DUDLEY METROPOLITAN BOROUGH COUNCIL   AGENDA ITEM NO 5

SELECT COMMITTEE ON ECONOMIC REGENERATION – 1st MARCH 2005

ICT STRATEGY REVIEW AND e-GOVERNMENT PROGRESS REPORT

REPORT OF THE CORPORATE E-CHAMPION AND DIRECTOR OF FINANCE

1.   PURPOSE OF REPORT

1.1   To provide Members with the results of the annual review of the Corporate ICT Strategy before submission to the Cabinet in March.

1.2   To provide Members with the latest information on the Council's performance against BVPI 157, which requires 100% e-enablement of all services by 1st January 2006.

1.3   To provide Members with an update on the Council's position regarding the Office of the Deputy Prime Minister (ODPM) programme for 'Priority Services and Transformation Outcomes'.

2.   ICT STRATEGY 2004-2009

2.1   It has been previously reported at the September meeting of this committee that we intended to carry out a 'light touch' review of ICT Strategy This was because the existing strategy already contained the major areas of development and because the workload involved in a major review would impact on the focus required to achieve these developments.

2.2   Therefore the review of ICT Strategy has been carried out in the context of:

- Any major initiatives arising from Directorate feedback
- Further involvement with Customer Access To Services (CATS)
- Further directives and guidance from Government
- Progress against commitments in the current strategy
- Other factors such as the Gershon efficiency review, the LPSA, the forthcoming Comprehensive Performance Assessment (CPA) and other strategic plans

2.3   Major factors that have been recognised in the review of ICT Strategy are covered in the following sections.

2.4   Customer Services
        We now have an emerging Customer Services Organisation arising from the work of the CATS programme. The ICT Strategy needs to support the changes that this brings in terms of the technologies that will are required such as advanced telephone facilities, the information that will be required such as A-Z of Services and the integration with different channels such as telephone, face-to-face, Internet etc. This also involves moving the operation of the Council further in the direction of 24x7 (i.e. 24 hrs a day, 7 days a week).

2.5   Remote Working
        There is a lot of ICT activity that has the potential to enable staff to operate a high

quality service whilst physically remote from the rest of the organisation. This is envisaged as offering new ways of working; particularly for staff serving disadvantaged people such as those in need of benefits, social care and other support services. Opportunities also become available for appropriate staff to carry out suitable work at home. These new ways of working will require policies to guide us and ensure good practice is followed.

2.6   E-Government /2005 Targets/Efficiency Gains
        We have been working for a number of years to deliver our part in the Government's modernisation agenda, which is expressed in e-Government terms by the targets for BVPI 157 100% e-enablement and the delivery of 'Priority Services and Transformation Outcomes'. Before the next review of ICT Strategy we will have to have largely completed this agenda and produced a further three Implementing Electronic Government (IEG) statements. However, with the recent 'Gershon' report on efficiency gains, even before we hit these deadlines, e-Government is being recast from 'electronic' Government to 'efficient' Government.

2.7   Information and Records Management
        We now live in the era of Freedom of Information. Yet we have more and more information to deal with, which means managing, recording, searching, retrieving and disposing of it in a well organised way. This is a major challenge where significant developments will be required to do all of this electronically, in some cases removing paper from the process altogether (such as e-procurement). At the same time we will need to embrace a range of standards, policies and best practice. Content Management, whereby information can be easily managed by non-ICT staff, will become more and more predominant, starting with the Council website www.dudley.gov.uk.

2.8   The resulting draft ICT Strategy 2004-2009 is attached in Appendix C.

3.   BVPI 157

3.1   At the previous meeting of the Select Committee a request was made for the Chief Executive's Directorate to present a report on the progress achieved so far and the plans for achieving the 100% target for BVPI 157.

