are used and improvements in communications technology will enable them to be more widely used as general contact centres for the NPA and, through agreements with other authorities, wider public services.

The local IEG partnership project to improve wide area network facilities at these bases (*project no. 4*) will enable better, more secure access to information on the Internet, the Authority’s intranet and, in the wider context of public services, other extranet facilities. Joint working with the County Council and the Districts will also enable economies of scale in purchasing PCs or kiosks as community access facilities for use by the public at these centres (*project no. 5*), so helping minimise social exclusion regarding access to technology.

Recent investment through IEG funding in an improved telephony infrastructure for the Authority (*project no. 7*) gives the facility for better transparent routing of calls to staff irrespective of centre at which they are located. This infrastructure, along with the improved WAN will enable the use of video conferencing facilities.

3.2.3 Home/Site Visits

Some staff are required to make site visits in order to provide advice and guidance on matters such as planning. This channel will still be a requirement in order to progress some transactions but the efficiency of these visits can be enhanced by the use of mobile technology.

3.2.4 Specialist Portals and One-Stop-Shops

The North York Moors NPA is to operate as the pilot National Park within the Rural Information Network (*project no. 3*) which will provide a one-stop specialist portal for land managers and other participants involved in the rural economy. Northumberland National Park Authority (NNPA) are piloting the use of a “Park House” which will provide enhanced visitor, community and businesses services at their current visitor centre at Rothbury which now has broadband facilities. These pilots together, will provide useful experience in terms of providing data, suitable access facilities and usefulness to the public, land managers and businesses in isolated rural areas.

3.2.5 Telemetry

The use of the latest technology in the Authority's telephony infrastructure will help improve customer service by providing fewer telephone numbers for the public and in helping "join up" the geographically remote sites.

Office accommodation is at a premium and so homeworking will become more widespread. A homeworking policy has been agreed and piloted, and with the improvements in the telephony infrastructure, the WAN and associated virtual private network (VPN) it will be more straightforward to allow users to work from anywhere cost effectively and securely.

3.2.6 Take-up of e-Access Channels

The following table contains estimates regarding the take-up of access channels:

	Actual (‘000s)	Forecast (‘000s)			
		01/2	02/3	03/4	04/5
Public Interactions & Main E-Access Channel Take-Up					
Local Service Websites • volume of interactions	15	15	25	40	60
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> • volume of interactions	2	2	4	10	50
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> • volume of interactions	2	2	4	10	50
Smart Cards • volume of interactions					
Other Electronic <i>(including digital TV, kiosks, telemetry):</i> • volume of interactions					5

3.3 Theme 3: Enablers

The Authority has used "enablers" such as Geographic Information Systems (GIS) and databases for a number of years. New enablers will be implemented (see paragraphs below) but one of the challenges will be to pull together some of the existing data into corporately managed databases such as the land & property database or the customer relationship management system. This will help underpin the integrity of the corporate data.

Reference may be made to appendix 1 for anticipated expenditure on related projects.

3.3.1 Document Image Processing (DIP) & Workflow (project no. 10)

The Authority recognises that Document Image Processing, Document Management and Workflow are key to managing information which arrives from a number of disparate sources, in a manner which complies with the requirements of the Freedom of Information Act and Data Protection Act to ensure the safe and accurate archiving and distribution of all relevant material ready for response to public and management enquiries. Currently suitable systems are being researched with a view to ensuring their compatibility with eGIF and systems such as CRM which will be implemented corporately. Implementation of DIP is anticipated for 2003/04 to follow the implementations of the new website, CRM, Planning and Finance Systems.

Funding will need to be allocated to manage the very significant administrative task of editing, indexing and transferring historical paper and fiche-based records to digital format.

3.3.2 Geographic Information Systems (GIS) (project no. 8)

The Authority has been a user of GIS since 1997 and, as most of its major datasets are map-based, has found it an invaluable tool for managing data.

Allowing access to geographic information (GI) to all staff has been limited by cost and accessibility has been extended as and when funds would permit. However, the amount and quality of GI held by the Authority has grown to such an extent and is so central to so many of the Authority processes that access needs to be wider throughout the organisation. Cost effective methods, such as web-based solutions, are being investigated with the aim of making this data more accessible throughout. Taking this a step further, previous data-sharing exercises with other bodies has highlighted how valuable our data is to others. With this in mind, an element of the partnership project: The UK National Parks Web Portal (*project no. 1*) is addressing on-line GIS as an issue for collaboration.

3.3.3 Mobile Technology (project no. 17)

Due to the nature of the Authority's work, site visits and surveys are essential for many reasons. Traditionally, the relevant paper files are removed from the offices and taken to site and records updated when returning to base. Much of the Authority's site work is based on carrying out ground-based surveys; collecting geographically based information and inputting back at base on the GIS. A trial has begun in using hand held PDA devices containing samples of the Authority's GIS which can be used in the field, updated on site and uploaded back at base with minimal re-typing. If successful this technique will be used in other aspects of the Authority work. Indeed, with progress in mobile technology and the costs reducing constantly, it is envisaged that PDAs or their equivalent will be used to live-link directly to the Authority's systems.

3.3.4 Customer Relationship Management (CRM) (project no. 2)

As one of the main joint partnership projects, CRM will allow core data on individual customers to be retained and used across all access channels, giving a complete picture of the relationship with individual customers. This is an essential foundation for providing "joined up" services in the Authority and across partner organisations.

Joint funding has been allocated to the CRM project for the current financial year. Once in place, all other systems containing customer-based information will be assessed with a view to maintaining, in effect, a single database of customer information.

3.3.5 National Land & Property Gazetteer (NLPG) (project no. 9)

The National Park Authorities' position regarding linkage and input to the National Land & Property Gazetteer (NLPG) is currently being clarified by IDeA but can be summarised as "Level 2: In progress".

The NPAs are responsible for development control and planning policy for their designated areas which overlap District Council boundaries. The North York Moors National Park overlaps four District Council areas: Scarborough, Ryedale, Hambleton and Redcar & Cleveland. All other local services such as refuse collection, building control, environmental health, etc are the responsibility of the relevant District Council who are also responsible for property naming and numbering. Hence the NPAs role is not as a custodian but as a contributor to the Local Land & Property Gazetteers under the responsibility of the Districts.

The District Councils are one of the statutory consultees of the NPA on any development control matter and the NPA is consulted by the Districts regarding land charge searches. Therefore, in progressing electronic transactions based on land parcels it will be necessary for the NPA and the Districts to be using the same underlying land and property database. The NLPG/NLIS sub-group of the North Yorkshire ICT Partnership (of which the NPA is a member) is committed to progressing a joined-up approach using a common database through NLPG. It is anticipated that the NPA will be required to implement a Gazetteer Management System to help manage updates from NLPG and the creation of new records for submission to the Districts. A BS7666 compliant Gazetteer Management System will be chosen which integrates fully with the new Planning System (*project no. 9*). Over the coming years, adaptations or upgrades will be required on all other land and property-based systems used by the NPA so that they will link directly to the underlying BS7666 compliant land and property database. In the interim, data management practices will be in place to ensure address changes are mirrored through any duplicate records in separate systems.

Funds will be allocated towards “cleaning” of current historic data so that it links to valid records in the NLPG.

3.3.6 National Land Information Service (NLIS) (*project no. 9*)

The future of fully automated land charge searches is based partly upon District Councils being linked to the NLIS hub with a BS7666 compliant land and property database being in place. The process of a search involves the District receiving a search request and, firstly, analysing its own records. If other bodies are required to be consulted to complete the search such as NPAs and the Highways Authority, then they are consulted and their responses collated with the District’s data and returned to the NLIS hub. This NPA has approached NLIS regarding direct connection to the hub but has been informed that data linkage can only take place at present through the Districts. If this situation persists, then the NPA must make provision for planning data to be readily available to the Districts via the Authority website or an extranet.

The NPA will implement NPLG as the basis of its property-based systems in readiness for future developments in NLIS which may include the NPAs.

3.4 Theme 4: e-Business

The Authority takes the view that e-government is not only about improving the processes which involve interactions with the public or outside bodies but also the way in which the organisation works within itself. Technology can be used to help streamline the many administrative tasks involved in running a local authority. For example, staff on the payroll can also be classed as “customers” and as such form part of the corporate data used in, say, CRM rather than as a separate data entity.

In general the Authority is looking to streamline its business systems so that there is less emphasis on paper records and less duplication of information. With this in mind, our business systems are being scrutinised in terms of future operability with each other and the core e-government systems such as the web, on-line payments systems, CRM and the Document Management System.

3.4.1 Intranet

The Authority intranet is constantly undergoing development based on user feedback. Current users consist only of Authority staff but through the use of the upgraded WAN (*project no. 4*), Authority Members will also be given access via a secure virtual private network (VPN).

The implementation of a web-based Document Management System (*project no. 10*) is seen as being the biggest single enhancement to the intranet. Feedback from users has highlighted

access to archived and current material via a user-friendly search mechanism as being one of the highest priorities for future development.

3.4.2 Extranet

Currently, the Authority's use of extranets is limited but the opportunities to use Internet technology to link with partner organisations is immense. The Authority shares data electronically with other National Park Authorities, its local County and District Councils and a number of government agencies but this is primarily done via email or by allowing downloads from our website. There is still a high degree of user input in this process and it can be quite ad hoc. Ideally the Authority would be party to one or more extranet sites to which updated data could be sent automatically. For example GIS data or planning histories could be regularly uploaded by the NPA to such a site for use directly by partners and vice versa.

