

# **South Derbyshire District Council**

## **Implementing e-government Statement**

**October 2002**

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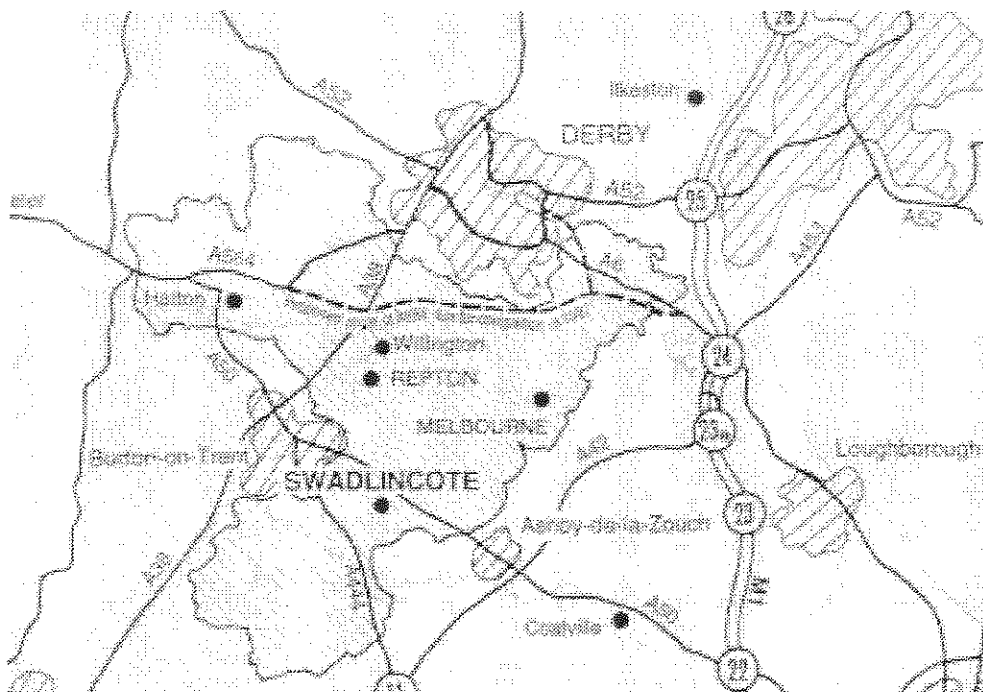
**Version: 2.3**

# South Derbyshire District Council

## 1. The Council's Vision and Objectives

### 1.1 Introduction

The Council is one of South Derbyshire's largest businesses. We employ 310 people and currently spend about £27million annually.



Source:

South Derbyshire District Council is based in Swadlincote which is shown on the above map, this means that our administrative offices are not always practical for people living in the rural area's of the district. As part of our e-Derbyshire strategy it is very important our services are made accessible to citizens living across the whole District regardless of their location.

Partnerships with surrounding areas such as Burton-upon-Trent and Derby are also important. Many South Derbyshire residents naturally look to these areas to work, shop and for their leisure pursuits. Closer links with these areas can improve access to Council information.

Some other facts and figures about the Council and the area:

- for almost two decades, South Derbyshire has been the fastest growing district in Derbyshire. The current population is estimated to be 82,500.

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- unemployment levels are low (2.4% compared with 4.0% nationally). However, the standard of living in some parts of the district is poor, with individuals excluded for financial and other reasons from playing a full part in the life of the community. The areas concerned are mainly Swadlincote and the villages of the former South Derbyshire Coalfield.
- about 25% of the National Forest area lies in South Derbyshire
- 22 Conservation Areas (areas of special architectural or historic importance) have been designated
- the district has 3 Leisure Centres (at Swadlincote, Etwall and Melbourne), 45 playgrounds and parks and 6 cemeteries
- 72% of homes are in Council Tax bands A-C
- 3725 homes are rented from the Council.

Like all businesses, we need to plan for the future and to have a clear idea about what sort of organisation we need to become in order to meet the needs and aspirations of the community.

### 1.2 Our Vision

E-Government is an essential tool in helping the Council to deliver its strategic vision.

In July 2001 our stated vision was to be:

*'a top performing Council which cares, gives quality, value for money services and promotes quality of life'*

in 2002 this has progressed

*'to promote and enhance the social, economic and environmental wellbeing of the community through the provision of cost effective, customer focused services'*

*South Derbyshire Corporate Plan 2002-3*

### Guiding Principles

The Council has established a number of guiding principles to govern the way it operates. In essence these describe the type of Council we want to be. The principles are set out in italics, together with an explanation of how the IEG Statement sets out to facilitate these guiding principles, where relevant.