3.2   Other Directorates are showing satisfactory progress towards the deadline for 100% e-enablement (see Appendix A).

4.   ODPM PRIORITY OUTCOMES

4.1   A full intermediate assessment has been carried out of all fifty four Priority Outcomes and a report has been produced showing the risk rating and the progress to date. The full Priority Outcomes Programme contains 73 targets, but 19 of these are not mandatory for all councils, leaving 54 for us to deliver).

4.2   This report has been circulated and shared at a number of forums including the e-Dudley Steering Group and Corporate Board.

4.3   The results of this assessment showed:

        • 36 Outcomes assessed as low risk - 12 of these assessed as complete
        • 12 Outcomes assessed as medium risk

- 7 Outcomes assessed as high risk

HIGH RISK PRIORITY OUTCOMES	
R01: Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry	DELL - Assessed high risk due to lack of visible progress and clear plans for delivery.
G02: Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	DELL - Assessed as high risk due to change of ownership and lack of progress or clear plans for delivery.
G13: E-forms for "parking contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures	DUE - Assessed as high risk due to current responsibilities being with Police, but delivery of Outcome with DUE.
R28: All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	CATS – Assessed as high risk as currently not allocated within CATS work programme
R29: 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies	CATS – Assessed as high risk as currently not allocated within CATS work programme
R07: Public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling)	DUE – Assessed as high risk due to complicated details in specification and overlap with Customer Services Organisation responsibilities
G24: Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	CATS – Assessed as high risk as detailed specification is very challenging (and is quoted by IDeA as the most difficult to deliver in the timescale)

4.4   It is anticipated that by the time the Select Committee meets to consider this report, that there will be progress to report on some/most of these high risk areas.

4.5   Also, we have looked at the programme as a whole to consider if there is anything that emerges as an overall theme that might need to be given further attention. So far the theme that has emerged is that of the transition of the website from the current largely unregulated development, to the full implementation of our Web Content Management solution, thereby providing a highly regulated environment. This is a significant undertaking. As nearly all the twenty nine 'Required' Outcomes are concerned with developments on the website, there is a risk that any failure to move ahead with content management might impact on a number of Priority Outcomes. This is being given further consideration to ascertain what steps can be taken to mitigate this risk further and ensure that content management is implemented as soon as possible.

5.   PROPOSALS

5.1   That Members comment on the draft ICT Strategy for 2005-2009.

5.2   That Members consider the assessment of progress with BVPI 157.

5.3   That Members consider the assessment of progress on Priority Outcomes and consider any areas for further scrutiny.

6.   FINANCE

6.1   The costs of meeting the BVPI 157 targets and ODPM priorities will have to be met from within existing resources or bid for from new funding streams. To date, much of the funding for projects has come from a combination of departmental funds, ICT corporate strategy fund and IEG monies. IEG4 will attract further funding of £150,000 in 2005/6.

7.   LAW

7.1   Section III of the Local Government Act 1972 enables the Council to do anything which is incidental to, conductive to or which facilitates the discharge of its functions.

8.   EQUAL OPPORTUNITIES

8.1   The development of electronic services is designed to improve customer choice and access to Council services and information. The ODPM Priority Outcomes stipulate specific requirements to meet accessibility standards.