The main projects which will start the Authority on the "extranet learning curve" are the partnership projects, namely: the UK NPA Web Portal (*project no. 1*), the Rural Information Network (*project no. 3*) and the Wide Area Network (*project no. 4*).

3.4.3 Financials

The Authority's current aging financial accounts system does not integrate with systems for e-commerce and it is hampering the improvement of internal processes. Financial regulations and audit trails require a great deal of historic data to be retained for a minimum of 6 years. Currently this is in paper form and the current system does not lend itself to helping reduce the paper burden or providing direct access to information in response to a steady flow of enquiries. Office space is at a premium and any reduction in space required for storage of paper records is effectively a saving to the Authority in terms of having to find new storage or office space. A modern financial accounts system with links to e-commerce and document management facilities is currently being sought.

This year the Authority will begin making the majority of its payments via BACS, therefore reducing the administrative load resulting from printing cheques.

3.4.4 Procurement

The NPA is small in terms of its bulk-buying power and has traditionally looked to its "parent" County Council for savings where economies of scale can be achieved. E-procurement will be developed through pathfinders or with other local authorities or NPA partnerships as joint initiatives are identified.

3.4.5 Human Resources & Payroll

The small size of the authority has, in the past, dictated that some packages which have been purchased to perform a specific task such as payroll were often relatively low-cost systems which lacked some of the integration functionality of the more costly systems designed to meet the needs of much larger organisations.

Both HR and payroll systems fell into this category for this Authority. The NPA has been running its own payroll package since it became an independent authority in 1997 and most HR data is held within in-house databases or in the time-recording system.

In researching a new financial accounting package, key components being sought are the seamless integration of a new payroll system with parallel manpower planning and HR facilities with direct linkage to document management systems.

3.4.6 Planning System (*project no. 9*)

For many of the National Park's residents, the planning function may be the first or only contact they have with the Authority. This is one of the main areas where there are regular, standard-types of transactions between the Authority and the public, therefore it is beneficial to e-enable as much of this process as possible.

The NPA has recently completed a joint tendering exercise for a replacement Planning System with The Peak District National Park Authority (PDNPA). Both Authorities recognise that their legacy systems are not suitable for the future requirements of joined-up services and are not based on a compliant land and property database. Key elements included in the specification of the new system are:

- eGIF compliance
- Web-based public facing register and the ability to accept on-line applications
- Adherence to BS7666 for property referencing
- Spatial (GIS) capabilities
- Allow integration with a Document Management System

The government pathfinder project for "On-line Planning" has been used as a target for which to aim for best practice in this area. The new system is being purchased during the current financial year with IEG funding.

3.4.7 Asset Management

The Authority is relatively small and owns only a handful of large assets such as buildings and land. Other inventories of assets such as stock and office equipment are held in databases – either in-house written or, in the case of stock, within the financial accounts system. We are confident that all aspects of asset management are catered for within the systems already in place or being implemented.

3.4.8 Office Systems & Homeworking/Teleworking

A homeworking policy has been agreed and piloted and a small number of staff are now based outside of the Authority's premises. Key projects which will enable homeworking to become more widespread and easier to administer are the telephony improvement programme (*project no. 7*) and the WAN (*project no. 4*). With office space at a premium and the Authority wishing to encourage "green practices" by example, homeworking will be included in the contract for certain posts.

In terms of giving remote users access to the complete range of office systems, the Authority already has a sound IT infrastructure on which to build. It is policy that all digital data, i.e. databases, documents, images, etc are stored on the network so that they may be backed-up and accessed in a secure manner. Therefore all digital data that can be accessed within the offices can also be accessed remotely through the WAN. Implementing systems such as document imaging/management will increase the availability of data (including scanned paper documents) to all users wherever they are thus reducing the need for expanding office space and improving the efficiency of the teleworker. At this point the issue must be raised that the NPA is ultimately a public service and, as such, it is a public expectation that certain members of staff are available in person at one of the National Park offices. This important aspect is built-in to the homeworking policy.

3.5 Theme 5: Organisational Development

3.5.1 Progress of the Organisation

The last 12 months has seen much work on the foundations of the Authority's e-government strategy, not only in terms of the technical foundations but also strategic – especially as regards the partnerships and in improving staff and member awareness to the wider implications of IEG.

Specific key achievements to date are:

- Establishment of an internal e-Government Working Group consisting of representatives from each section of the Authority.
- Initiation of joint partnership projects:
 - UK National Park Authority Projects (UK NPA Web Portal, CRM, Rural Information Network).
 - North Yorkshire ICT Partnership (WAN & Land Charges, NLIS/NLPG).
- “Local” projects:
 - Launch of re-designed interactive website
 - Implementation of IP-based telephone system.
 - Additional computer/telephone cabling to enable more flexible and widespread access to services by staff in all offices.
 - Selection of new planning system through joint tendering with The Peak District NPA.
 - Preparation for adherence to NLPG standards for property addressing and joined up land charge searches and first trials of OS MasterMap in preparation for future digital mapping standards.
 - Installation of additional computer storage capacity for future expansion (for DIP, digital aerial photographs, GIS, etc).
 - On-line shop on website.
 - Set up arrangements for using BACS.
 - Initial investigations into requirements of upgraded finance and payroll systems for integration with e-commerce, on-line payments, BACS, EPOS.

3.5.2 Change Management

A recent Best Value inspectors report identified a pressing need for the NPA to reach its national audience in a far more effective manner than at present and the use of electronic means is seen as the key to fulfilling this role.

It is fair to say that the concepts of, for example, “joined-up” working with other organisations and multiple access channels are gradually filtering into the psyche of many staff. However, it is culture change, which is the major hurdle to overcome in turning the Authority into a true “e-Organisation”.

Awareness of how e-government crosses all aspects of the Authority's work has, up to now, been cascaded down to staff from the representatives of the internal e-Government Working Group and from management. Due to the nature of the Authority's work and the relatively small staff complement, “workgroups” who deal with specific areas tend to be small. During the major website re-design all workgroups were involved to some degree in contributing to their part of the website. This exercise meant that nearly half of the staff were involved in some way in the development of the new site. The Authority needs to ensure that this wide level of involvement continues past the “big bang” launch of the new website and all staff are educated and involved in the cross-cutting implications of IEG.

The following initiatives are taking place to help prepare for change:

- Continuation of the internal working group as a medium for informing and involving staff.

- An improved staff appraisal scheme has been adopted which now offers new training programmes aimed at improving e-skills and ensuring a minimum level of ICT competency.
- All new systems implemented will have at least one “champion” who will encourage ownership and skills development.
- Training management for change.

3.5.3 Business Process Re-engineering Schemes

Feedback from the Best Value review and Charter Mark has recommended changes in the organisation which match the changing nature of customer expectation. Fundamental changes are inherently linked with e-government proposals.

At the core of these changes are customer expectations of services which are:

- Accessible –
 - through multiple channels so giving a choice over how they contact the authority;
 - at times and places convenient to the customer;
- Based around service – not the organisation

The main initiatives to transform the organisation based upon these expectations are shown in the following table:

Initiative	Related e-Government Project (& project no.)	Potential “Risks”
Enhance “traditional” contact centres. The existing 3 main sites providing “front-office” desks will be enhanced through staff training and improved access to information creating a one-stop-shop for the Authority services.	WAN (4) Telephony (7) Intranet CRM (2)	Some specialist Authority services will still require the attention of specialist staff.
Assist in providing access points in the community to other public services operated by the County Council, District Councils and other rural agencies.	WAN (4) Telephony (7) CRM (2) UK NPA Web Portal (1) Rural Information Network (3)	Some specialist Authority services will still require the attention of specialist staff.
Web-enable all services capable of e-delivery including all consultation processes.	Website (6) CRM (2) UK NPA Web Portal (1) Rural Information Network (3) Planning system (9) NLPG (9)	Availability of suitable Internet connections and broadband services in rural areas.
Additional access channels such as SMS, Digital TV	Watching brief on pathfinder projects	General availability of such channels.
Integration of front and back office services.	Website (6) CRM (2) UK NPA Web Portal (1) Rural Information Network (3) Planning system (9) NLPG (9)	Timescale and resources to upgrade or enable existing back office systems to integrate with core systems such as CRM.
Re-engineering all processes so that e-service delivery is fully integrated into the daily work of staff. Ensure “ownership” of “service subsections” of the website by the staff or workgroup providing that service.	Website (6) CRM (2) UK NPA Web Portal – in particular, the use of a corporate content management system (1).	Timescale and resources to upgrade or enable existing back office systems to integrate with core systems such as CRM.

Encourage feedback through all available channels to help gauge future public needs and demands.	Website (6) CRM (2)	
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3.5.4 Management Structure for e-Government

The Chair of the Authority, Chair of Performance Monitoring & Management Committee (PMM) and the Chief Executive Officer have been identified as the e-champions, responsible for meeting e-government targets and ensuring that performance against these targets is subject to effective scrutiny by both citizens and elected Members.

An internal e-government officer working group represented by all 5 sections of the Authority has been established to oversee the implementation of projects “on the ground”. Progress reports are presented to the Performance Monitoring & Management Committee on a quarterly basis.