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- *making decisions openly and with integrity*
- *being accountable to the people of South Derbyshire for our decisions*
- *involving the community in choices about services and local priorities*

Essentially, these principles are about the way we interact with the people that we serve. In terms of the IEG Statement:-

- We have developed a new web-site to increase the information available to local residents. In particular this provides
  - ✓ information on all Council decisions
  - ✓ a means for the public to provide feedback to the Council about its services
  - ✓ a means of providing information for consultation purposes – including key Council strategies (e.g. the IEG Statement)
- *being open and responsive to change*
- *treating people fairly and promoting equality of opportunity in employment and service provision*
- *providing reliable and responsive services to our customers*
- We are looking at ways to provide more equal access to information and Council services to people living away from the main administrative offices.
- We want ultimately to be able to provide 24/7 services in a number of different forms using the Council web-site for information purposes and using on line transactions e.g. payments, applications for services via the web-site and also call centres and call management systems.
- For a small council we can enhance reliability by using IT systems to help us work more closely with other councils to share expertise and indeed peaks and troughs in workload that help us to deliver a more consistent service.
- *working with partners in the public, private and voluntary sectors to achieve more than we can on our own*
- We recognise we can make even better use of IT resources by working in partnership with other Councils.
  - ✓ We are part of the Derbyshire IT Partnership which has secured some £2m of Government IT funding aimed at joining up local councils and public bodies across the County
  - ✓ We have received £1.25m invest to save funding by working in partnership with 4 other local councils in Derbyshire as a means of improving key benefits services.
- We also want the Council web-site to become a focus for community-based information.

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- ***ensuring that the actions we take are sustainable in the long term***
  - The Council is concentrating on putting in place key building blocks for delivering effective IT Solutions. This includes upgrading the Council network and infrastructure.
  - This recognises that new technology is only as good as the underlying network that it supports.
    - ✓ The purchase of new servers to carry our initiatives forwards.
    - ✓ The purchase of desktop and mobile technology to improve the speed of service delivery.
    - ✓ Installation and upgrade of the Council's internal and external communications infrastructure via a new internet server and access channels.
  
- ***valuing employees and the essential role they play in service provision***
  - We recognise that effective use of IT can help the wellbeing of staff by promoting more flexible working arrangements.
  - We can make ourselves a more attractive employer by using technology to provide the flexibility to vary the time and location of work for many of our staff.

### **Council Key Aims**

We recognise that over the next 3 years the way we deliver services will need to change as we try to achieve our challenging vision. However it is important that the way we operate is not simply a means in itself. The key will always be whether we have made a change to the quality and effectiveness of the services our customers receive not just the way in which they are delivered.

The Council's Key Aims in terms of service delivery are set out below:-

- 1 to strengthen and develop the local economy through support for business development and inward investment.***
- 2 to safeguard and enhance the natural and built environment***
- 3 to address the needs of South Derbyshire residents for good quality homes, of a variety of tenures, located in well planned and safe environments***
- 4 to promote the health and welfare of all sections of the community, including access to leisure and cultural activities***

- 5 *to secure continuous improvements in the quality and efficiency of services provided by the Council*
- 6 *to manage resources efficiently and effectively*
- 7 *to listen to, represent and provide leadership to the people of South Derbyshire in local, regional and national arenas*
- 8 *to support the development of the National Forest and its enjoyment by residents and visitors*

#### **1.4 The National Vision Delivered at a Local Level**

The national strategy sets out a vision for e-government. As is the case with many national strategies this can be very general and apply more readily to much larger organisations than our own. Nevertheless we have tried to translate this vision to make it relevant to South Derbyshire District Council and the people that it serves.

##### ***Joined up Services***

As a district council we are one of three tiers of local government that operate in our area. This can be confusing to the customer, who simply want their "council" be it county district or parish to sort out their problem.

- We are investigating joining with the County Council and other Derbyshire Districts to introduce a call centre to deal with all council enquiries within our district. Government funding has been secured for this.
- We want to make our own web-site the focus for community information across the whole of South Derbyshire by improving local links and being part of the Derbyshire portal improving access to electronic services across Derbyshire.

**Accessible** – with some 51 parishes spread over yy hectares we cover a diverse area. This can means that our services and offices are not allways physically accessible for the people of South Derbyshire. With yy% of the population of working age and zz in work, often outside the district, many residents want to access our services outside of normal office hours.

- We want our web-site to provide more information and access to services 24 hours a day 7 days a week (24/7)
- We want to extend phone contact with our offices beyond the 9 to 5 to allow people to have their basic queries answered by a voice at the other end of the line.
- Provide the local community with an effective and useful web portal for council services, local information and exchange of ideas, promoting a greater sense of community for the area.

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**Delivered or supported electronically** – we recognise that savings can be made by helping people to provide information on line and carry out transactions on line.

- We want people to be able to pay their council bills, apply for services, provide feedback on our services on line and we want to reply back to them on-line.
- We are committed to the NLIS project.
- Provide officers and members better access to information so that they can deal with members of the public more effectively.

