

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.

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

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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	
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				*										
Infrastructure	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				*										
Wider Access	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										*			*	
On Line Service Availability															
New style Working															

Updated Milestones – last review

Activities	Major Milestones	2001				2002				Action	
		1	2	3	4	1	2	3	4		
Strategic	Complete IEG 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 & 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	
										<p>Taken</p> <p>contains details of Councillors e-mail for all councillors that regularly use the service.</p> <ul style="list-style-type: none"> ✓ <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> <p>Link in place between Council Offices and Depot</p>
	High Speed Network Links between Council Buildings									
	Initial Intranet Project									<p>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.</p> <ul style="list-style-type: none"> ✓ <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									<p>This will be implemented as part of implementation of Financial Information System – implementation October 2003</p> <ul style="list-style-type: none"> ✓ <i>System implementation proceeding well</i> ✓ <i>Implementation now scheduled for June 2003</i>
	Derbyshire shared mapping server									<p>Not considered a priority area for joint working between authorities.</p> <ul style="list-style-type: none"> ✓ <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> This will be actioned through new web site ✓ <i>New web-site implemented</i> Planning and Council Tax forms can now be downloaded from existing Council web site. Derbyshire IT Partners have recently been successful in achieving funding of £2m spread across the next 2 years to take forward these projects
	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				*					Again to be actioned through implementation of new Council web-site ✓ <i>Web site introduced</i>
On Line Service	General enquires and complaints				*					As above
	Council & Community Forum Information on-line				*					As above
Availability	Planning application notices on-line				*					Unlikely to be taken forward in view of the level of leisure bookings directly managed by the Council
	Leisure service bookings									
	Environment Services requests									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.
	Payments									Considerable progress has been made with introducing a land and property gazeteer, 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 gazeteer</i> ✓ <i>Local land and property gazeteer system implemented</i>
	Change of address (generic)									

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 gazetteer.	
	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.	