Authority e-Champion Contact details:

Name	Title	Contact
Helen Schroeder	Chair of the Authority	Phone: 01439 770657 Fax: 01439 770691 Email: general@northyorkmoors-mpa.gov.uk
Mary Atkins	Chair of PMM Committee	
Andy Wilson	Chief Executive (National Park Officer)	

3.5.5 Project Management Arrangements

Overall management of the projects can be split into 3 categories as shown in the table below:

Project Category	Management	Main projects
UK NPA Joint Partnership	Joint NPA IEG Projects Committee. Fund holder: Lake District National Park Authority	UK NPA Web Portal CRM Rural Information Network
North Yorkshire ICT Partnership	North Yorkshire County Council	Those relevant to NYMNP: WAN Land Charges, NLIS and NLPG
Internal NYMNP Projects	North York Moors NPA PMM Committee. Daily management by internal e-government working group.	All “local” projects including: local website development, telephony and back office systems such as planning, finance, payroll, DMS/DIP, GIS.

The project sheets in appendix 1 provide further detail on the management of each main project with key milestones.

The size and scope of the NPA’s business precludes overly prescribed project management arrangements. Whilst the principles of PRINCE2 have been assimilated they have been abridged to fit the purposes of the NPA.

3.5.6 Central Government Standards and Infrastructure

Level 1 = preparation & planning Level 2 = implementation Level 3 = fully in use	2002/3	2003/4	2004/5	2005/6
Government Gateway		1	2	3
UK Online Portal		1	2	3
Planning Portal Local information has been published on the local website but introduction of new planning system will help enable the joining up of services to the portal.	1	2	2	3
Broadband The NPA is committed to linking to the NYCC WAN which will provide broadband through public-private partnership.	1	2	3	3
Interoperability Framework <ul style="list-style-type: none"> • eGIF XML Schema address • eGMS metadata standards • services development framework All systems procured by the Authority must comply with Government standards relating to e-government and data transfer.	1	2	2	3

4. Section 4: Resources

4.1 Overall Summary of Financial Resources

Resources	Actual (£'000s)	Forecast (£'000s)			
	01/2	02/3	03/4	04/5	05/6
IEG money for local IEG projects		150.0	150.0		
Financial contribution to UK NPA partnership projects. (IEG money for joint NPA projects)		50.0	50.0		
Financial contributions from other sources of Government funding <i>Countryside Agency contribution to website development.</i>	64.0				
Resources being applied from internal revenue & capital budgets to improve the quality of services through e-enablement.	10.0	30.5	30.0	85.0	71.0
Re-investment of savings produced from early e-government investment.			3.0	10.0	15.0
TOTAL	74.0	230.5	233.0	95.0	86.0

4.2 Project Cost Summary

Costs shown in the table below relating to joint partnership projects indicate NYMNPA contribution only.

Project No.	Project Description	Costs (£'000s)					TOTAL
		2001/2	2002/3	2003/4	2004/5	2005/6	
1	UK NPA Web Portal		10.0	10.0	6.0	6.0	32.0
2	Customer Relationship Management		25.0	32.5	5.0	5.0	67.5
3	Rural Information Network		15.0	7.5			22.5
4	Wide Area Network		5.0	10.0	3.0	3.0	21.0
5	Community Access Facilities			3.0	3.0	2.0	8.0
6	Website development	64.0	5.0	2.0	2.0		9.0
7	Telephony		72.5	1.0	1.0	1.0	75.5
8	GIS		5.0	12.0	10.0	10.0	37.0
9	Planning System & NLPG/NLIS		42.0	6.0	4.0	4.0	56.0
10	Document Management System			45.0	15.0	10.0	70.0
11	Financial System			40.0			40.0
12	EPOS (electronic tills)		5.0	0.5	0.5	0.5	6.5
13	BACS		2.0	0.5	0.5	0.5	3.5
14	Email server upgrade			12.0			12.0
15	Hardware/Network infrastructure		20.0	18.0	15.0	15.0	68.0
16	Desktop PC upgrades		10.0	15.0	15.0	15.0	55.0
17	Mobile technology		1.0	1.0	1.0		3.0
18	Members' information access			4.0	1.0	1.0	6.0
	Additional staffing		10.0	10.0	10.0	10.0	40.0
	Training		3.0	3.0	3.0	3.0	12.0
	TOTAL	64.0	230.5	233.0	95.0	86.0	644.5

4.3 Benefits Summary by Project

The table below gives, where possible, known tangible financial benefits through implementing the IEG projects. For example, through reduced maintenance charges and replacement of current technologies and systems.

Project No.	Project Description	Benefits (£'000s)					TOTAL
		2001/2	2002/3	2003/4	2004/5	2005/6	
1	UK NPA Web Portal				2.0	2.0	4.0
2	Customer Relationship Management						
3	Rural Information Network						
4	Wide Area Network			6.0	6.0	6.0	18.0
5	Community Access Facilities						
6	Website development						
7	Telephony			1.0	1.0	1.0	3.0
8	GIS						
9	Planning System & NLPG/NLIS			1.0	2.0	2.0	5.0
10	Document Management System				5.0	5.0	10.0
11	Financial System						
12	EPOS (electronic tills)			1.0	1.0	1.0	3.0
13	BACS			1.0	1.0	1.0	3.0
14	Email server upgrade						
15	Hardware/Network infrastructure			2.0	2.0	2.0	6.0
16	Desktop PC upgrades		1.0	2.0	2.0	2.0	7.0
17	Mobile technology						
18	Members' information access						
	TOTAL		1.0	14.0	22.0	22.0	59.0

The majority of savings to be gained through implementation of IEG in the Authority are intangible or are difficult to quantify in financial terms at this early stage. **E.g. The transference of existing paper-based archive material into a format that will enable direct access by the enquirer will in turn enable the productive redeployment of limited staff resources from archival research into direct service provision.**

The qualitative benefits of each project are outlined in the individual project sheets in appendix 1 but in summary, it is apparent that savings will be made in efficiency; performance; print, paper & copy costs and office space. The economies of scale involved with the joint projects will also create savings across all partnership members.

5. Section 5: Risk Assessment

The following table is used to summarise perceived risks to achieving the IEG vision.

*Int/Ext refers to risk being classified as internal to the organisation or external (I or E).
Impact and Probability are classified as: Very High (VH), High (H), Medium (M), Low (L)
and Very Low (VL).*

Risks	Int or Ext	Impact	Probability	Countermeasure/mitigating action
Leadership, Vision, Objectives and Strategy				
Lack of Members will/engagement	I	VH	L	<ul style="list-style-type: none"> Member e-Champion has been nominated and e-government is a key committee agenda item. NPA is represented on other NYCC and District Council committees as well as UK NPA e-Government Members panel so keeping Members abreast of wider issues.
Lack of engagement with Chief Officers	I	VH	L	<ul style="list-style-type: none"> Continue communications with Senior Managers Demonstrate benefits to Services through the achievement of quick wins Ensure that plans for the implementation of the ICT Strategy address key issues of senior officers
Communications and involvement of staff at all levels.	I	H	M	<ul style="list-style-type: none"> Internal e-government working group used as the vehicle for cascading information through the organisation. Encourage ownership of projects and involve staff in decision-making processes.
Failure of leadership for joint projects.	E/I	VH	M	<ul style="list-style-type: none"> Leadership at the national level comes from the National Park Officers' Group, the joint steering group and the Member e-Champions group. A Joint Project Co-ordinator has been appointed to ensure good communications and to monitor and report on overall progress.
Strategy becomes static.	I	M	L	<ul style="list-style-type: none"> Build into the programme a regular review of the strategy to ensure that it remains dynamic and relevant.
Technology fails to deliver improvements				
Access problems in rural areas including unavailability of broadband services.	E	H	H	<ul style="list-style-type: none"> Reduce levels of aspiration and design e-government around available bandwidth and other channels.
The Wide Area Network (WAN) partnership project with NYCC fails to deliver viable, secure connections between sites.	E/I	VH	M	<ul style="list-style-type: none"> Approach alternative solutions providers.
Technology may not be "future proof".	E/I	M	M	<ul style="list-style-type: none"> Contract WAN as a managed service. Ensure all new systems adhere to eGIF and provide browser-based interfaces.
Breakdown in security, e.g hackers, viruses, malicious targeting.	I	VH	M	<ul style="list-style-type: none"> The NPA has installed network security and anti-virus software but as the WAN develops, security and anti-virus protection will be also be reviewed.
IT Disaster/Catastrophic Failure	I	H	M	<ul style="list-style-type: none"> The Authority has an IT backup and recovery plan. This should be reviewed regularly. Intention to host websites externally by a reputable service provider who can provide resilience and 24/7 availability.
Public Access				