**Delivered Jointly** – as a relatively small Council we recognise that we can gain much by working in partnership with other councils.

- Where possible, we are seeking to use similar systems to our neighbours and indeed are seeking to procure systems jointly with them. (Invest to Save Bid for Revenues & Benefits)
- We want to be able to share expertise with other Councils and look at how we can use IT to deliver services in partnership as a means of providing more consistent and quality services.

**Delivered Seamlessly** – much of our information is property based and customers can be frustrated when they have to inform a number of councils and indeed departments that their property details have changed.

- We are committed to the land and property gazeteer as a means of simplifying property based transactions and holding information on properties in a central area.
- To improve the internal communication between different parts of the Council, so that inefficiency and duplication is eliminated.

**Open and Accountable** – we have a real challenge to regain the interest and enthusiasm of the public in the services we provide. In this we are little different to other Council and indeed we like to think that we invest more time and effort into seeking their views than many of our neighbours.

- We want to use our web-site as a means of providing more information about Council decisions and how they affect the public
- We want to provide easier access for members of the public to consultation papers and seek their views and feedback on the way we deliver our services.
- To improve the quality of management information regarding South Derbyshire District Council's performance in the delivery of services to its customers to improve the quality of decision making.

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**Used by e-citizens** – it is little use providing electronic information if local people do not want or do not have the knowledge and skills to access this information.

- We take whatever opportunity we have to publicise the Council web-site as a source of key information.
- We want to work in partnership with other public bodies to promote this access to services but we also rely on awareness raising at the national level.



## 2. Priority Outcomes & Services

### 2.1 Our Phased Approach to achieving E-Government

#### PHASE 1

Like any other major change, e-government relies on strong foundations if it is to be successful. We are placing great emphasis on making sure that these strong foundations are in place.

These include:-

- **Putting in place the key e-government infrastructure**
  - ✓ The Council has updated and upgraded its existing web-site to extend the range and quality of information available and also to begin to move to greater interaction
  - ✓ The council is reviewing its GIS requirements with a view to enabling greater public access to map-based information
  - ✓ Document Management is already used within the Council and we are looking to extend its use more widely.
- **Reviewing and updating the council's core computer systems to ensure that they are compatible with electronic service delivery.**
  - ✓ The Council will replace its financial information system in 2003. This will provide a major step forward in e-enabling the whole range of council financial transactions, including e-procurement.
  - ✓ The Council will replace its revenues and benefits system in 2003 again with a view to enabling more electronic transactions
  - ✓ Planning and Building Control systems will be upgraded to enable more interactive public access to the information they hold as well as enabling the public to apply for services through this route.
- **Ensuring that the Council network is robust and can handle increased traffic generated by new council systems**
  - ✓ The Council will upgrade its network by 2003 to make sure it can handle extra data traffic
  - ✓ The Council will look to introduce more sophisticated telephony based on new technology to provide more flexible call handling.
- **Joining key national projects to ensure that this Council is keeping in step with national e-government plans**
  - ✓ We are moving to full compliance with the National Land and Property Gazetteer project
  - ✓ The council is contributing to the National Land Information Service Project.

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**PHASE 2**

Implementing e-government requires considerable resources. The Government is making a contribution to some of these costs but still the largest share is to be found by local councils. As a small local council we need to look at how we can take advantage of the benefits of e-government at an affordable price. This means that the next phase of e-government development will depend heavily on working in partnership with other councils.

Some of the things we are hoping to implement in this way include the following.

- Single e-Procurement system in Derbyshire, with a view to moving to paperless invoicing and payment services, together with faster payments to businesses.
- Shared geographical information systems, with multiple layers of shared information. This would support planning applications, property portfolios, Crime and Disorder Act, road design, strategic applications and mapping systems.
- Shared local government portal to improve access to services provided by local councils, public bodies and voluntary organisations in the Derbyshire and South Derbyshire area.
- Development of joint contact centre and customer relationship management system as a means of extending access to our services beyond core hours and improving efficiency in terms of a first line response to our customers questions and request for service.

In this second phase we also want to ensure that we are making a difference in the way our staff work and use technology

- We will pilot more home working as an efficient means of undertaking tasks and helping to recruit and retain key staff.

**PHASE 3**

This is really at a more national perspective. We recognise that to move forward in the following areas requires support and co-ordination at a regional and national level.

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- LASER project to join up electoral registration systems and pave the way for electronic voting.
- Digital TV as a means of expanding access to key council information systems.

The table below identifies the key projects and the benefits we consider that they will produce.

