



## **Ryedale District Council**

# **Implementing Electronic Government Statement**

*Developed in association with the North Yorkshire ICT Partnership*

**31<sup>st</sup> July 2001**

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# **1. Overview Summary**

## **5.3 About this document**

This statement is the product of both an ongoing process by the Council and its consultants, Charter Consulting, to propose an e-Government strategy and a joint process by it and its neighbouring authorities in North Yorkshire with consultants Arthur Andersen, to discover the common ground in service provision that partnership working might facilitate. Whilst the IEG statements of the authorities within the ICT partnership are the individual responses of the constituent authorities, and reflect their individual requirements and characteristics of each authority, the members of the partnership are committed to partnership working, and request that the DTLR to consider their statements together

The Council is committed to following the 'Modernising Government Agenda' and developing e-Government to the benefit of the Ryedale community as a whole, which it has successfully demonstrated by a number of early initiatives. There is currently no clear data on the use of the various channels in Ryedale but this years Access to Services Best Value Review and its consequent process mapping will deliver a clearer picture.

This report has been approved by the Council political group leaders and Directors. This document will evolve continually, initially as further public consultation takes place and the integration of that into an e-Government strategy to be proposed to Members of the Council in August 2001. There will also be input from a Best Value Review into 'Access to Service and Information Technology' due for completion in November 2001.

## **1.2 About Ryedale**

The area of Ryedale is largely rural with a population of 48,750 scattered over an area of 151,000 Hectares which equates to a population density of 0.31. There are 110 parishes. This small population distributed over a wide rural area establishes a number of communication issues, some of which the Council will resolve by developments in electronic communications.

The Council, which currently employs 200 staff, has its main office in Malton, North Yorkshire with area offices in Pickering, Helmsley and Kirkbymooside open on a part-time basis. There are Tourist Information Centres in Malton Helmsley and Pickering. The majority of customer interactions are carried out via the Council's telephone switchboard or in person at Ryedale House.

The Council's current capital expenditure is £2 million per annum and its revenue expenditure £6.2 million. The Council transferred its housing stock in 1991, forming the Ryedale Housing Association, as a result of which the Council has no outstanding Loan Debt. As such, any funding towards e-Government will only be of assistance as grant rather than the ability-to-borrow.

The Council's leisure facilities were transferred to a charitable trust in 1997, forming Ryesport. This and the housing transfer has reduced directly the number of services the Council has control over.

## 2. Overview

### 2.1 The Council in 2001

The Council has developed a statement of its vision and values which demonstrates its commitment to modern government and Best Value.

<b>VISION</b>
A strong and prosperous community enjoying and maintaining a good quality of life.
<b>OVERALL AIM</b>
To work with and serve the people of Ryedale to maintain a strong and prosperous community which enjoys a good quality of environment.
<b>BROAD COMMITTEE OBJECTIVES (SERVICE OBJECTIVES)</b>
<ul style="list-style-type: none"> <li>To maintain and develop a clean, pleasant and safe environment and ensure that the natural resources and heritage in Ryedale is protected and enhanced.</li> </ul>
<ul style="list-style-type: none"> <li>To establish and maintain the necessary conditions and infrastructure to provide an environment in which a strong, diverse and expanding local economy can flourish.</li> </ul>
<ul style="list-style-type: none"> <li>To ensure, through others, the provision of sufficient housing to meet identified needs.</li> </ul>
<ul style="list-style-type: none"> <li>To secure the establishment of an effective transport network that will improve mobility, safety and accessibility.</li> </ul>
<ul style="list-style-type: none"> <li>To support and encourage community facilities and activities including the arts, leisure and recreation.</li> </ul>
<b>OPERATIONAL OBJECTIVES</b>
<ul style="list-style-type: none"> <li>To secure effective member services to bolster and support the members' roles in the Council.</li> </ul>
<ul style="list-style-type: none"> <li>To secure and maintain the necessary quality and quantity of human resources for the Council to fulfil its function.</li> </ul>
<ul style="list-style-type: none"> <li>To secure effective financial management of resources available to meet the Council's needs.</li> </ul>
<ul style="list-style-type: none"> <li>To secure the best utilisation and management of technology commensurate with the Council's needs</li> </ul>
<b>VALUES AND CULTURE</b>
<ul style="list-style-type: none"> <li>Respect peoples' rights and concerns and act with integrity, courtesy and due promptness and will communicate effectively.</li> </ul>
<ul style="list-style-type: none"> <li>Promote consultation, dialogue and involvement and will listen and be sensitive to community needs and aspirations.</li> </ul>
<ul style="list-style-type: none"> <li>Provide equal opportunities for all.</li> </ul>
<ul style="list-style-type: none"> <li>Encourage and support a well trained, flexible and motivated workforce, and foster teamwork, innovation and high standards in responding to the developing challenges.</li> </ul>
<ul style="list-style-type: none"> <li>Work with others in the public, private and voluntary sector.</li> </ul>
<ul style="list-style-type: none"> <li>Focus on ends rather than means in providing services.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure productive relationships with all potential funding partners in furthering the Council's work.</li> </ul>

## Background

The Council has already made a number of significant moves towards e-Government which are tabled below:

<p>The Council has operated for a number of years a 24-hour lifeline service for elderly residents and those with disabilities. This is also operated from the central location for another local authority. The service is also used to provide an out-of-hours contact centre for the full range of services plus those of the Housing Association. This facility developed with the use of email.</p>
<p>The Council established its corporate Intranet in <b>September 1998</b> providing desktop access to standard documents and reports, along with internal email.</p>
<p>In <b>September 1999</b> the rollout of external email to all desktops was commenced. This currently covers over 95% of desk-based staff. Tourist Information Centres also have email and Internet access provided.</p>
<p>From <b>January 2000</b>, after carrying out a survey of their requirements, all elected Council Members had the opportunity of an Internet enabled personal computer and ancillary equipment and training. This means that 21 of the Council's 23 Members have access to PC equipment and email along with remote access to the corporate intranet.</p>
<p>The Ryedale District Council web site (<a href="http://www.ryedale.gov.uk">http://www.ryedale.gov.uk</a>) went live in <b>August 1999</b>, by March 2000 it was considered in the top twenty local government web sites in the UK. Continued progress and review has been undertaken including a Best Value Review of Communications and Customer Relations, reported in 2001, which investigated the Council's use of Internet, intranet and email. Since December 2000 those with a debit card have been able to pay for services via the web site.</p>
<p>The Council was also a partner with Scarborough Borough Council and the East Riding of Yorkshire Council in establishing a web site around their Yorkshire's Coast &amp; Country tourism brand (<a href="http://www.ycc.org.uk">http://www.ycc.org.uk</a>). This went live in <b>December 2000</b>.</p>
<p>The Council was part of the North Yorkshire partnership of local authorities that established the North Yorkshire Portal (<a href="http://www.findinyorkshire.org.uk">http://www.findinyorkshire.org.uk</a>) in <b>January 2001</b>.</p>
<p>A trial has been operated for some months by the Ryedale Building Control Officers (now part of the North Yorkshire Building Control Partnership) on teleworking. This was enabled by the use of laptops with dial-up facilities to email and the application systems. This system is expected to develop further as a result of the partnership.</p>
<p>The Council has completed its LLPG (Local Land &amp; Property Gazetteer), which is being loaded onto its Gazetteer Management System. The gazetteer will form the fundamental part in a corporate address and property management within the authority and its relationship with the NLPG and NLIS.</p>

Further indicators and priorities as to development are expected as a result of the ongoing e-Government strategy and Access to Services Best Value Review. The

Council's cross-cutting Best Value Review into Communications and Customer Relations published in January 2001, which included the web site and email use, was inspected in May 2001 and the service graded 'good, will probably improve'

## **The Council in 2005**

By 2005 much of Ryedale will have access to broadband data communications, the infrastructure necessary for business speed data sharing. This will have been established in conjunction with North Yorkshire County Council as part of their further strategic partnerships. This will have enabled the five market towns and the wider rural area to have access to the greater international network, as well as, the widely available District and County services. Corporate Information management will have been adopted as a policy and this will ensure greater efficiencies in data usage and preparedness for partnerships.

Services at the Council will be further supported by enabling Officers to operate from home, on site or wherever the customer, Officer or Council Member find most convenient. The actual services may be delivered by a range of providers but quality will be monitored centrally and optimised to customer requirements. The use of interoperability standards will have enabled further partnership development.

The Customers will have access to services via the Internet or telephone when viable or work with mediated access where most appropriate. Contact with all tiers of government and other related services will be possible from single points of contact and division between tiers will only be apparent at a democratic level where citizens will be able to communicate their views with representatives at Parish, District, County and national level.

The existing base of service partnerships will have developed and more services will have adopted a variety of delivery models to cross-fertilize quality of service against Best Value within a corporate planning framework that enables continuous review in line with community plans.

The broadband network will have encouraged the development of small industries that can utilise the Internet for communication whilst harnessing the cheaper property base without increasing travel. The quality of life in a rural environment, without the additional travel will be identified as a benefit to employees in both public and private sectors and training will also have become increasingly accessible to all members of society in their own locality to enable them to work in and to build new industries.

### 3. E-Government Opportunities

The Council has an existing IT strategy that will be informed and developed by the inclusion of the e-Government strategy, currently in development, and also by on-going Best Value Reviews. A formal methodology based on consultation and gap analysis is being used for e-Government strategy development and this approach will be maintained on a regular basis in order to keep abreast of changes in customer requirements, technology and business.

#### 3.1 Service and Channel Analysis

##### Citizen Requirements

A staged approach to gathering and understanding citizen requirements has been adopted:

*January 2001 – Best Value Review of Communications and Customer Relations*  
(Baseline of community requirements for ESD)

+

National survey material (Which, DFEE, Oftel etc)

= potential current status for ESD

enabling the planning of an Access to Service Strategy.

*April 2001 – November 2001 – Best Value Review – Access to Services & IT*  
(Detailed community consultation)

The review scope will cover the following areas:

- opening hours
- services we provide electronically
- front line service delivery – effectiveness & performance
- IT Services – cost, configuration, support and security of systems
- approach to customers
- improve telephone access to the public
- rural communication points
- one stop shop
- Smart Cards
- life episode management
- DIP/workflow

resulting in the refinement of the interim conclusions, extending information to guide more detailed service and channel analysis, and ensuring social and geographic inclusion.

##### Service delivery channels

Using the guidance above, the following strategy is established (see Section 3.2 for details):

- Customer contact centres in 4 market towns providing face to face and self-help facilities
- Kiosks in remote locations complimenting the above, providing for geographic and social inclusion
- Web site development for general Internet access

### **Back-office service analysis**

Service delivery via multiple channels will require review of back-office functions which drive the service. This means that each back-office process will need to be understood in detail, including any links to other internal departments and external agencies, manual or automated.