Low uptake in electronic communications, particularly the Internet, amongst the local community and restricted access in some remote areas.	E	H	M	<ul style="list-style-type: none"> The NPA should support broadband developments across rural areas. In partnership with other local authorities, encourage take-up of electronic facilities, for example by providing Internet access points at public buildings.
Low levels of electronic access in certain key user groups arising from or leading to social exclusion.	E	M	M	<ul style="list-style-type: none"> Encourage take-up of electronic facilities. Maintain current services through telephone and face-to-face contact (but improved through developments in back office and telecommunications systems) to supplement new electronic access channels.
Systems are not accessible to people with special needs.	I	M	L	<ul style="list-style-type: none"> New website is designed with special needs in mind. All future developments to take this as a consideration.
Failure to meet the expectations of customers	I	M	L	<ul style="list-style-type: none"> Do not over promise: set clear and realistic objectives.
Lack of capacity to deliver (People/Skills)				
Potential lack of skills/expertise to support/implement new technologies.	I	H	M	<ul style="list-style-type: none"> IT staff to receive specialist training where required. Use of contractors for specialist roles.
Staff may not have sufficient skills in using technology	I	M	M	<ul style="list-style-type: none"> Revised staff appraisal scheme in place. ICT training programme to ensure minimum staff competency (including ECDL).
Failure to develop the appropriate culture and ownership within the organisation.	I	M	M	<ul style="list-style-type: none"> Top-down management required to encourage staff to embrace change.
Lack of skills/capacity to support strategy implementation.	I	M	M	<ul style="list-style-type: none"> Programme/Project Management Skills Change Management Skills Knowledge Management Skills
Current working practices not flexible enough to support new ways of working	I	M	M	<ul style="list-style-type: none"> Revised policies and procedures to support flexible working.
Administrative/legislative/legal processes				
Current policies and procedures do not currently support/recognise the development of e-government. For example in "joining-up" government, the copyright of certain data will have to be clarified particularly when publishing to the web.	I	M	M	<ul style="list-style-type: none"> Develop understanding of where current policies may not support the development of e-government. This may include technical policies, Data Protection Act, copyright, Health & Safety, working practices.
e-government not fully recognised within other Corporate Plans (eg BVPP, Management Plans).	I	M	M	<ul style="list-style-type: none"> Ensure that officers responsible for the development of other Council plans are kept informed of the development of e-government Use the section representatives on the internal e-government working group to disseminate information to officers involved with other Plans. Ensure that e-government is a key aspect of Best Value performance reviews and the development of other Council plans.
True e-government processes hampered by requirement for signatures or paper records.	E/I	H	M	<ul style="list-style-type: none"> Investigate use of e-signatures and legality of digital documents (national guidelines sought).
Legal liability for accuracy and data integrity.	I	H	M	<ul style="list-style-type: none"> Use risk management to assess where greatest liabilities lie. Develop better metadata and build data reliability requirements into line management responsibilities.
Joined-up Government				
Failure of local authorities and government agencies to develop their systems in an open and co-operative way to ensure compatible systems and data for e-services.	E/I	VH	M	<ul style="list-style-type: none"> Support project working between NPAs, local authorities and other government agencies. Comply with national standards for integrated systems (eGIF, etc)
Other authorities progressing in different ways and at different speeds	E	H	M	<ul style="list-style-type: none"> The NPA is a small player in the national arena but will play its part in supporting joint project working.

may help or hinder our own progress.				
Customer Requirements				
Understanding of customers requirements: - Availability - Access Channels	E/I	M	M	<ul style="list-style-type: none"> • Consultation with customers on an on-going basis to ensure that electronic service delivery and access channels meet customer needs
Customer Requirements may Change	E/I	M	M	<ul style="list-style-type: none"> • Ensure that customer feedback is an integral process within electronic service delivery and that this feeds into the development and implementation of the strategy.
May not be able to deliver joined up services to customers needs	E/I	H	M	<ul style="list-style-type: none"> • Work with partners and other authorities/agencies to understand common priorities and deliver joined up services.
Lack of Funding				
Not enough resources to deliver electronic service delivery	I	H	M	<ul style="list-style-type: none"> • The re-allocation of resources after IEG pump-priming funds have ceased will be decided upon by Members and senior management. • Work with partners to share cost and risk.
Failure to deliver 'best-value'	I	M	L	<ul style="list-style-type: none"> • Projects will only proceed where a robust business case has been demonstrated.

6. Appendices

6.1 Appendix 1: Project Sheets

Project Name: UK NPA Web Portal	Project no. 1
Managed by: Joint NPA IEG Projects Committee. Fund holder: Lake District National Park Authority	
Partners: All 8 NPAs in England (Northumberland, Lake District, Yorkshire Dales, North York Moors, Peak District, Broads, Exmoor, Dartmoor).	
Project Objectives: A citizen facing web portal for all NPAs providing access to information, education resources and public transport information. The portal will improve the local communities' access to funds, support and advice for economic and social development in the National Parks, including application details for each of the sustainable development funds operated by the Authorities. The portal will also give access to supporting information on the work of the National Park Authorities. The portal project will enable sharing of resources for hosting local websites, extranet, CRM and technologies such as interactive mapping.	
Contribution to implementing e-government Customer service improvements through centralised corporate portal with links to other agencies and portal services. Provides key access channel for electronic transactions.	
Key milestones 07/02: Begin feasibility study and joint management arrangements. 01/03: Select provider and begin implementation in pilot Parks. 07/03: Roll-out portal facilities to other Parks.	
Qualitative benefits To the citizen: common "one-stop shop" portal for NPA services; portal for linkages to other sites To the NPA: economies of scale through shared development and hosting costs; shared pool of expertise; extranet facilities.	

	2002/03	2003/04	2004/05	2005/06	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
IEG money used	10	10	6	6	32
Other funders	70	70	42	42	224
Total Project costs	80	80	48	48	256
Financial benefits	0	0	16	16	32
Net effect of project (Total Project Costs- Financial Benefits)	80	80	32	32	224

Project Name: Customer Relationship Management	Project no. 2
Managed by: Joint NPA IEG Projects Committee. Fund holder: Lake District National Park Authority	
Partners: All 8 NPAs in England (Northumberland, Lake District, Yorkshire Dales, North York Moors, Peak District, Broads, Exmoor, Dartmoor).	
Project Objectives: The desired outcome is an effective customer management tool available to all NPAs at an affordable price. All share the commitment to undertaking this development work jointly, so as to deliver best value for each individual Authority. This tool will improve customer service, improve management of customer transactions and help with the integration of front office and back office systems to enable more and more customer transactions to be dealt with at the initial point of contact. Progress to date: joint feasibility and scoping study commissioned; investigation of suitable pathfinder CRM products; joint management arrangements under development.	
Contribution to implementing e-government Customer service improvements through centralised customer database linked to UK NPA web portal services and others where applicable.	
Key milestones 07/02: Begin feasibility study and joint management arrangements. 01/03: Select provider and begin implementation in 3 pilot Parks. 10/03: Roll-out system to other Parks.	
Qualitative benefits To the citizen: quicker, more efficient service through providing their details once then all details on that customer being available to any officer instantly. To the NPA: economies of scale through shared development and hosting costs; shared pool of expertise; common pool of customer data avoiding replication.	

	2002/03	2003/04	2004/05	2005/06	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
IEG money used	25	32.5	5	5	67.5
Other funders	175	227.5	35	35	472.5
Total Project costs	200	260	40	40	540
Financial benefits	0	0	unknown	unknown	
Net effect of project (Total Project Costs- Financial Benefits)	200	260	40	40	540

Project Name: Rural Information Network	Project no. 3
Managed by: Joint NPA IEG Projects Committee. Fund holder: Lake District National Park Authority.	
Partners: All 8 NPAs in England (Northumberland, Lake District, Yorkshire Dales, North York Moors, Peak District, Broads, Exmoor, Dartmoor); DEFRA (Magic project) and Hampshire CC (LaMIS project).	
Project Objectives: It is widely accepted that the countryside is at a crossroads and NPAs are well placed to help develop rural recovery and sustainability in their own areas and act as test beds for action in the wider countryside. Fast access to information will play a vital part in the future sustainability of the rural economy. A vast array of data is held at national and local level which can inform day to day land management, inter-related diversification activities and business decisions as well as public investment. The aim of this project is to provide all “participants”, whether directly or indirectly involved in the rural economy, with electronic access to the type of information and services they want via a “First Stop Rural Information Point”. It is anticipated that the project will result in the perception, by the users, of improved access to information and services through a delivery channel that is holistic and consistent across geographic boundaries. Progress to date: Joint development meetings started with managers of other existing projects:- Magic (DEFRA) and LaMIS (a partnership being led by Hampshire CC). All via LaMIS, phase I complete and detailed planning and implementation of Phase II underway.	
Contribution to implementing e-government Customer service improvements through providing a first-stop-shop for specialist rural services.	
Key milestones 07/02: Joint management arrangements begun. Dialogue begun with Magic & LaMIS projects. 01/03: Pilot RIN/LaMIS in NYMNPA. 01/04: Roll-out RIN/LaMIS to other Parks.	
Qualitative benefits To the citizen: quicker, more efficient rural information service through customer access points or regular Internet channels. To the NPA and other rural organisations: economies of scale through shared development; shared pool of expertise; common pool of customer and land-based data.	