1	Citizen access to on-line information systems and information	Increased access to community information and involvement. Access points available to all sections of population.	Any savings will depend on approach to financing citizen access. Reduced reliance on office-based services and reduced election costs.	
2	Establish on-line partnership links	Common use of GIS. Improved delivery of services.	Lower licence charges	
3	Enhancement to SDDC web site (e-forms)	Greater provision of information to the community, ability to access 24/7 services On-line payments, enquiries, on-line form filling, bulletin boards	Reduced reliance on office-based services. Save management costs through time for professional staff.	2001-2005
4	Web-enablement of existing systems	Allow on-line access to citizens of South Derbyshire to planning, health, housing. 24/7 accessibility.	Professional staff savings. Administration savings.	2001/02/03
5	Contact Centre set-up	Improved access towards ALL services in Derbyshire via one-call number. Shift work allows better adaptation to working patterns.		
6	NLPG/NLIS integration	Move towards common national property database. Ease of enquiries.	Reduction in administration costs.	2002
7	Revenue Systems Replacement	Web-enabled access to on-line information for payers and claimants. Greater local accountability. 24/7 access.	Expected savings from 250,000 annual central support costs. Reduced reliance on in-house development. Reduced processing/administration cost	April 2003
8	Financial Systems Replacement	Web enabled access to on-line information. On-line payments and invoicing, improved management reporting.	Expected savings from central support costs. Reduced reliance on in-house development.	April 2003
9	E-procurement	Give access to current negotiated prices from recommended suppliers. Speed up process of tendering, procurement of services, payments.	Lower administration costs and lower costs for supplied goods and services. Overall est. savings of 10% with savings up to 15% for hardware.	
10	Develop Intranet	Better in-house information delivery and reduce duplication and printed material. Allow recommended equipment specifications to be publicised and orders to be generated on-line. Links to extranet services.	Reduction of print costs. Reduced administration costs.	2001-2005
11	Extension to Document Image Processing	Reduce storage of paper-based information. Speed up enquiries. Move closer to one point of information access. Enable close partnership & joint working.	Reduced storage costs, reduction of paper-based procedures and lower administration charges.	
12	Enable home-working.	Better access for principal officers, council staff and members. Flexibility and better quality of work	Reduced administration costs. Potential reduction of office accommodation costs.	2003/04

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		environments.		
13	Infrastructure development/ upgrade	24/7 access to existing and new systems. Enable the infrastructure to be able to take-on the increased traffic efficiently. Maximise access times, security and minimise risk – towards BS7799.	Reduced administration costs. Efficiency savings. Empower speed of access.	2001/2002
14	Skills/ESD Training	Ability to maintain ESD systems. Develop integration. Manage projects. Improved risk management through release of reliance on 3rd party suppliers.	Contract savings.	2001-2005

### 3.0 Self Assessment of Local E-Organisation

In 2001 we conducted a self assessment of our services in-line with the stated IEG aims. The conclusions indicated that the Council was on-target with stated government objectives for IEG in year 1 of the process, however, the audits conducted allowed us to address areas for improvement towards the successful implementation of ESD.

In March of this year the Government published its national e-government strategy, almost 12 months after requesting local councils to prepare their own implementing e-government strategies.

This section considers how this Council is delivering and indeed plans to deliver against the five key themes identified in the national strategy.

#### 3.1 Theme 1 - Transactions

The table below shows how the Council seeks to achieve the 100% e-government target as defined by the Best Value Performance Indicator 157. Essentially it look at how many ways there are to achieve different types of electronic transaction e.g. using internet, digital tv, kiosks etc and how many of these have been implemented already.

This indicator has evolved and undergone considerable change since its inception and as still far from certain. In essence it provides a moving target that is even more challenging to hit than a static one.

Interaction Type		Actual 2001/2	Forecast			Target Dec 05
			2002/3	2003/4	2004/5	
Providing Information	Types	5	5	5	5	5
	%	40%	40%	60%	60%	100%
Collecting Revenue	Types	6	6	6	6	6
	%	33%	67%	100%	100%	100%
Benefits & Grants	Types	2	2	2	2	2
	%	nil	nil	50%	50%	100%
Consultation	Types	3	3	3	3	3
	%	nil	nil	33%	33%	100%
Regulation	Types	2	2	2	2	2
	%	nil	nil	50%	50%	100%
Application for Services	Types	2	2	2	2	2
	%	nil	nil	50%	50%	100%
Booking Services	Types	4	4	4	4	4
	%	nil	nil	50%	50%	100%
Paying for Services	Types	1	1	1	1	1
	%	nil	nil	100%	100%	100%
Access to Business	Types	1	1	1	1	1
	%	nil	nil	100%	100%	100%
Procurement	Types	2	2	2	2	2
	%	nil	nil	nil	50%	100%
Total	Types	28	6	18	19	28
	%	14%	21%	64%	68%	100%

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No doubt the measurement of this target will continue to evolve and it would be unrealistic for any council to claim that when they achieve 100% as defined in their current statements all their services will be truly e-enabled. Technology changes and so do the demands of our customers. Nevertheless the target still provides a means of helping us to track how we are striving to use new technology to improve public access to our services.