9.   RECOMMENDATIONS

9.1   That Members consider their response to the proposals in paragraph 5.

9.0   BACKGROUND PAPERS

9.1   Monthly snapshots of performance against BVPI 157 are stored on the e-Dudley Intranet site at http://insidedudley/edudley/edudley.htm using the 'BVPI 157' menu. The ESD Toolkit is available online at www.esd-toolkit.org (although registration is required for full access to all the facilities). The ODPM Priority Outcomes can be viewed on the Internet at www.localegov.gov.uk and our own performance management system can be viewed on http://insidedudley/redirect.asp?id=4
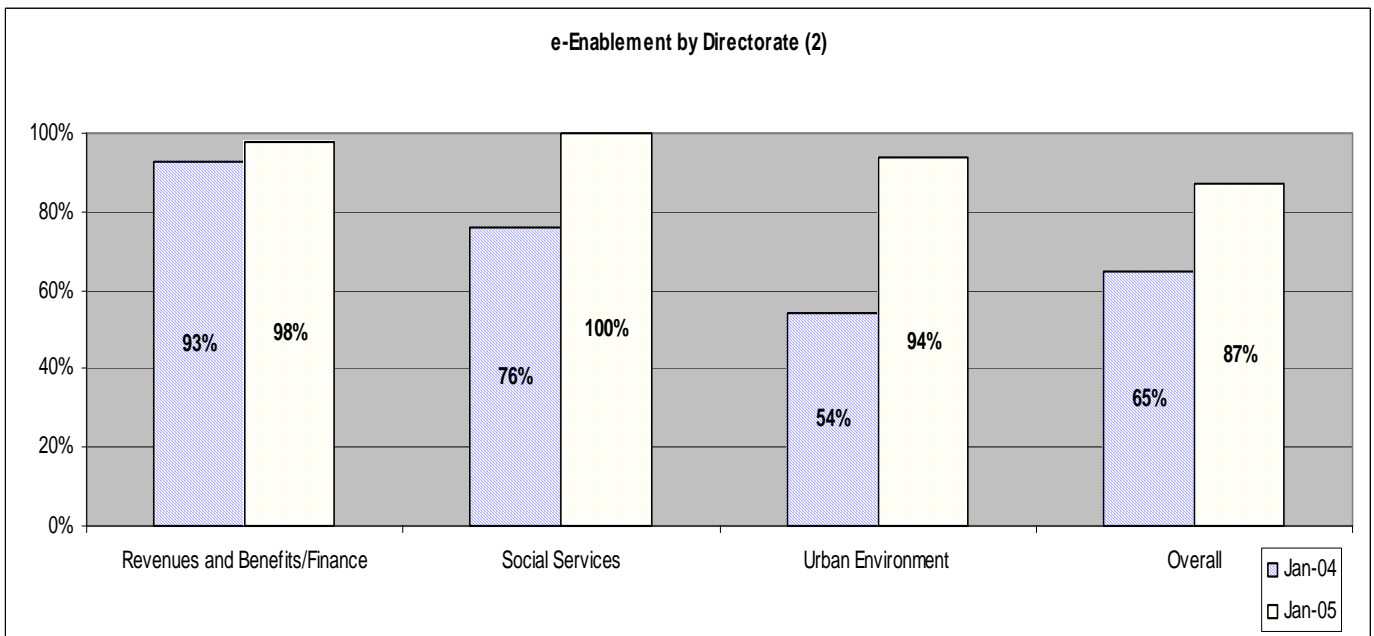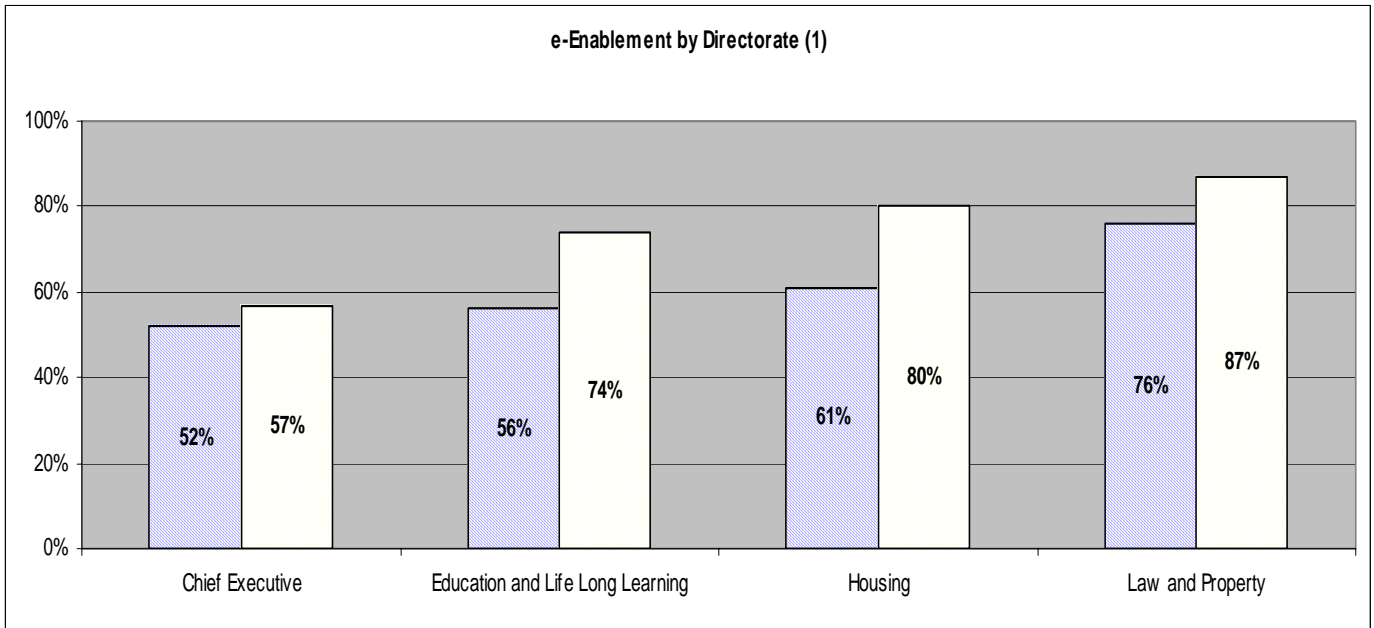
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John Freeman
Director of Education & Lifelong Learning
(e-Champion)