	2002/03	2003/04	2004/05	2005/06	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
IEG money used	15	7.5	unknown	unknown	22.5
Other funders	105	52.5	unknown	unknown	157.5

Total Project costs	120	60	unknown	unknown	180.0
Financial benefits	0	0	unknown	unknown	
Net effect of project <i>(Total Project Costs- Financial Benefits)</i>	120	60	unknown	unknown	180.0

Project Name: Wide Area Network (WAN)	Project no. 4
Managed by: North Yorkshire County Council ICT Partnership.	
Partners on WAN sub-group: Main group partners: Craven District Council, Hambleton District Council, The Council of the Borough of Harrogate, North Yorkshire County Council (NYCC), Richmondshire District Council, Ryedale District Council, Scarborough Borough Council, Selby District Council, City of York Council, Yorkshire Dales NPA and North York Moors NPA.	
Project Objectives: The WAN will deliver a high volume, high capacity data system using modern technology like fibre optics and radio links as well as the more traditional telephone landlines. A key feature of the network is that it will be available to the public through a series of one-stop shops around the county. These will be set up in libraries and other public buildings. They will give people instant access to information, learning and employment opportunities through a countywide computer network system. The new WAN promises to connect all of the county council's workplaces to broadband services. It will be a boost to those areas not able to connect to current systems. Progress to date: Public-private partnership struck between NYCC and MLL Telecom Ltd. Most of the county's local authorities have now been contacted regarding their particular requirements for linkage to the WAN.	
Contribution to implementing e-government The scheme will help the local authorities in the county to meet government targets to deliver services electronically and improve public access to services.	
Key milestones for NYMNP 12/01: Begin discussions with NYCC regarding NYMNPA requirements. 07/02: Detailed specification submitted to NYCC for use by MLL in providing advice on technology to be utilised. 02/03: Begin installation of new WAN in NYMNPA.	
Qualitative benefits To the citizen: better access to local services through faster Internet links. To local business: through sale of excess capacity to the private sector, access to broadband which may not otherwise be available for many years in the rural communities of North Yorkshire. To the NPA: economies of scale; shared pool of expertise; access to broadband services previously unobtainable through existing telecomms providers; more flexibility in allowing teleworkers to access NPA systems via VPN.	

	2002/03	2003/04	2004/05	2005/06	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
IEG money used	5	10	3	3	21
Other funders	0	0	0	0	0

<i>(NYMNPAs part of WAN)</i>					
Total Project costs	5	10	3	3	21
Financial benefits <i>(through discontinuation of current WAN infrastructure)</i>	0	6	6	6	18
Net effect of project <i>(Total Project Costs- Financial Benefits)</i>	5	4	-3	-3	3

Project Name: Community Access Facilities	Project no. 5
Managed by: North Yorkshire County Council ICT Partnership.	
Partners: Craven District Council, Hambleton District Council, The Council of the Borough of Harrogate, North Yorkshire County Council (NYCC), Richmondshire District Council, Ryedale District Council, Scarborough Borough Council, Selby District Council, City of York Council, Yorkshire Dales NPA and North York Moors NPA.	
Project Objectives: Wider availability of service channels through the provision of community access points (highlighted in the NYCC public access strategy).	
Contribution to implementing e-government Improved access to services for the citizen.	
Key milestones for NYMNP 06/02: Begin discussions with NYCC regarding NYMNPA involvement. 08/03: Assist NYCC and other partners in funding access points in the National Park area for use in accessing all public services.	
Qualitative benefits To the citizen: better access to local services; Internet access.	

	2002/03	2003/04	2004/05	2005/06	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
IEG money used	0	3	3	2	8
Other funders	unknown	unknown	unknown	unknown	unknown
Total Project costs	0	3	3	2	8
Financial benefits <i>(through discontinuation of current WAN infrastructure)</i>	0	0	0	0	0
Net effect of project <i>(Total Project Costs- Financial Benefits)</i>	0	3	3	2	8

Project Name: Website Development	Project no. 6
Managed by: North York Moors NPA Performance Monitoring & Management Committee & Internal e-Government Working Group.	
Partners: None	
Project Objectives: To provide the foundations for the next stages of web-based transactional developments and to enhance the educational aspects of the site.	
Contribution to implementing e-government Improved access to services for the citizen. A portal to all Authority services and to other related service-providing sites.	
Key milestones for NYMNP 03/02: Begin re-design of website with Imagnet Ltd. 10/02: New website “goes live”. 07/03: Begin creating links with UK NPA Portal services (<i>project no. 1</i>). 04/04: Migrate local website to UK NPA shared hosting service.	
Qualitative benefits To the citizen: improved website structure for accessing Authority services; ability to perform more transactions on-line 24/7; improved links to other NPAs, local authorities and rural agencies. To the NPA: more transactions being carried out on-line means more staff resources made available to perform other tasks.	

	2002/03	2003/04	2004/05	2005/06	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
IEG money used	5	2	2	0 (move to UK NPA Portal complete)	9
Other funders	0	0	0	0	0
Total Project costs	5	2	2	0	9
Financial benefits	0	0	0	0	0
Net effect of project (<i>Total Project Costs- Financial Benefits</i>)	5	4	4	0	9

Project Name: Telephony	Project no. 7
Managed by: North York Moors NPA Performance Monitoring & Management Committee & Internal e-Government Working Group.	
Partners: None	
Project Objectives: The Authority's aging proprietary telephone system does not meet the needs of the Authority's customer service strategy. Staff numbers now exceed the available system capacity; more staff are now located at different sites and so customers are more likely to experience frustration when trying to contact staff directly via the main switchboard. Adding capacity to the existing system is not an advisable option as the system is now classed as obsolete due to spares no longer being manufactured. A modernised digital telephony infrastructure will alleviate such problems and integrate into the modern data infrastructure which is already in place.	
Contribution to implementing e-government Improved access to relevant personnel for the citizen through single telephone number, so improving customer service. More staff will be operating through teleworking arrangements so as to reduce the costs of office overheads (the Authority has only limited office space), the upgraded telephony infrastructure will provide the means for remote staff to be seamlessly linked to the central offices and will enable them to be contactable by the public through the normal channels.	
Key milestones for NYMNP 02/02: Begin specification for new integrated system with telecomms contractor. 09/02: Install additional cabling for remote sites in line with existing infrastructure. 11/02: Go live with new telephone system.	
Qualitative benefits To the citizen: improved access to staff via, in most cases, a single telephone number. To the NPA: future-proof technology being used to create an integrated voice/data network. The ability to allocate DDI numbers to, say, staff who deal directly with contractors rather than with the public. The ability to use modern call routing and DDI numbers to deal with seasonal and simple requests for information via recorded information bulletins (so freeing staff time for other duties which require personal service). As the new system is based on a modern IP/digital infrastructure changes to, for example, extension numbers and locations can be carried out without the need to call-in an engineer (which was the case with the legacy system).	

	2002/03	2003/04	2004/05	2005/06	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
IEG money used	72.5	1	1	1	72.5
Other funders	0	0	0	0	0
Total Project costs	72.5	1	1	1	75.5
Financial benefits	0	1	1	1	3

Net effect of project <i>(Total Project Costs- Financial Benefits)</i>	72.5	0	0	0	72.5
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Project Name: Geographical Information Systems (GIS)	Project no. 8
Managed by: North York Moors NPA Performance Monitoring & Management Committee & Internal e-Government Working Group.	
Partners: None	
Project Objectives: The majority of the Authority's data is map-based and although many staff have access to GIS facilities, it is essential that access to GI data is made more widespread. Access is currently limited by the number of software licences owned by the Authority so cost effective solutions are required for making GI available at all desktops at all locations in a cost effective manner. Future linkages to the CRM will enable data to be searched by location or by person. The Authority needs to make provision for making map-based data available to the wider public and our business partners via the Internet. Potentially a costly exercise, Internet-based mapping forms part of the UK NPA Web Portal partnership project (project no. 1).	
Contribution to implementing e-government Improved access to map-based data for all staff at all locations in the first instance, leading to improved access to the public and business partners in the longer term.	
Key milestones for NYMNP 12/02: Additional GIS software licences to be purchased. 04/03: Begin evaluation of alternatives for making GI more generally available in a user-friendly fashion to infrequent GI users.	
Qualitative benefits GIS, used by the Authority since 1997, has been proven to be an invaluable tool for managing map-based data. Making centralised GI more widely accessible will improve efficiency and reduce errors caused through any remaining reliance on paper-based maps.	

	2002/03	2003/04	2004/05	2005/06	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
IEG money used	5	12	10	10	37
Other funders	0	0	0	0	0
Total Project costs	5	12	10	10	37
Financial benefits					
Net effect of project (Total Project Costs- Financial Benefits)	5	12	10	10	37

Project Name: Planning System & NLPG/NLIS	Project no. 9
Managed by: North York Moors NPA Performance Monitoring & Management Committee & Internal e-Government Working Group.	
Partners: Planning System: Peak District NPA. NLPG/NLIS: NYICT Partnership sub-group.	
Project Objectives: 1. Replacement of existing legacy planning system to include the following key elements: <ul style="list-style-type: none"> • eGIF compliance • Web-based public facing register and the ability to accept on-line applications • Adherence to BS7666 for property referencing • Spatial (GIS) capabilities • Allow integration with a Document Management System 2. The Authority will integrate the NLPG as its core land & property database. 3. The Authority will feed land charge data to the District Councils in whatever manner dictated by NLIS.	
Contribution to implementing e-government Use of national standards for property referencing, so allowing a joined-up approach to data transfer & sharing. Improved back office system will enable planning register, etc to be published to the web and updated efficiently as part of the general processes. Integration with spatial (GI) data will increase efficiency of data management. Helping e-enable the NPA's contribution to the land charge process through NLIS.	
Key milestones for NYMNP 03/02: Joint working initiatives set-up between NPA and Districts regarding NLPG and NLIS. 09/02: Joint tendering process for planning system with Peak District NPA completed. System chosen. 12/02: Begin implementation of new planning back office system. 04/03: Complete transfer of data from legacy planning system to new system. New system being used for processing of all new planning applications. 09/04: Improved links to web-based register 05/05: Electronic data transfer mechanism (for NLPG & NLIS) between NPA & Districts in place.	
Qualitative benefits New technology used in the back office will help improve the efficiency of the planning process from receipt of application through to decision and possible appeals. The integrated web-based functionality will improve delivery of information to the public domain. Adoption of addressing standards based on BS7666 will ensure compatibility of data	

between authorities and forms the basis for improved land parcel searches. This will result in faster and more accurate searches for the public and solicitors.