The key areas of activity to achieve this target are listed in detail in Section 2 above and are summarised below:-

- **Web-site** – to provide more interactive 24/7 transactions
- **Customer Relationship Management System/contact centre** – to extend hours of access to front line advice to council residents and improve efficiency of service delivery
- **Kiosks** – to provide information on Council services and basic transactions at remoter locations within the district
- **Financial Management System** – to facilitate electronic payments and collection of revenue as well as procurement of goods and services
- **E-forms** – to make it easier for customers to apply for services on-line and cut down on costs of processing
- **Online surgery and bulletin boards** – as a means of expanding opportunities for consultation and seeking public views
- **Web Portal** – to join up access to Council and indeed other public sector services across Derbyshire and within South Derbyshire.
- **Procurement** – initially this will look at national schemes but will depend on how cost effective they prove and whether they give the opportunity to encourage local suppliers and business.

In addition the plans will also consider opportunities to take advantage of the following technologies if these arise.

- **Digital TV** – to improve access to services for those who do not have access to the internet but can access digital TV. This will depend on private sector activity within our area.
- **On-line voting – LASER** – the council is committed towards embracing this national project as it becomes defined.
- **Smart Cards** – we would only seek to introduce this system in partnership with other bodies.

### 3.2 Theme 2 – Access Channels

The priorities for improved access are set out in 1.4 above. This council wants to address particular access problems in relation to a dispersed population and recognise that many of its residents want to gain access to our services and make enquiries outside of normal working hours.

As the Council expands the opportunities available to deliver services by electronic means it wants to make its residents aware of their availability. There is still a need to proceed with some caution, with the danger of raising expectations that cannot be met immediately. This can provide a real barrier to the public using the new services.

We have introduced a new web-site and generated local publicity for that site. We are also ensuring that all key publications in the future will publicise the web-site as a ready source of information on Council services. In terms of other electronically delivered services they will be advertised in publications relevant to that service.

It should be emphasised that while the District Council is keen to make its contribution to raising awareness of its electronic services, it also relies on other bodies at a more regional and national level. These include the County Council, regional government offices and indeed central government. We are already developing close partnerships with other Derbyshire authorities and are looking at other cross-border partnerships with our neighbouring councils.

In terms of specific access channels the Council will direct its own resources at

- **Local Service Web-site** to provide interactive council services
- **Telemetry** – to give its residents more opportunities to access and request services via telephone 24/7

The Council recognises that it will be difficult for it to move forward unless it begins to update its back-office systems that underpin all of the services that it provides at the moment. These systems were developed within the Council, often many years ago and are not now compatible with electronic service delivery. Particular emphasis is being placed on introducing replacements for these core systems to improve overall efficiency and make significant steps towards electronic service provision.

- **Financial Management System** – will extend the ability of our customers to make and receive electronic payments. It will also help us to order and pay for goods and services electronically.
- **Housing Benefit System and Revenues System** – all households within the District pay Council Tax and this will extend electronic transactions to the widest possible group of clients.

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- **Housing Management System** – again we are seeking to introduce replacement systems to make Council services more accessible to over 3000 council tenants.
- **Technical Services** – these are the other main service provided to all council residents
- **Environmental Health**

The Council will also seek to work with other bodies to improve access channels in the following areas

- **Web Portals** – this will involve work with other Derbyshire Councils to provide more joined up access to council and indeed public sector services
- **Smart Cards** – again an initiative that we would wish to develop in partnership with other public sector bodies to provide a single smart card for a range of services provided by councils and public bodies
- **Contact Centres** – again as a means of joining up access to council services and removing confusion

Public Interactions & Main E-Access Channel Take-up ('000s)	Actual		Forecast		
	2001/2	2002/3	2003/4	2004/5	2005/6
Web Site	50	75	100	100+	100+
NLIS Services (Based on increased service take-up)	0	< 1	2	3.5	3.5
Telephony					
Derbyshire Portal (estimated)					
Kiosks (estimated)					

### 3.3 Theme 3 - Enablers

Where resources have allowed the Council has sought to use new technology to help it deliver its services more effectively. Document Management is a good example and has helped the Council to deliver one of the most efficient benefits services in the Country in terms of its ability to assess and pay benefits promptly, accurately and on time.

This section outlines our approach to using new technology to help us to make further improvements in the services that we deliver.

**Document Management** – these systems improve storage and access to paper based information in an electronic form.



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We already use Document Management for Council Tax Collection and Housing Benefit Administration which has been heralded as a great success towards service improvements and implementation of the 'paperless office'.

We will now look at the potential to extend this into other areas, which are handling considerable levels of paper based information that could be made available to the public this includes

- Planning Services
- Environmental Health
- Legal Services

This includes the feasibility of implementing document management centrally for use as a core service to all divisions of the Council.