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Mike S Williams
Director of Finance

e-Enablement by Directorate (1)

Directorate	Jan-04	Jan-05
Chief Executive	52%	57%
Education and Life Long Learning	56%	74%
Housing	61%	80%
Law and Property	76%	87%

e-Enablement by Directorate (2)

Directorate	Jan-04	Jan-05
Revenues and Benefits/Finance	93%	98%
Social Services	76%	100%
Urban Environment	54%	94%
Overall	65%	87%

ICT Glossary

Access Channels	The means by which citizens can access information or services from the council, such as phone, walk-in centre, Internet etc
Authentication	The process of ensuring that someone, often a computer user is the person they claim to be and therefore entitled to a specific services
Broadband	A service which enables high speed connection between computers
BVPI 157	An Audit Commission indicator which tracks an authority's performance in making its services capable of electronic delivery and access.
Change Management	The process by which organisations develop and improve and the means by which that change is managed.
e-democracy	The process of allowing citizens to contribute to the democratic process electronically. Include consultation, registration and voting.
e-enablement	The process of making services electronically accessible, for instance through the Internet
e-procurement	The process of acquiring and transacting purchases and contracts electronically
ESD toolkit	A system set up by the IDEA for recording and measuring interactions with the public to assess progress towards developing electronic solutions
IEG Statement	Implementing Electronic Government, a report that Local Authorities have had to produce for the last 4 years to obtaining limited funding to support e-government initiatives
Infrastructure	The combination of equipment that an organisation uses to deliver services, in this case an electronic service.
Interaction	The point at which the citizen and Council come together - could be a payment or request for information or services etc
Modems	Equipment that links Computers together over voice telephone lines
Network	A physical structure which enables information and messages to flow between computers (usually in the form of a fibre-optic cable) and supported by appropriate programmes and hardware
Priority Outcomes	A set of 73 Specific targets that the ODPM requires local authorities to achieve. They are broken down in Required (29 targets) required by the 31/12/2005, Good (25 targets) required by 30/3/2006 and Excellent (19 targets) for high striving authorities.
Web Content Management	A system which allows dynamic web content to be generated and modified more efficiently by non technical staff.