	2002/03	2003/04	2004/05	2005/06	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
IEG money used	42	6	4	4	56
Other funders	0	0	0	0	0
Total Project costs	42	6	4	4	56
Financial benefits		1	2	2	5
Net effect of project <i>(Total Project Costs- Financial Benefits)</i>	42	5	2	2	51

<p>Project Name: Document Management System & Document Image Processing</p> <p style="text-align: right;">Project no. 10</p>
<p>Managed by:</p> <p>North York Moors NPA Performance Monitoring & Management Committee & Internal e-Government Working Group.</p>
<p>Partners: None currently but it is envisaged that the NPAs will work jointly in this project due to its strong links to CRM.</p>
<p>Project Objectives:</p> <p>Digital storage of all core Authority data so as to provide an efficient, managed and searchable central repository linked to all other core systems such as CRM and workflow.</p>
<p>Contribution to implementing e-government</p> <p>A core element in improving access to information for both staff and the public.</p>
<p>Key milestones for NYMNP</p> <p>09/02: Begin investigations into available systems.</p> <p>06/03: In partnership with other NPA(s) begin tendering process.</p> <p>10/03: Begin implementation.</p>
<p>Qualitative benefits</p> <p>The implementation of a web-based Document Management System is seen as being the biggest single enhancement to the intranet. Feedback from users has highlighted access to archived and current material via a user-friendly search mechanism as being one of the highest priorities for future development.</p> <p>Better organisation of core data will benefit staff using the intranet and when applied to information in the public domain, it will provide easier access for the public and partners of the Authority.</p>

	2002/03	2003/04	2004/05	2005/06	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
IEG money used		45	15	10	70
Other funders		0	0	0	0
Total Project costs		45	15	10	70
Financial benefits		0	5	5	10
Net effect of project (Total Project Costs- Financial Benefits)		45	10	5	60

Project Name: Financial System	Project no. 11
Managed by: North York Moors NPA Performance Monitoring & Management Committee & Internal e-Government Working Group.	
Partners: None currently but joint working is being investigated with other NPAs who have highlighted this project as a priority.	
Project Objectives: The Authority's current aging financial accounts system does not integrate with systems for e-commerce and it is hampering the improvement of internal processes. Financial regulations and audit trails require a great deal of historic data to be kept on record. Currently this is in paper form and the current system does not lend itself to helping reduce the paper burden. Office space is at a premium and any reduction in space required for storage of paper records is effectively a saving to the Authority in terms of having to find new storage or office space. A modern financial accounts system with links to e-commerce and document management facilities is being sought.	
Contribution to implementing e-government Replacement of this system forms part of the overall review of e-commerce and electronic payments.	
Key milestones for NYMNP 08/02: Begin to investigate the market for replacement financial accounts system. 04/03: Tendering process completed. 05/03: Install new system and run in parallel with existing system. 08/03: Go live with new system.	
Qualitative benefits Better integration with e-commerce systems provided by the Authority's bank, BACS, Document Management, HR system and EPOS; leading to greater efficiency and better data integrity. Digital storage of finance records will reduce the requirement to allocate large tracts of office space for filing.	

	2002/03	2003/04	2004/05	2005/06	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
IEG money used		40			40
Other funders		0	0	0	0
Total Project costs		40			40
Financial benefits					
Net effect of project (Total Project Costs- Financial Benefits)		40			40

Project Name: Electronic Tills (EPOS)	Project no. 12
Managed by: North York Moors NPA Performance Monitoring & Management Committee & Internal e-Government Working Group.	
Partners: None.	
Project Objectives: Replacement of obsolete tills in 2 visitor centres with modern electronic tills, capable of electronic transfer of stock details to the NPAs central financial accounts system.	
Contribution to implementing e-government Replacement of this kit forms part of the overall review of e-commerce and finance systems.	
Key milestones for NYMNP 01/02: Install new tills.	
Qualitative benefits Electronic transfer of stock data from tills to central finance system increases efficiency and reduces likelihood of error through manual re-keying.	

	2002/03	2003/04	2004/05	2005/06	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
IEG money used	5	0.5	0.5	0.5	6.5
Other funders	0	0	0	0	0
Total Project costs	5	0.5	0.5	0.5	6.5
Financial benefits	0	1.0	1.0	1.0	3
Net effect of project <i>(Total Project Costs- Financial Benefits)</i>	5	-0.5	-0.5	-0.5	3.5

Project Name: BACS	Project no. 13
Managed by: North York Moors NPA Performance Monitoring & Management Committee & Internal e-Government Working Group.	
Partners: None.	
Project Objectives: Begin making majority of payments via BACS. <i>Describe the objectives in terms of outputs, impact and contribution to the vision If an infrastructure/technical project, describe what projects will be supported</i>	
Contribution to implementing e-government Electronic transfer of funds reduces the requirement for printing cheques and the associated administration. <i>Indicate the contribution towards Local Governance, Community Strategy, LSPs (ODPM document Section 2) Enter which element(s) of the model this project contributes to(ODPM document Section 3)</i>	
Key milestones for NYMNP 01/03: Collate supplier information required for BACS. 08/03: Begin using BACS with new finance system. <i>Enter the milestones and targets dates (suggest qtr/year)</i>	
Qualitative benefits Faster, more efficient and effective method of transferring funds securely between bank accounts is beneficial to the Authority and payment recipients. <i>Be as specific as possible about benefits and who will benefit</i>	

	2002/03	2003/04	2004/05	2005/06	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
IEG money used	2	0.5	0.5	0.5	3.5
Other funders	0	0	0	0	0
Total Project costs	2	0.5	0.5	0.5	3.5
Financial benefits	0	1	1	1	3
Net effect of project <i>(Total Project Costs- Financial Benefits)</i>	2	-0.5	-0.5	-0.5	0.5

Project Name: E-Mail Server Upgrade	Project no. 14
Managed by: North York Moors NPA Performance Monitoring & Management Committee & Internal e-Government Working Group.	
Partners: None.	
Project Objectives: Upgrade of Authority's central email server hardware and software.	
Contribution to implementing e-government E-mail is a core component to the way in which the Authority now communicates and so must be reliable and resilient. The email server software has now been superseded with new versions which incorporate improved facilities and by the time this project begins, the current server hardware will be 5 years old. It is essential that this system is upgraded as part of the natural process of technology renewal.	
Key milestones for NYMNP 07/03: Begin installation of upgraded email server.	
Qualitative benefits This upgrade is prompted mainly by the natural renewal process of old, less reliable equipment. The new system, however, will allow greater email storage capacity, improved backup and resilience and enhanced features for users.	

	2002/03	2003/04	2004/05	2005/06	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
IEG money used		12			12
Other funders		0			
Total Project costs		12			12
Financial benefits					
Net effect of project (Total Project Costs- Financial Benefits)		12			12

Project Name: Hardware/Network Infrastructure	Project no. 15
Managed by: North York Moors NPA Performance Monitoring & Management Committee & Internal e-Government Working Group.	
Partners: None.	
Project Objectives: 1. Upgrade of Authority's network operating system to incorporate Active Directory Services (an essential foundation for some of the newer software applications such as the upgraded email system). 2. Ensure sufficient disk storage and backup capacity to cope with the future demands placed upon the network by systems such as CRM and Document Management.	
Contribution to implementing e-government An essential core component on which to run all the Authority's systems.	
Key milestones for NYMNP 05/02: Begin installation of high capacity file servers. 01/03: Installation of new network backup device and migrate to Active Directory Services (ADS). 07/03 – 04/04: Further server installations	
Qualitative benefits Necessary foundation work for all software systems. The upgrades will bring higher network speeds, greater storage capacity, more manageable & resilient disaster recovery and backup, and improved systems management over an expanding network. Reduced maintenance costs over following years.	

	2002/03	2003/04	2004/05	2005/06	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
IEG money used	20	18	15	15	68
Other funders	0	0	0	0	0
Total Project costs	20	18	15	15	68
Financial benefits	0	2	2	2	6
Net effect of project (Total Project Costs- Financial Benefits)	20	16	13	13	62

Project Name: Desktop PC Upgrades	Project no. 16
Managed by: North York Moors NPA Performance Monitoring & Management Committee & Internal e-Government Working Group.	
Partners: None.	
Project Objectives: Ensure a minimum specification of workstation for staff.	
Contribution to implementing e-government Upgraded systems being implemented as part of IEG require a minimum specification of workstation to run effectively.	
Key milestones for NYMNP 04/02-12/05: Replace oldest PCs.	
Qualitative benefits Improved speed and stability of workstation for staff who will be required to use an increased range of systems. Reduced maintenance costs over following years.	