Quantitative data will be gathered for all service functions, auditing current interactions with the community, providing factual data related to:

- Volume of interactions per channel, per service, per year
- Average time per interaction
- People competencies required to handle the interaction

Analysis of this data will provide input to the business case for process improvement and potential electronic service delivery. This information is also available as base data for Best Value Reviews and operational management, especially given the current organisational re-structuring (see 5.3. Change Management Activities). Qualitative data will also be gathered to ascertain the capabilities of the current systems, people competencies etc.

A list of current services and their estimated relationship to BVPI 157 is attached at Appendix 1. The shortfall in this will be prioritised based upon the customer survey work currently under way.

## **3.2 Options Analysis**

### **Access to Service Strategy**

**Customer contact centres** are seen to be facilitated service access points which provide face to face contact with the community and interactions with back-office systems in order to provide for all appropriate functions identified in BVPI157. It is also anticipated that North Yorkshire County Council and other agency data will be made available through this channel. It is envisaged that contact centres planned by North Yorkshire County Council and City of York Council will impact this development. These contact centres could also provide self-help service access points for speed of information access focusing on tourist information and simple transactions. In addition, video conferencing facilities could allow for personal contact without requiring travel.

Area offices, Tourist Information Centres and libraries currently exist in Malton, Helmsley, Kirkbymoorside and Pickering locations, in close proximity to each other. Rationalising these premises in co-operation with North Yorkshire County Council who have responsibility for libraries, is seen to provide enhanced, combined service to the citizen, potentially with extended opening hours, from one location, releasing council

assets for other purposes including funding. A pilot approach at one location will be taken to measure the success of the project before embarking on major changes.

**Remote kiosks** providing access to services at remote locations will compliment the above, providing for geographical inclusion. Kiosks, however were not included in the baseline requirements above and will require validating by the Access to Services Best Value Review.

**Web site development.** Ryedale's web site is well established and is providing a wide range of information, downloadable forms, email contact and financial transactions. At this time, further development opportunities include more information and downloadable forms, web forms and further e-commerce transactions.

### **Process re-engineering**

Some service units are already establishing the need to understand existing processes prior to the introduction of service improvements identified in Best Value Reviews. A corporate approach will be taken to process mapping of all service areas, contributing to a key organisational outlook change and ensuring that all cross-cutting processes are understood and documented. Having mapped the current processes, the way the service areas function will be challenged both at the back-office and in their interface with new service delivery channels. More effective processes will be influenced by current software capability, people competencies in the new environment and subsequently the need for change, risk and project management.

It is anticipated that as a consequence of process re-engineering, workflow and document image processing-enabled improvements may be appropriate. A corporate approach to both has already been adopted, for service improvements out of Best Value Reviews, again embracing a process-focused mindset rather than a departmental approach, encouraging corporate culture. A corporate workflow and document imaging strategy will be constructed prior to any implementation using these tools.

As processes are re-engineered, the potential for remote access and teleworking will be explored.

### **Information Strategy**

The vision for electronic service delivery depends upon the availability of accurate and reliable information. Preparation for joined up service delivery with partners, Member information provision, preparation for use of 'life episode' triggers and the baseline for knowledge management etc, places more dependence upon corporate information management to empower the right people with the right information. This is seen to be a growing requirement, critical to the service delivery model shown in the diagram in section 5.4. To accommodate this, the recruitment of a Corporate Information Manager is anticipated. This role will then plan, develop and manage all corporate information, generate policies, implement electronic records management to eGMF standards, liaise with potential partners and ultimately integrate the resulting model with both front and back-office. The strategy is also seen to include web site, Intranet and Extranet information management (not editorial content).

## **Supporting Infrastructure**

Working closely with North Yorkshire County Council, Ryedale plans to implement the same Wide Area Network broadband infrastructure, providing a fully managed service. It is anticipated that other members of the North Yorkshire Local Authority group and other agencies will ultimately be included, opening up potential for additional partners in the future and the further improvement of service delivery. Agreed policies, ownership and accountability are seen to be essential pre-requisites to the success of this common infrastructure.

## **Standard Desktop**

Again, working collaboratively, a standard desktop will compliment the common infrastructure generating savings from economies of scale, standards for interoperability and dedicated support service.

All technology solutions identified will comply with eGIF interoperability standards.

## 4. Risk Analysis

It is recognised that a project of this complexity will have risks attached. A table of the assessment is available as Appendix 2. However the following key areas have been identified:

- Culture change
- Corporate restructure
- Funding
- Skills shortages
- Time investment
- Loss of buy-in

The adoption of appropriate change management measures should alleviate many of the issues identified and it is hoped that strategic partnerships will assist with the remainder.

## 5. Delivering the Vision

### 5.1 Implementation Planning

A project plan is available as Appendix 3 which shows the projects anticipated for the implementation of e-Government with initial, general timing, reflecting known information:

In addition, specific milestones with more detailed timing are shown in table at Appendix 4.