**Geographical Information Systems** – much of the Council's information is property related. The Council has adopted MAPINFO as its corporate geographical information system. Divisions across the council have started to plot a range of property based information on this system. In future years the Council's GIS will improve as more information is held on it. In terms of future developments

- We are looking at ways to make this information available to the public and front-line staff via the internet and council intranet. This will expand the information available to the public and help to answer many first line enquiries
- We want to find ways to link this information with other bodies operating in our area. For example the Derbyshire Partnership includes a project to combine GIS information between the County Council and Derbyshire Districts. This will both improve the range of information available to the public and help to link county and district services more closely.

As part of this partnership the Council is currently investigating the issues involved with progressing towards OS-Mastermap in the near future.

**Land and Property Gazetteer** – the Council is committed to the national project to provide a National Land and Property Gazetteer. The Council is at Level 3 within this project. It has:-

- ✓ Submitted local gazeteer information to the national hub for data matching
- ✓ Resolved mismatches of street information
- ✓ Implemented its own local land and property gazeteer
- ✓ Recruited staff to resolve mismatches and cleanse the property database.

The Council is now commencing linking of the LLPG to it's internal property-based systems and is monitoring developments within the Acacia project which will be used towards amalgamating the NLPG into the national OS Mastermap.

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**National Land Information Services** – the aim of this project is to enable on-line searches. This links closely with the National Land and Property Gazetteer. Again the council is committed to this project and is at Level 2.

- ✓ It has set differential charges for electronic searches
- ✓ It has upgraded its land charges system to enable it to receive information from the national hub
- ✓ It has started to receive searches from the national hub and is due to receive this information electronically by the end of this year.

**Re-engineering council services** – the Council's view is that there is little point in re-engineering its own services without linking more closely with services provided by other public sector bodies within the district.

The Council employs some 300 staff and it is unlikely that any re-engineering of our services would prove cost-effective through implementing new customer relationship management systems and associated systems on our own. It is also questionable whether this would produce a marked benefit to our customers, who find it difficult to understand the distinction between the range of public services they receive from the District Council, County Council, Health and Police sectors.

With this in mind the Council is part of the Derbyshire Partnership which will look at ways we can approach these important enablers and make them relevant to a council of our size.

### 3.4 Theme 4: e-Business

There are a number of key building blocks to enable the Council to deliver e-business solutions. Our approach to these building blocks is outlined below:-

**Intranet & Extranet** – the intranet will provide ultimately a central library of information for Council employees, while the extranet will enable us to exchange some or indeed all of this information with our partners.

- ✓ We already use a public folders systems to store many council documents
- ✓ We have developed our internet web-site to improve public access to council information.
- ✓ We are committed to working in partnership with other Derbyshire Councils to introduce a county wide web portal

These will provide the basis for developing an intranet and extranet at South Derbyshire.

**Financial Systems** – we are introducing a new financial information system in 2003, to enable us to undertake electronic financial transactions. This will also enable us to procure goods and services electronically. In the future we

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will also look at the opportunities to link our purchasing needs with other councils either via the Derbyshire Partnership or indeed the market place initiative being developed by the IDEA.

**Human Resources & Payroll** – there have been many significant developments in this area of the Council's activities:

- ✓ E-Recruitment has been implemented to allow on-line recruitment and delivery of information packs.
- ✓ On-line links have been established with other organisations and minority groups to improve the scope of training and recruitment information available.
- ✓ The Council is an active participant in The Learning Pool, an IDeA sponsored project over which we should expect to see significant developments across the next 12 months.
- ✓ We have established a Learning Centre dedicated towards providing training to all employees. This allows access to extra-curricular education in the employees own time. This is also available outside of normal office hours as part of the Tenant Participation Programme.

The Council is looking to start investigating home-working projects and hopes to establish a pilot scheme in the forthcoming 12 months. If successful, it is hoped this will pave the way towards a wider roll-out of this project

**Asset Management** – across 2001/02 the council has been investigating the use of Asset Management systems as a means of controlling it's assets as part of a Best Value review.

**Office Systems and Teleworking** – e-business can help us to become a more attractive and flexible employer. We can use technology to enable staff to work at home and also to vary their working hours to deal with peaks and troughs in workloads. We will also look at mobile technology as a means of enabling information to be captured more efficiently at one single point i.e. on a visit rather than having to be input into a system at a later date.

### 3.5 Theme 5: Organisational Development

We are committed to doing more to raise awareness of E-Government within the Council. It is important that Members and Managers become more engaged with the e-government agenda so that they can begin to consider how they may use e-government to develop the services that they deliver.

As part of the process of preparing this e-government statement staff from the Council's IT team have met with Divisional Managers across the Council to raise their awareness of e-government issues and to specifically look at how e-government may become more relevant to the service that they deliver.