	2002/03	2003/04	2004/05	2005/06	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
IEG money used	10	15	15	15	55
Other funders	0	0	0	0	0
Total Project costs	10	15	15	15	55
Financial benefits	1	2	2	2	7
Net effect of project <i>(Total Project Costs- Financial Benefits)</i>	9	13	13	13	48

Project Name: Mobile Technology	Project no. 17
Managed by: North York Moors NPA Performance Monitoring & Management Committee & Internal e-Government Working Group.	
Partners: None.	
Project Objectives: Investigate the use of handheld mobile technology for staff in the field.	
Contribution to implementing e-government Electronic transfer of data between field staff (including staff on site visits) and central systems – so improving efficiency and improving data integrity.	
Key milestones for NYMNP 04/02-12/05: Test PDAs with Authority systems.	
Qualitative benefits Field-based staff will have access to corporate data downloaded to the mobile device or use Internet to link to the office. More efficient data collection through being able to upload data collected in the field into corporate systems.	

	2002/03	2003/04	2004/05	2005/06	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
IEG money used	1	1	1	0	3
Other funders	0	0	0	0	0
Total Project costs	1	1	1	0	3
Financial benefits	0	0	0	0	0
Net effect of project <i>(Total Project Costs- Financial Benefits)</i>	1	1	1	0	3

Project Name: Members' Information Access	Project no. 18
Managed by: North York Moors NPA Performance Monitoring & Management Committee & Internal e-Government Working Group.	
Partners: None.	
Project Objectives: Ensure Authority Members have better access to Authority data.	
Contribution to implementing e-government Improved access to information by Members via the Internet. Some Members also represent other local Authority committees and as such already have PCs supplied to them. Supply of resources to Members will be coordinated with other local authorities.	
Key milestones for NYMNP 07/03: Set up PCs and Internet access for Members without existing. 07/04: Upgraded WAN and VPN facilities will enable Members to access the intranet as well as the Authority's website.	
Qualitative benefits Improved access to information for Members; less reliance upon paper.	

	2002/03	2003/04	2004/05	2005/06	Total
	£'000s	£'000s	£'000s	£'000s	£'000s
IEG money used		4	1	1	6
Other funders		0	0	0	0
Total Project costs		4	1	1	6
Financial benefits					
Net effect of project <i>(Total Project Costs- Financial Benefits)</i>		4	1	1	6

6.2 Appendix 2: IEG Transactions Monitoring Report

Column A	Column B	Column D	Column F	Column J	Column M	Column N	Column O	Column T
Code	Interaction	E-deliverable - notes	E-deliverable	Actions required	Dependency	Progress	Priority (1=low; 9=high)	Achieved Now
Providing Information								
A1	Provision of general information about the planning process, e.g. guidance leaflets		1	Planning procedure guidance to be drafted and posted on Authority website or link to Planning Portal.	K3	Link to Planning Portal and their general "guides". Planning permission for ponds - FAQ.	9	1
A2	Provision of Planning Register and information on received applications including copies of plans, images and reports relating to applications.		1	Provide further info on each application. Online publishing of full register may need to await national developments	J3, J4, K3	Making full register available requires development of new Planning system. List of recent apps and reports for those apps which are going to committee and involve public interest are published.	3	
A3	Planning Committee agendas and minutes and decision notices		1	Establish report format to enable easy publishing on website	K3	Done via pdf.	2	1
A4	Planning histories for land within the National Park		1	Should be integrated with the national Land Use gazetteer /National Land & Property Gazetteer?	J3, J4, K3	NLPG related data is required. Also on-line GIS will be of great benefit.	2	
A5a	Local search information		1	As above	K3,J3,J4	Notes required on using web-based search tools once GIS capabilities go live.	7	

A5b	Land charge searches for Districts		1	eMailed search procedure started 1 July 2002			9	1
A6	General information about land search procedures		1	Land search guidance to be drafted and posted on Authority website	K3	Notes required on website and links to Districts.	9	1
A7	Provision of general information about planning enforcement policy		1	Planning enforcement guidance to be drafted and posted on Authority website	K3	Notes which are going to committee need to be drafted for web.	7	
A8	Enforcement Register		1	Planning enforcement register to be drafted and posted on Authority website	K1,K3	Making full register available requires development of new Planning system	5	
A9	Provision of information on the Local Development Plan and inquiries etc.		1	Full documents to be published on website	K1,K3	Do when final copy available - expected Jan 03.	5	
A10	Publish Inspector's report into revised deposit of Local Plan		1	Revised deposit to be published on the Authority website when it is available	K3		9	1
A11	Provision of information on the National Park Management Plan and inquiries etc.		1	Full documents to be published on website or downloadable from web	K3		2	
A12	Publish consultation draft of National Park Management Plan		1	Consultation draft to be published on the Authority website (or downloadable from) when it is available	K3		2	

A13	Provision of information on the BVPP		1	Full document to be published on the website	K3		7	1
A14	Publish performance against the BVPP		1	Full documents to be published on the website	K3		7	1
A15	General information about community projects and programmes being developed / delivered by the NPA		1	Community projects information to be drafted and published on the Authority website	K3	DAPA info & links required. First version of local products directory available soon. Links to YRCC, DCs, NYCC, CA, sustainable development fund?	7	1
A16	Definitive map enquiry or enquiry about extent of access etc.		1	CROW Act will increase complexity and need to maintain up to date information – national database with CA being developed.	K1,K3,K4, K5,H3	On-line form for definitive map enquiry. See also D7 (same form).	4	1
A17	Educational information for Student / Teacher / Group Leader etc.		1	Need to review and maintain educational; information on Authority website	K3	In progress	7	
				Potential for collaboration with other NPA's on national website	H1,K3			
A18	Visitor information about the National Park area, events, festivals, places to visit, visitor accommodation etc.		1	Need to continually review and update visitor information in the light of enquiries and feedback.	H2,K3	In progress. Also Levisham info - MG.	9	

				Potential for local/regional collaboration with partner local authorities providing tourist information – and with Regional Tourist Boards and the British Tourism Council on a national database.	H1,H3,K3		6	
A19	Information on public transport routes, timetables etc.		1		K3	Timetables are on-line. Investigations into incorporating a journey planner are being carried out.	2	1
A20a	Information on archaeology, listed buildings, conservation areas etc.		1	Need to draft information for publication on the Authority website	K3	Generalised textual information, links to other sites where appropriate, request form for further info (directed to specific mailbox). Can analyse these requests to decide whether additional information is required to go on-line.	2	1
A20b			1	Need to draft information for publication on the Authority website	K3	Link to Local Plan Conservation Areas chapter.	2	
A21	Information on wildlife, habitats, biodiversity, environment etc.		1	Need to draft information for publication on the Authority website	K1,K3	As above. Also, LBAP being produced. Advice notes: need revision before publishing. Link to RSPB.	7	1

A22	Information regarding felling licences, hedgerow consents, TPO's etc.		1	Need to draft information for publication on the Authority website	K1,K3	Register could be put online or link to, say, Forestry Commission.	4	1
A23	Information on status of agricultural land , etc.		1	Need to draft information for publication on the Authority website	K1,K3	Text - AFH. Environmental impact assessments. LFA boundary - link to DEFRA. Also links with Magic/LaMIS/RIP projects.	4	
A24	Information available about forthcoming public meetings being held by the NPA		1	Establish report format to enable easy publishing on website	K3	Being provided to Info section by LMP.	8	1
A25	Minutes of NPA public meetings		1	Establish report format to enable easy publishing on website	K3	Authority & Planning minutes at moment. Others to follow.	7	
A26	Information about grants offered by the Authority		1	Need to draft information for publication on the Authority website	K3	Conservation grants - buildings, etc.	7	1
A27	Information about other grants available in the National Park area		1	Need to research and draft information for publication on the Authority website	H3,K3		4	
A28	Maps showing areas of Rangers/Planners/ROW Officers/Farm Scheme/FRCS, etc				K3	Can produce jpg images of staff areas.	5	PS OK
Providing benefits and grants								
B1	Apply for agricultural or woodland grants	Requires signed form	0	Requires links to DEFRA and FC	K3	UMS grants - Rangers. Information and forms.	5	

B2	Apply for conservation grant, eg WES.	Requires signed form	0	Investigate use of electronic signatures?	K3	Need link to EN	7	
B4	Village Improvement Scheme, Community Grants, Sustainable Development Fund, etc	Requires signed form	0	Investigate use of electronic signatures?	K3	Can provide information. Further discussion with Rangers required. SDF - Petra/TG.	4	1
B5	Business Grants, eg DAPA				K3	Information & links required. TG/LS	7	
Consultation								
C1	Formal consultations upon receipt of completed planning application		1	Consultees could be notified by E-mail but could be inconsistent until all consultees obtain E-mail facility	J4,K1,K3	Begin with sending consultations via email. Eventually point consultees to published information on website.	5	
C2	Receive representations on planning applications		1	E-mail can be received now but need to develop form for Authority website	J4,K1,K3	Can receive emails - publish email address at appropriate part of website.	5	
C3	Receive representations on consultation drafts of Local Plan		1	E-mail can be received now but need to develop form for Authority website	K1,K3	Can receive emails - publish email address at appropriate part of website.	5	