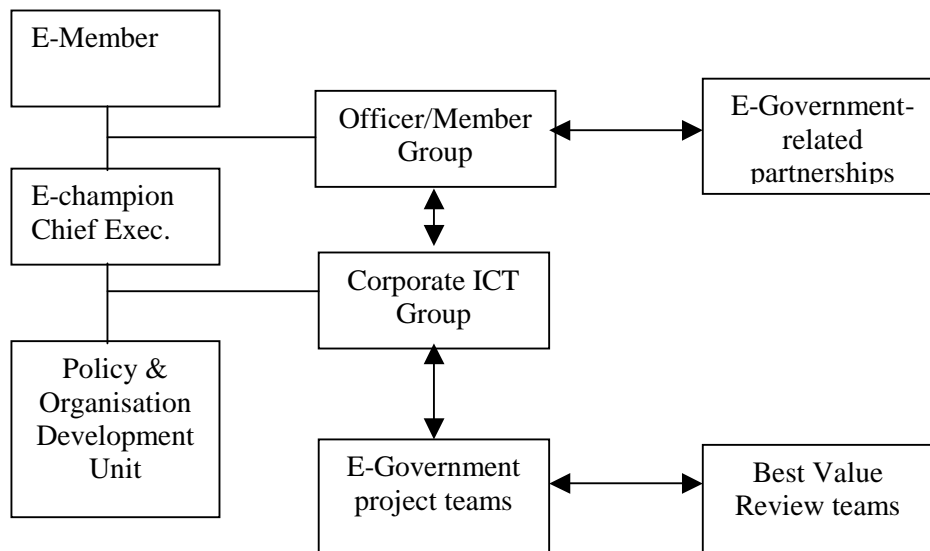
A summary implementation plan related to known information is displayed, as a Gantt chart at Appendix 5.

From these, the key areas are identified as:

- 2001 Q4 Change management preparation and back-office re-engineering
- 2001 Q4 A to S Web Site developments
- 2001 Q1 E-procurement development
- 2002 Q1 Infrastructure development & Corporate Information Management
- 2002 Q3 Pilot Customer Contact Centre

### 5.2 Management Arrangements

It is envisaged that all e-Government project teams will report into the Corporate ICT Group, a team of senior managers communicating at a strategic level, providing programme management of the e-Government projects. This group in turn reports directly to the Officer/Member Group who oversee the e-Government process and have links with all e-Government-related partnerships, ensuring co-ordination.



The Chief Executive, Harold Mosley, as e-champion has demonstrated commitment to e-Government and the whole process of modernising government. It is envisaged that the day-to-day work of enabling the process will be carried out by a member of the Policy & Organisation Development Unit.

The Member with responsibility for e-Government is Councillor Keith Knaggs, Deputy Leader of the Council and Chairman of the Policy and Resources Committee.

### **5.3 Change Management Activities**

As a result of a cross-departmental working group a Communications Charter was established across the Council in March 2000. The further Best Value Review into Communications and Public Relations and the Inspection into it made recommendations to fully implement this as well as establishing a strategy for external communications that will be done by January 2002. A Staff Development Review process has also been operational for a number of years that the aforementioned Review and Inspection covered and this will be built into the corporate planning framework, in the same timescale to assist in identifying skills gaps and attitudes to change.

In April 2001, the Chief Executive of the Council initiated a process of re-engineering the authorities political and management structures to facilitate the workings of the modernisation agenda. This process should achieve its aim by January 1<sup>st</sup> 2002. Along with Best Value Reviews in 'Access to Services and Information Technology' and 'Corporate Management', plus development of an e-Government strategy, this restructuring will put into place the policies, processes and agendas for change. The change management process is essential when implementing projects with potentially far-reaching effects. Ryedale is controlling this process with change management, building on the processes already put in place including:

- Communication of reasons for and the effects of the change to all stakeholders using the various communication mechanisms in the Communications Charter, ensuring the messages passed are appropriate and accurate.
  
- Introducing the need to re-engineer all relevant processes, outlining the reasons why, and facilitating any uncertainty associated with this.
  
- Handling people-related results of re-engineering such as changes in roles and responsibilities, skill requirements etc, by providing training where appropriate, or redeploying staff.

Where further resource is necessary, or project-specific skills needed, these requirements have been specified in Appendix 2, Risk Analysis, and will be found from partnership arrangements, resource sharing with other councils, consultancy or recruitment.

Project and programme management will be put in place in order to control multiple project activities and the co-ordination between them, emphasising the need for ownership and measurement against milestones for accountability.

## 5.4 Partnership Working

### Other Councils

The Council has a track record of working with others in the provision of services. The existing partners include the North Yorkshire Audit Partnership (with Scarborough B.C. and Selby D.C.) and the Yorkshire Building Control Partnership with Selby D.C. A number of strategic local partnerships have also developed which will also have a bearing on the approach to e-Government (Appendix 7).