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Each Division has been asked to identify their own e-champion at manager level, who will take a particular interest in e-government matters. It is intended that these officers will form part of the e-champions group which will also include:-

- **Frank McArdle, Chief Executive and E-Champion**
- **Cllr Ken Harrington, Member E-Champion**
- **Terry Neaves, Chief Finance Officer**
- **IT Manager**
- **E-Government & Strategy Manager**

During the last year, the Council has restructured its IT team to create a post with a greater focus on e-government matters. The E-Government and Strategy Manager will play a key role in implementing the IEG Statement and managing projects stemming from this statement e.g. National Land & Property Gazetteer.

We have been keen to involve the services of partners and central government departments to ensure that the IEG message is fully understood and bought in by all participants. To this end we have hosted seminars from successful LA's and organisations actively involved in the IEG process. We shall continue to organise such events to ensure that IEG promotion continues.

On another level, a member of the modernisation team has already visited South Derbyshire and spoken briefly to council managers on E-Government. We are augmenting this with a second session from the modernisation team open to members and officers to help further raise their awareness. We have invited other neighbouring councils to attend this meeting as a means of sharing knowledge about our approach to e-government.

## **4. Resources**

The table below shows a forecast of current and forecast expenditure on implementing electronic government up to 2005/6.

	<b>Actual</b>		<b>Forecast</b>		
	<b>2001/2</b>	<b>2002/3</b>	<b>2003/4</b>	<b>2004/5</b>	<b>2005/6</b>

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## 5. Risk Assessment

We cannot ignore the problems; risks and barriers, surrounding the implementation of electronic government and dealing with them will be central to our success, or failure. We should recognise them and seek to counteract their affects on implementing electronic government.

The following identifies some of the main types of barrier, the risk to the business of not implementing and potential solutions.

Barrier	Probability	Risk/Impact	Solution
Insufficient finance available	Medium/high	Limits the services we can realistically provide electronically by the deadline of 2002.	Preparation of the IEG statement. Efficient procurement strategies. Working with partners to establish cost effective solutions. Monitor progress and scale down plans if necessary.
Resistance to change	High	Slows the pace of implementation	Education and involvement of all internal stakeholders, staff and Council Members.  Improved communication channels.  Monitor and report on community internet take-up and attitudes
Organisational Culture	Medium/high	Limits ability of the organisation to change, develop and grow.	Promote cultural change through education, support, staff development and a "can-do" culture. Deliver the type of service we would ourselves expect.
Departmental divides	Medium	Impedes data sharing and joined up working.	Strong and determined corporate and Member leadership.  Training in cross-departmental groups.  Re-alignment of services to compliment corporate

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			objectives.
Citizens fail to support new ESD services	Medium	Unable to scale down existing service provision and realise potential savings.	Regular review, monitoring and customer feedback. Promotion.  Consultation and market research prior to the design and implementation.
Underdeveloped e- skills	Medium	Slows the pace of take up and the effectiveness of use.	Analyse skill requirements and address through the training programme. Realign service resources and provide co-operative working. Bring in external consultants and use the skills of IT partners. Work with other local authorities and private sector organisations.
--Limited Best practice understanding	Medium	Risk of poor approaches leading to early failures	Learn from pathfinder projects and Beacon authorities. Monitor SOCITM, idea, Government and other central agency guidance. Continuous adoption of formalised project management tools and standards

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4.0 Milestones as per last IEG Statement

Activities	Years and quarters																			
	2001				2002				2003				2004				2005			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Strategic		✓																		
Major Milestones																				
Complete IEG Statement																				
Adopt e-GIF and LG recommended standards			✓																	
Establish e-government partnerships																				
Agree County wide strategy								✓												
Complete Full BVPI 157 Assessment																				
Update ICT Strategy																				
All councillors with public e-mail address																				
High Speed Network Links between Council Buildings												✓								
Initial Intranet Project																				
Pilot Electronic Ordering																				
Derbyshire shared mapping server																				
Integration with UK On-line																				
Community consultation																				
Web links to UK On-line, NHS Direct																				
Forms downloadable from the web site																				
Link to Derbyshire e-procurement project																				
Joined up Derbyshire life events project																				
Enhanced 24/7 services (contact centre)																				
Comprehensive interactive Council web services																				
General enquires and complaints																				
Council & Community Forum Information on-line																				
Planning application notices on-line																				
Leisure service bookings																				
Environment Services requests																				
Payments																				
Change of address (generic)																				
Council Tax and NNDR e-billing																				
Benefits application/trial assessment																				
Working from Home Pilot Completed																				
Customer contact points reviewed																				
Mobile access for field workers piloted																				
Single Contact Centre																				