C5	Receive representations on National Park Management Plan consultations		1	E-mail can be received now but need to develop form for Authority website	K1,K3	Can receive emails - publish email address at appropriate part of website.	5	
C6	Receive consultations on the BVPP		1	E-mail can be received now but need to develop form for Authority website	K1,K3	Can receive emails - publish email address at appropriate part of website.	5	
C7	Put forward a new proposal or comment on existing community projects / programmes being led by the NPA		1	E-mail can be received now but need to develop form for Authority website	A15,K3	Feedback form	4	1
C9	Member of public able to lodge a complaint or comment about the Authority		1	E-mail can be received now but need to develop form for Authority website	K3	Details of complaints procedure complete. On-line complaint form required - submit to complaints@northyorkmoors-npa.gov.uk.	7	1
C10	Member of public able to submit a question to an Authority meeting		1	E-mail can be received now but need to develop form for Authority website	K3	Details on public speaking at meetings complete. On-line forms required to (a) submit question to Authority - but submitter must attend in person to speak; (b) for Planning Committee, submit intention to speak.	5	
C11	Public path orders		1		K1,K3	Existing pdf used for consultations will be published on web.	7	1
C12	ROW Closures		1		K1,K3,H3	As above	7	1
Application for services								

D1	Apply for planning permission and advise applicant that application received and complete / or if further information required		1	As initial step provide downloadable planning application forms on the Authority website	J3,K1,K3	First step to provide a downloadable pdf of the application form and associated docs.	9	1
				Ultimately, link in with work being undertaken at national level for online submission of applications	J3,K1,K3	Further developments will benefit from links with new Planning system		
D2	Responding to specific pre-application enquiries regarding the need for planning permission etc.	Partially	1	Requests for guidance can be made by phone, fax or e-mail and simple questions answered but specific enquiries may require a site visit	H2,J3,K1,K3	email facility on web + FAQs	5	1
D3	Submission of Authority case to DTLR in the case of planning appeals		1	Requires agreed procedures with DTLR		No place on website. Can be done via email.	7	
D4	Receive formal request for land search information from partner local authority		1	District councils request information on a paper based system and need to agree new procedures	J3,J4,K1,K3	Now receiving.	7	1

D5a	Receive request for land search information from the public		1	Requests for land searches currently referred to district councils – ultimately, may be addressed by national land use gazetteer	J3,J4,K1,K3	Short term - email enquiry.	7	1
D5b			1		J3,J4,K1,K3	Long term - GIS & on-line register.	7	
D6	Notification by member of the public of unauthorised works for planning enforcement and acknowledgement of notification and progress updates on enforcement notifications		1	Can notify by e-mail, phone or fax but specific form needs to be prepared for the Authority web site	J4,K3	email enquiry.	3	1
D7	Notify the Authority of a right-of-way complaint / issue, e.g. path obstruction		1	Can notify by e-mail, phone or fax but specific form needs to be prepared for the Authority web site	K1,K3,K4,K5	Same form as A16.	7	1
D8	Request for path order, e.g. diversion or stopping up etc.		1	Request for guidance - but enquiries will require a site visit.	K3	Guidance notes to be published. Fact that definitive map is accurate only up to 1:2500 and some diversions require 1:1250 accuracy - site visits required.	4	
D9	Authorisation for gates or stiles		1	Application form - via website (with grid refs)	K3	Interim form. Could also display ROW items as database/GIS.	7	
D10	DMMO application		1	Application form - via website (with grid refs)	K3	Provide downloadable form but apps need signature.	4	

D11	Out-of-hours emergency contact service		1	This is possible via duty Ranger but level of provision and access needs to be reviewed	K4,K5	Check with RG.	2	
D12a	Specific enquiries regarding listed building status and the need to apply for consents etc.		1	Specific form needs to be prepared for the Authority web site	K3	email enquiry.	3	1
D12b			1		K3	link to on-line GIS and listed building information. Could publish list of listed buildings?	3	
D13	Apply for listed building consent		1	As initial step provide downloadable LB consent application forms on the Authority website	J4,K3	Short-term - downloadable pdf.	1	1
				Ultimately, link in with work being undertaken at national level for online submission of applications	J3,J4,K1,K3		1	
D14	Apply for Scheduled Ancient Monument consent		1	SAM consents dealt with by EH but scope for better information or website link	J3,K1,K3	Link to EH?	7	

D15	Specific enquiries regarding conservation status and the need to apply for consents etc., e.g. SSSI's, etc.		1	Specific enquiries may require a site visit or referral to EN. Should be identified in national land use gazetteer.	J3,K3	Link to JNCC, RSPB, EN	7
D16	Apply for consent to undertake operations in SSSI's etc.		1	SSSI consents dealt with by EN but scope for better information or website link	K3	Link to EN	7
D17	Apply for felling licence		1	Need to apply to FC but may be potential for delegation to NPA	K3	Link to FC	7
D18	Apply for hedgerow consent	Requires signed form	0	Investigate use of electronic signatures?	K1,K3	Interim measure to provide downloadable form as a Word doc or PDF.	7
D19	Apply for consent to lop or fell tree covered by TPO or in conservation area	Requires signed form	0	Investigate use of electronic signatures?	K1,K3	As above.	7
D20	Specific request for educational information by Student / Teacher / Group Leader / public etc.		1	Can notify by e-mail, phone or fax but specific form needs to be prepared for the Authority web site	K3		7
Booking venues, resources, courses							
E1	Requests for provision of guided walks / talks etc. by Rangers and other staff / members		1	Specific form needs to be prepared for the Authority web site	K1,K3	Needs further investigation.	2

E2	Request to book education services / activities		1	Specific form needs to be prepared for the Authority web site	K1,K3		7
E3	Request to book committee room or other NPA resource		1	Specific form needs to be prepared for the Authority web site	K1,K3		2
E6	Ability to book public transport to and from the National Park and within the Park	Yes – but not by NPA	0	Not necessary with Moorsbus		Further investigation with WSB.	1
Paying for goods, services							
F1	Collecting planning application fees		1	Approach to the receipt of payments via internet and phone needs to be researched and developed. Potential for collaboration with neighbouring authorities and/or other NPA's and/or bank/building society	J4,K1,K3,K7		1
F2	Collecting rents, fees from land and property lettings		1		K1,K3,K7	Investigate use of BACS?	4
F3	Information available on range of products and services provided by the Authority		1		K1,K3,K7		7
F4	Customers able to order products, services etc. on-line, through e-mail, by fax and/or over the telephone		1		K1,K3,K7		6
F5	Collecting payments for committee room bookings		1		K1,K3,K7	Not required on web - use BACS where appropriate.	4

Providing access to community, professional or business networks								
F6	Provide links to community websites.		1					2
F7	Links to other professional or business networks not included in any of the above transactions.		1					2
Procurement								
G1	Authority staff able to research product information and prices on-line		1			DONE		7 1
G2	Authority able to order products, materials etc. on-line		1			Check preferred Government commercial partners and create links from intranet.		7 1
NPA Partnership Projects								
H1	UK National Park Web Portal					Tendering process - August. Contractor to begin work in October.		9
H2	CRM					Project Officer to be appointed and located at LDNP. LD, PD, NYM to be pilots for this year.		9
H3	Rural Information Network				K11	PJB now lead Officer. Liaison with Magic and LaMIS projects. Pilot in NYM.		9
Local Partnership Projects								
J1	Wide Area Network Upgrade					NYCC have begun installing equipment.		9

J2	Community Access facilities						4
J3	National Land and Property Gazetteer						
Hardware/Software Support Systems							
K1	Additional data storage capacity; intranet improvements						
K2	Desktop PC replacements					Programme started 1 June 2002. Enabled through IT secondment post.	5
K3	Development of Authority Website						9
K4	Telephone system				K5	Contract to be awarded July 2002	9
K5	Cabling					Contract to be awarded July 2002	9
K6	Document Management System				H2,K12	Integration with CRM essential and integration with Planning system desirable, so need to await progress on CRM & Planning systems before investing in separate DMS.	7
K7	Financial System upgrade					Exchequer system investigated. NYCC Financial Services to be involved.	9
K8	Electronic tills for TICs						4
K9	BACS				K7	Initial specs have been sought.	4
K10	Members' PCs					Inventory of what Members have provided by other Authorities and assessment of needs are required.	2

K11	Data entry: Phase 1 resurvey				H3	An integral dataset for the Rural Information Services project; a data entry programme will start with entering target notes in July 2002.	5	
K12	Planning system (DC)				H2,K12	New systems are being investigated - other NPAs have been invited to presentations.	9	
	<i>Total transactions to be e-enabled</i>			71		<i>Total transactions e-enabled as at 10/02</i>	29	
						Total percentage of transactions e-enabled at 10/02	41%	

6.3 Appendix 3: Glossary of Abbreviations

BACS	Banking Automated Clearing System
CRM	Customer Relationship Management
CROW Act	Countryside Rights of Way Act
DEFRA	Department of Environment, Food and Rural Affairs
DIP	Document Image Processing (see also DMS)
DMS	Document Management System (see also DIP)
eGIF	e-Government Interoperability Framework
EPOS	Electronic Point of Sale (electronic tills)
GIS	Geographic Information System
ICT	Information & Communications Technology
IEG	Implementing Electronic Government
IP	Internet Protocol
LaMIS	Land Management Information Service
LAN	Local Area Network
LLPG	Local Land & Property Gazetteer
Magic	Multi-Agency Geographic Information for the Countryside
NLIS	National Land Information Service
NLPG	National Land & Property Gazetteer
NPA	National Park Authority
NSG	National Street Gazetteer
NYCC	North Yorkshire County Council
NYMNPA	North York Moors National Park Authority
OS	Ordnance Survey
PDA	Personal Digital Assistant
PMM	Performance Monitoring & Management Committee
SMS	Simple Messaging Service (mobile phone text messaging)
RIN	Rural Information Network
XML	Extendable Mark-up Language
VPN	Virtual Private Network
WAN	Wide Area Network