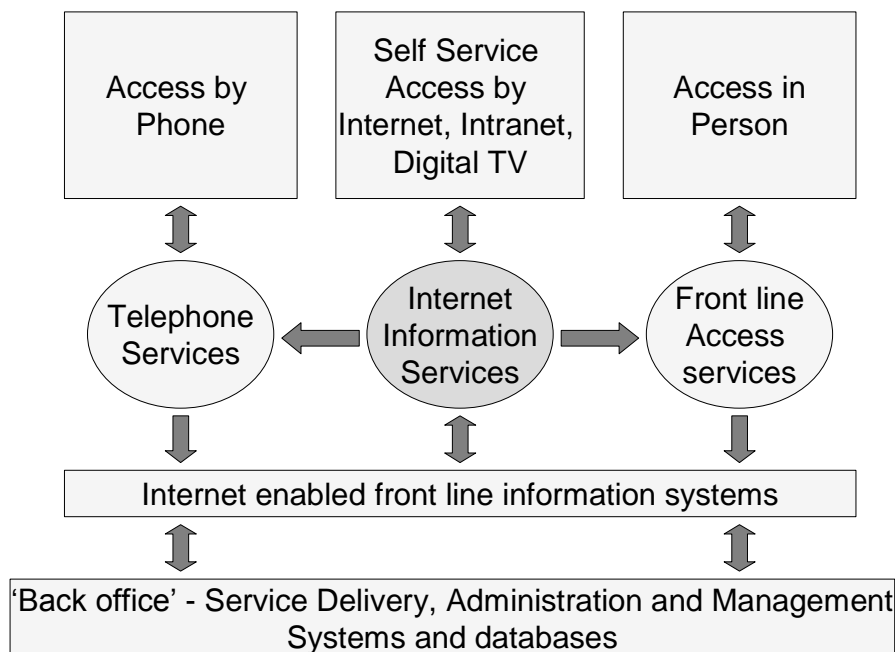
The County and District Council's within North Yorkshire including Ryedale have recognised that to deliver electronic Government will require them to work in partnership with a range of different organisations in the public and private sectors. As a result County and District Councils have formed *The North Yorkshire ICT partnership*. This partnership will assist the authorities to realise the following benefits:

- Meeting customer needs through joined up service provision;
- Best value through economies of scale in purchasing;
- Share skills, expertise and resources.

In order to achieve these benefits the members of the *ICT partnership* are currently working together and with Arthur Andersen to ensure alignment of their eGovernment strategies and their Implementing eGovernment Statements. In future the partnership intends to explore the opportunities to work in partnership for:

- Development of the ICT infrastructure ;
- Joint purchasing of software and services;
- Agreement of common system and infrastructure standards;
- Joint provision of customer access.

In addition, the members of the partnership are currently exploring the opportunity to work with the City of York Council on its Access to Services project. This is investigating working together to enhance customer access (including customer management software and web access). The framework for this is shown in the diagram below.



The ICT partnership and the City of York are currently in the process of identifying a commercial partner to support and implement the project. The timescales for the initial stages of this is as follows:

Action	Date
Place PIN notice	23 <sup>rd</sup> July
<i>Legal/Procurement advice</i>	<i>from 30<sup>th</sup> July</i>
<i>Provide Source Documentation</i>	<i>Early August</i>
<i>Circulate/Review Draft Documentation</i>	<i>Mid/Late August</i>
<i>PEG Workshop</i>	<i>6<sup>th</sup> September</i>
Place Contract Notice	12 <sup>th</sup> September
Closing Date (receive mini proposals)	19 <sup>th</sup> October
Short-list Complete	November

Initial stages of the project will investigate jointly specifying and procuring services and software to deliver enhanced customer access.

A partnership has also been established in North Yorkshire to share information, ideas and good practice in the development of Community Strategies.

### Multi-Agency Groups

COMPRIS North Yorkshire, one of four regional strands of the COMPRIS Regional Information Society Strategy for Yorkshire and The Humber, is an established information sharing mechanism for progressing e-Government in North Yorkshire and

could be an appropriate platform for co-operative funding bids across the North Yorkshire councils, particularly in relation to SMEs and education.

### **Private Sector Partners.**

The Council's web site was developed by a private company NetConstruct in partnership with the Council. This was the first public sector site developed by the company and the joint input into the project enabled both to gain advantages from it. The site's continuing development at special rates has permitted the Council to maintain a quality site at minimal cost. The Council hopes to develop a rebuilt structure using this same partnership.

Ryedale is looking to enter into partnership with the technology partner providing the WAN infrastructure for North Yorkshire County Council and potentially for neighbouring councils. Without this infrastructure Ryedale cannot implement e-Government as planned and will be considering the potential behind the provision of standard desktop management provided by the same partner.

## **6. Financial Implications**

Since all information is not yet available, it is not possible to accurately budget for the investment required to implement e-Government. Consequently, estimated costs at a summary level have been constructed based on limited information and are shown in Appendix 6.

Key costs are quoted in Appendix 6. Only major cost elements, based on known information, have been identified.

There are a number of possible routes to financing the above projects but assistance may be provided by:

- Savings as a result of partnership arrangements and sharing of resources
- Cost savings as a result of rationalised processes
- The rationalisation of assets (e.g. redundant premises)
- European or similar project funding

Due to the debt-free nature of the Council's finances, funding from Central Government will only be beneficial if in the form of grant, rather than the ability to borrow.