## Updated Milestones – last review

Activities	Major Milestones	2001				2002				Action	
		1	2	3	4	1	2	3	4		
Strategic	Complete LEG Statement		✓							Taken	Completed and assessed satisfactory. Funding £200,000 in year 1 (2002) expected to arrive in July
	Adopt e-GIF and LG recommended standards			•							e-GIF requirements built into new system requirements and specification.
	Establish e-government partnerships		✓								South Derbyshire is part of the Derbyshire wide partnership. It has also developed a specific partnership with other Districts to procure revenues and benefits systems and promote joint working. ✓ <i>Council has achieved Invest to Save Funding for replacement Revenues &amp; Benefits System. Bids currently being evaluated prior to decision in October</i> ✓ <i>Council working with other Derbyshire Councils to determine how can use Government contribution of £2m towards projects across Derbyshire</i>
	Agree County wide strategy					•					South Derbyshire part of Derbyshire-wide consortium that has obtained funding of £2m for e-government projects. ✓ <i>Please see above – priority projects centre around a call centre, and web site links for the whole of Derbyshire</i>
Infrastructure	Complete Full BVPI 157 Assessment					•					Assessment completed and indicates that 21% of council services can currently be delivered by electronic means with potential to raise this to 50% in 2002/3 depending on implementation timescales for new systems.
	Update ICT Strategy								•		Work underway to update ICT strategy for submission to Finance & Management in December. This will build on key information to assess the extent to which individual council systems are in need of replacement.
	All councillors with public e-mail address			•							All Councillors now have an e-mail address. Web-site



Activities	Major Milestones	2001				2002				Action
		1	2	3	4	1	2	3	4	
										Taken contains details of Councillors e-mail for all councillors that regularly use the service. ✓ <i>Council web-site completely updated and relaunched at beginning of September</i> ✓ <i>Members help will be sought to put additional information on the web-site</i>
	High Speed Network Links between Council Buildings									Link in place between Council Offices and Depot
	Initial Intranet Project									Intranet will not now be implemented until new Council web-site is launched as the information will build on information already contained on the Council web-site. ✓ <i>New web-site now implemented</i> ✓ <i>Launched publicly</i> ✓ <i>Site enables information to be updated more readily and will expand information available on Council services</i>
	Pilot Electronic Ordering									This will be implemented as part of implementation of Financial Information System – implementation October 2003 ✓ <i>System implementation proceeding well</i> ✓ <i>Implementation now scheduled for June 2003</i>
	Derbyshire shared mapping server									Not considered a priority area for joint working between authorities. ✓ <i>This is part of the Derbyshire Partnership Bid. Some Councils are looking at consolidating property based (GIS) information across the County – SDDC uses the most common system across Derbyshire – MAPINFO</i>
	Integration with UK On-line									N/A

Activities	Major Milestones	2001				2002				Action	
		1	2	3	4	1	2	3	4		
Wider Access	Community consultation			*						Taken	This still needs to be actioned. ✓ <i>The new website will aid consultation and we will be looking at how it can be used for this purpose.</i>
	Web links to UK On-line, NHS Direct									✓ <i>New web-site implemented</i>	This will be actioned through new web site
	Forms downloadable from the web site										Planning and Council Tax forms can now be downloaded from existing Council web site.
	Link to Derbyshire e-procurement project										Derbyshire IT Partners have recently been successful in achieving funding of £2m spread across the next 2 years to take forward these projects
	Joined up Derbyshire life events project										
	Enhanced 24/7 services (contact centre)										
	Comprehensive interactive Council web services										
On Line Service	General enquires and complaints				*						Again to be actioned through implementation of new Council web-site ✓ <i>Web site introduced</i>
Availability	Council & Community Forum Information on-line				*						As above
	Planning application notices on-line				*						As above
	Leisure service bookings						*				Unlikely to be taken forward in view of the level of leisure bookings directly managed by the Council
	Environment Services requests										
	Payments										Again this will be able to be implemented when the new financial information system is introduced. Good progress is being made in this area and the Council is seeking the facility to be able to make on line payments.
	Change of address (generic)										Considerable progress has been made with introducing a land and property gazetteer, which will ultimately enable change of addresses to be action through one point of contact either within or outside the Council. ✓ <i>Council information now fed into national gazetteer</i> ✓ <i>Local land and property gazetteer system implemented</i>

Activities	Major Milestones	2001				2002				Action
		1	2	3	4	1	2	3	4	
										Taken
										✓ One year temporary appointments made to posts to create local gazeteer.
	Council Tax and NNDR e-billing									This will be explored as part of the implementation of the Revenues and Benefits system
	Benefits application/trial assessment									Please see above
	Working from Home Pilot Completed									No pilot has as yet been identified.
New style Working	Customer contact points reviewed									The Revenues and Benefits Consortium will give SDDC the opportunity to site 4 kiosks for access by residents across the district. At the first stage this can be used for Revenue and Benefits information but its uses are far wider than this.
	Mobile access for field workers piloted									
	Single Contact Centre									This is a part of the Derbyshire IT Partnership bid which looks to provide a central call centre and information for Derbyshire Authorities.