**Appendix 1 – Service Analysis**

<b>LIST OF SERVICES</b>	<b>FUNCTIONS</b>									
	Enter percentage of service available via electronic service delivery or enter Not Applicable (N/A)									
<b>KPI 13 DEFINITION</b>	<b>Getting information</b>	<b>Applying to the council</b>	<b>Bookings</b>	<b>Payments In</b>	<b>Payments Out</b>	<b>Consultation &amp; Feedback</b>				
<b>BVPI 157 DEFINITION</b>	<b>Publish Information</b>	<b>Appn. For Service</b>	<b>Bookings</b>	<b>Pay for goods &amp; services</b>	<b>Providing Benefits or grants</b>	<b>Consultation</b>	<b>Collect Revenue</b>	<b>Regulation</b>	<b>Access to Networks</b>	<b>Procurement</b>
Adoption & Fostering										
Allotments										
Animal Health/ Issues										
Archives/Historical/Museums Services										
<b>Arts &amp; Entertainment</b>	10	0	0	0	0	20	0	0	50	0
<b>Building Control</b>	100	0	0	25	0	100	0	50	50	0
<b>Buildings Services/Energy conservation</b>	0N/A	N/A	N/A	N/A	0	0N/A	N/A	0	0	0
<b>Business Rates</b>	100	0N/A	N/A	100	0N/A	N/A	100	50	50	N/A
<b>Car Parks</b>	80	0	0	20	N/A	0	20	0	0	0
Cemeteries & Crematoria										
Child Protection										
Cleansing Services										
<b>Community Issues</b>	90	60	0	N/A	0	70	0	N/A	80	0
<b>Conservation</b>	25	10	N/A	N/A	0	10	N/A	N/A	0	N/A
<b>Council Tax</b>	100	33	N/A	100	N/A	N/A	100	50	50	N/A
<b>Council Tax Benefits</b>	0	0	N/A	50	0	N/A	0	0	0	N/A
<b>Countryside Service</b>	25	10	N/A	N/A	0	10	N/A	N/A	0	N/A
<b>Crime &amp; Disorder</b>	80	N/A	N/A	N/A	N/A	80	N/A	N/A	50	N/A
Disabilities										
<b>Drainage &amp; Sewerage</b>	0	0	N/A	N/A	N/A	0	N/A	0	0	0
<b>Economic Development</b>	15	0	N/A	0	0	15	0	0	0	0
Education										
Education – Adult/Lifelong										

Education – Further/6 <sup>th</sup> Form											
Education – General											
Education – Pre school											
Education – Primary											
Education – Secondary											
Education – Special Needs											
<b>Electoral Registration</b>	25	0	N/A	N/A	N/A	25	N/A	0	10	0	
<b>Emergency Planning</b>	0	N/A	N/A	N/A	N/A	0	N/A	0	0	N/A	
<b>Environmental Health</b>	100	33	N/A	N/A	N/A	50	N/A	33	N/A	N/A	
Europe											
Footways & Pavements											
<b>Fraud Hotline</b>	100	0	N/A	N/A	N/A	0	N/A	0	0	N/A	
<b>General Council Matters</b>	50	40	N/A		60	0	50	60	40	40	0
<b>Grants</b>	50	0	N/A	N/A		0	50	0	N/A	50	N/A
<b>Grounds Maintenance</b>	0	N/A	N/A	N/A	N/A		0	N/A	N/A	0	0
Health											
Highways Maintenance											
Home Care Service											
<b>Housing</b>	100	0	N/A	N/A	N/A		50	N/A	0	N/A	N/A
<b>Housing Benefits</b>	0	0	N/A	N/A		0	0	N/A	0	0	N/A
Housing Repairs											
<b>Human Resources</b>	60	60	N/A	N/A	N/A		40	N/A	0	0	N/A
Industrial Services											
<b>Jobs</b>	75	75	N/A	N/A	N/A		40	N/A	0	0	N/A
<b>Land Charges</b>	25	0	0	50	0		25	50	0	0	0
<b>Landscape &amp; Horticulture</b>	10	0	N/A	N/A		0	5	N/A	10	0	N/A
<b>Legal &amp; Administration</b>	33	0	0	100	50		33	N/A	25	0	0
<b>Leisure Services</b>	50	N/A	N/A	N/A	N/A	N/A		N/A	N/A	N/A	N/A
Libraries											
<b>Licensing</b>	100	100	N/A		100	N/A		50	N/A	N/A	N/A
Markets & Town Centres											
<b>Members Information</b>	60	N/A	N/A	N/A	N/A		60	N/A	0	0	N/A
Mobility											
<b>Parks, Playgrounds &amp; Open Spaces</b>	0	0	0	0	0	0		0	0	0	0

<b>Pest Control</b>	100	100	100	100	N/A	50	N/A	N/A	N/A	N/A
<b>Planning</b>	50	75	10	5	0	20	5	10	0	N/A
<b>Press and Public Relations</b>	60	N/A	N/A	N/A	N/A	60	N/A	N/A	0	N/A
Public Right of Way										
<b>Public Transport</b>	60	N/A	N/A	N/A	N/A	20	N/A	N/A	70	0
<b>Recycling &amp; LA 21</b>	80	20	N/A	N/A	N/A	80	N/A	25	80	0
<b>Refuse &amp; Waste Collection &amp; Disposal</b>	5	5	0	10	0	5	10	5	0	0
Registrar of Births, Marriage and Deaths										
<b>Safety</b>	0	N/A	N/A	N/A	N/A	0	N/A	0	N/A	0
Snow Clearance and Gritting										
Social Services										
<b>Street Lighting</b>	5	5	N/A	N/A	0	5	N/A	0	0	0
Student Grants										
<b>Tourist Information</b>	90	60	80	0	0	70	0	N/A	80	0
Trading Standards										
Traffic Management										
Welsh										
Youth Service										
Max no. services available by ESD	40	32	12	17	20	36	18	26	34	19
<b>Average percentage of functions available by ESD (KPI results)</b>	<b>48</b>	<b>21</b>	<b>16</b>	<b>42</b>	<b>3</b>	<b>30</b>	<b>19</b>	<b>11</b>	<b>19</b>	<b>0</b>
	<b>KPI 13 =</b>	<b>27</b>		<b>BVPI 157=</b>	<b>21</b>					
Calculations based upon estimates at date of spreadsheet. More detailed estimates will be made as part of process mapping of service functions within the e-Government strategy under development.										

## Appendix 2 – Risk Analysis

The following table identifies the risks seen to be associated with the implementation of e-Government at Ryedale District Council. All risk management is seen to be corporately owned.

Type	Risk	Management
High risk	As a Corporate culture is a pre-requisite to successful e-Government, this will need to be achieved in a short timescale	<ul style="list-style-type: none"> <li>• Use pan-organisational process mapping and other corporate-wide projects to promote corporate thinking and breaking down barriers</li> <li>• Communicate as per strategy</li> </ul>
High risk	Organisational re-structuring effects may hinder the implementation of e-Government	Major change management programme
High risk	Ryedale DC's partnership with the North Yorkshire Infrastructure is a pre-requisite for e-Government implementation	Liaise closely with North Yorkshire County Council
High risk	There is a shortage of the following operational skills for implementing e-Government with the associated risk relating to ability to resource: <ul style="list-style-type: none"> <li>• Information management</li> <li>• Workflow implementation after process-re-engineering</li> <li>• Document Image Processing requires scanning personnel</li> <li>• Editorial updating of web site, Intranet and Extranet content</li> <li>• Webmaster for technical support of the Internet environment</li> <li>• CTI (voice and data) knowledge for customer support centre support</li> <li>• Kiosk support</li> <li>• Teleworking and remote working support</li> <li>• Customer service centre support</li> </ul>	See change management section 5.3
Med risk	There is a need to resource project-specific dedicated skills as follows: <ul style="list-style-type: none"> <li>• Process re-engineering</li> <li>• Project management</li> <li>• Change management</li> </ul>	See change management section 5.3
Med risk	Required changes to existing staff skills, attributes and competencies may not be possible	See change management section 5.3
High risk	The nature of funding brings restrictions relating to ability to fund or a timing gap between investment and funding e.g.: <ul style="list-style-type: none"> <li>• EU and SRB opportunities may be lengthy</li> <li>• Asset rationalisation may be protracted</li> <li>• Efficiency improvements are not seen to generate significant savings</li> <li>• Partnerships will take time to build and generate savings</li> </ul>	Build on partnerships already in place: <ul style="list-style-type: none"> <li>• COMPRIS North Yorkshire may be an appropriate platform for developing co-operative bidding</li> </ul>
High risk	Customer contact centre rationalisation requires major co-operation by all partners involved to accommodate physical asset rationalisation followed by authorities, protocols, standards etc	<ul style="list-style-type: none"> <li>• Major change management exercise</li> <li>• Investigate partnership opportunities</li> </ul>
High risk	Time investment is required from staff with existing heavy workload e.g.	Top-down management, resourcing and prioritisation

	<ul style="list-style-type: none"> <li>• New project teams</li> <li>• Role changes and change management</li> <li>• Partnership development</li> <li>• Sharing</li> </ul>	
High risk	The culture for major change management requires building	Build on existing change management initiatives built for organisational re-structuring
High risk	Buy-in by all stakeholders may not be achieved.	<ul style="list-style-type: none"> <li>• Maximise all opportunities to encourage buy-in</li> <li>• Demonstration of quick wins to Officers and Members</li> <li>• Ensure appropriate stakeholders are consulted and issues incorporated in plans</li> <li>• Communicate regularly as per strategy</li> </ul>
Med risk	<p>New policies are required to support the proposed environment:</p> <ul style="list-style-type: none"> <li>• Ownership and accountabilities re new regional infrastructure</li> <li>• Corporate training strategy</li> <li>• Corporate workflow and imaging strategy</li> <li>• Corporate information management plan</li> <li>• Corporate web site management process</li> <li>• E-procurement strategy</li> </ul>	Top down strategic planning
Med risk	Development and maintenance of partnerships, specifically ownership and accountability	Exploration embraced, with ownership of results
Low risk	Community requirements no longer reflected in e-Government strategy	Re-visit consultation and e-Government strategy to remain co-ordinated, reflecting changes in technology, business and community needs

### Appendix 3 – Project Plan

PROGRAMME	PROJECT	TIMING
Enabling infrastructure	North Yorkshire Wide Area Network (see e-Government milestones for details)	2002
	North Yorkshire Local Authorities standard desktop	2003
	Policies & management of above	2002
Enabling environment	Ensure e-Government management arrangements and communicate	2001
	Begin change management activities Communication plan Programme and project management introduction Skill resourcing as appropriate	2001
Access to Service Strategy	Carry out community consultation Repeat annually, feeding results into e-Government strategy and implementation plans	2001 2002-5
	Begin first Customer Contact Centre pilot Confirm success and implement at locations 2, 3 and 4	2002 2003-5
	Begin self-help access point roll-out on a pilot basis Carry out post-implementation review and potentially continue roll-out	2002-5
	Web site re-structuring and service development	2001-3
Back-office re-engineering	‘As-is’ process mapping, service unit reviews & channel analysis	2001
	‘To-be’ process re-engineering Build workflow and imaging strategy Implement corporate workflow & document image processing (DIP)	2001-2 2001-2 2002-5
Corporate information management	Develop Intranet Introduce Corporate Information Manager Plan and implement content management for web site, Intranet and Extranet	2002
	Conduct Corporate Information planning and development liaising with NYCC, York City Council re their developing Access to Service models <ul style="list-style-type: none"> <li>• policies &amp; document management</li> <li>• information requirements planning including co-ordination with other potential partners</li> <li>• model development</li> <li>• integration with front-office access points and back-office</li> </ul>	2001-5
E-procurement	Quick win co-ordination with NYCC	2002
National project alignment	Progress alignment with national projects (see e-Government milestones for details) <ul style="list-style-type: none"> <li>• NLPG</li> <li>• NLIS</li> <li>• Electoral Register</li> <li>• Best Value</li> <li>• UKOnline</li> </ul>	2001-5

## Appendix 4 – Milestones

ACTION	TARGET DATE	EXPECTED DATE	COMMENTS
Public consultation into e-Government/service-access started	June-01	June-01	
BV Review into Access to Services & IT complete	November-01	November-01	
E-Government Strategy proposed	August-01	August-01	
E-Government Strategy approved	September-01	September-01	
Corporate Restructure approved	July-01	July-01	
Corporate Restructure in-place	January-02	January-02	
Community Planning process started		September-01	
Community Planning process complete		ongoing	
NYCC Implementation Phase 1 start		January-02	
NYCC Implementation Phase 1 complete		March-02	
NYCC Implementation Phase 2 start		April-02	
NYCC Implementation Phase 2 complete		December-02	
NYCC Implementation Phase 3 start		January-03	
NYCC Implementation Phase 3 complete		ongoing	
NLIS Level 1 achieved		Q1 2002	New system in
NLIS Level 2 achieved	September-01		
NLIS Level 3 achieved	April-03		
LLPG Level 1 achieved		July-01	
LLPG Level 2 achieved *	July-02	January-02	* estimated
LLPG Level 3 achieved			
Electoral Register BS7666 Compliant	October-01		Await supplier
Data supplied to the Electoral Register Hub	December-01		Await supplier
Connection to the Electoral Register Hub	July-02		Await supplier
Electoral Register link to LLPG	January-02		Await supplier

Ryedale District Council Summary Implementation

**Appendix 5 – Summary Implementation Chart**

	July	Aug	Sep	Oct	Nov	Dec	Q1	Q2	Q3	Q4	Year	Year	Year
	2001	2001	2001	2001	2001	2001	2002	2002	2002	2002	2003	2004	2005
<b>Implement &amp; communicate e-gov't mgt</b>													
<b>Begin Change Management activities</b>													
Build on communications strategy													
Resource & introduce project/programme mgt													
Begin resourcing skills													
Roll-out change management programme													
<b>Infrastructure Development</b>													
<b>A to S-Customer Contact Centres</b>													
Community consultation													
Pilot 1													
Pilot 2													
Pilot 3													
Pilot 4													
Pilot 5													
<b>A to S-Self-Help Access Points</b>													
<b>A to S-Web site development</b>													
<b>Back-Office Re-engineering</b>													
As-is process mapping & service reviews													
To-be process re-engineering													
Build workflow & imaging strategy													
Implement corporate workflow & DIP													

<b>Corporate Information Management</b>													
Develop Intranet													
Introduce Corporate Information Manager													
Plan & introduce content management													
Conduct corporate information planning													
<b>E-Procurement</b>													
<b>National Project Alignment</b>													
(see milestone table for details)													
BVPI157													
NLPG/NLIS													
Electoral Register													
Best Value													
UKOnline													

## Appendix 6 – Projected Costs

Only major cost elements, based on known information, have been budgeted.

Estimated Cost	2001	2002	2003	2004	2005
Infrastructure	?	?	?	?	?
Access to services	36200	74000	132000	207000	127000
Process re-engineering	21450	97800			
Information management		45000			
Programme management	2600	25350	7800	7800	7800
Project management	11000	22000	22000	22000	22000
Change management	3000	12000	6000	3000	3000
<b>Total</b>	<b>totals are not quoted to avoid being misleading – see notes below for detail</b>				

### Supporting notes:

**Infrastructure** costs will be determined with the NYCC technology partner, once identified. Costs, though are not yet available but are anticipated to include:

- Set-up and on-going costs for provision of broadband service at between 64k and 8mb for at least 4 Customer Contact Centres.
- Mobile communication costs potentially using GSM access
- Teleworker set-up and communication costs potentially using ISDN dial-up till ADSL is available or GSM
- Costs of Contact Centre technology, being developed by NYCC and York City Council and potentially to be incorporated into Ryedale's Customer Contact Centres have not been included
- Costs contributing to the core NYCC infrastructure, if required, are not included
- No standard desktop costs have been included

**Access to Services** costs are made up as follows:

- Front office asset rationalisation is based on an average cost of £80k per location for 4 locations plus 1 at £40
- Web site restructuring is estimated at £26.2k with improvements planned in phase 1 of £5k, and phase 2 of £10k
- Mobile personnel will require hand held terminals with printers. This cost is estimated at £2.5k per user. Numbers have yet to be confirmed.
- Community consultation costs are estimated at £5k per year

### Others.

- No training costs have been included
- All costs are related to external procurement. No internal costs are included, eg time of existing personnel for project-related activities.
- For budgetary purposes only, it is assumed at this time that all operational requirements except the Corporate Information Manager will be resourced internally.
- Costs of alignment with national projects eg NLIS, NLPG etc have been excluded.

## Appendix 7 – Local Strategic Partnerships

Forum for Community Strategies in North Yorkshire
Malton and Norton Area Partnership
Pickering Area Partnership
SRB5 Ryedale Regeneration Partnership
Community Safety Partnership
Ryedale and North East Yorkshire Rural Transport Partnership
Ryedale Learning Partnership
Ryedale Tourism Group