



IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2004 (IEG4)

*"Realising the benefits from our
investment in e-government"*

Name of Authority: Dudley Metropolitan Borough Council

IEG Contact Name: Roger Luff

Email: roger.luff@dudley.gov.uk

Telephone No: 01384 815657

Local Context

Dudley Council is committed to making sure local people receive the best possible public services. We are here to serve the people of Dudley , and work as efficiently as we can to improve the quality of life for everyone. As an organisation we are responsible for spending local people's money to provide essential services. We fully recognise the seriousness of these obligations.

Only by being a truly local council can we fulfil these commitments.
These aspirations are set out in our Council Plan.

This is Dudley Council's fourth Implementing Electronic Government Statement. It has been prepared and formatted in accordance with the requirements set out by the Office of the Deputy Prime Minister (ODPM). All English Local Authorities are required to produce such a statement.

There are many definitions of e-Government, but this is really about better government, better use of resources and better customer services.

The early stages of e-Government have been about setting the foundations

- putting ICT infrastructure in place
- establishing Internet, Intranet and electronic communications
- developing the culture of the organisation
- replacing legacy systems and processes

- meeting the ODPM threshold target of 100% e-enablement of services
- investing in Education (the Dudley Grid for Learning)

More recently we have begun a major change programme to focus on the customer and to provide services in ways that are accessible and meaningful to customers. We will develop our customer contact facilities with the following mission:

'To make one council a reality by offering every customer at every access point across the borough a single means of contact on all council services'

This will require significant changes to the technology, operation and culture of the organisation and will be phased over a number of years. The first phase will be operational from 2005 and will see a new telephone service and a new contact centre in the centre of Dudley. There is still a lot of learning and development going on, both locally and nationally and we will need to build on what works as well as delivering on commitments.

The future focus for e-Government will therefore be to consolidate and build on what has been established so that services can be delivered in the most efficient and effective manner. This will need to be considered both from the viewpoint of the citizen, and also from the Council's effectiveness and efficiency in the use of our resources.

Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005 and will inform the release of IEG capital funding in 2005/06

Outcome & Transformation Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
R1 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.	Amber	Amber	Green	Green	Presently considering various reports contained within OnLine Schools Admissions National Project website. This includes other LEA experiences in relation to implementation of online school admissions and minimum feature lists.
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Red	Green	Green	Green	Investigations of other Local Authority web based information undertaken and proposals being drawn up.
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Amber	Amber	Amber	Green	A report is being produced of the way forward.
E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.					
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Red	Amber	Green	Green	Installation of the standard Local Government Category List will start when the Web content Management System becomes available. The period between then and the completion date will be occupied by loading in existing web based material and information held elsewhere in to the Corporate A-Z.
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Amber	Amber	Green	Green	System in place awaiting completion of protocols with Youth Justice Board.
G2 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.	Red	Red	Green	Green	A working group is being established to start to look at various suppliers and technologies that can help us deliver this outcome.
E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.					

R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Amber	Amber	Green	Green	CMIS (Committee Management Information System) purchased and Implementation plan produced.
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Red	Red	Green	Green	Elected Members are being consulted on their preferences for the way forward.
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Red	Amber	Green	Green	Work is in progress.
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Green	Green	Green	Green	We have provided multimedia content on our Website for some time. This is now an ongoing initiative whereby multimedia will be added to our website as and when particular initiatives and/or priorities are considered appropriate.
E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.					
R7 Online 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).	Amber	Amber	Green	Green	Work is in progress to assess the full requirements.
R8 Online receipt and processing of planning and building control applications.	Red	Red	Green	Green	Funding and the necessary architecture is in place. An implementation plan is being produced.
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber	Green	Green	Green	The dissemination of information through GIS is well understood at Dudley, with over 200 databases being made available to in excess of 2,600 users of the Council's Intranet Corporate GIS (GIS-MO). Suitable facilities will now be implemented on the Internet.
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Red	Red	Green	Green	We are engaging with the e-Trading Standards National project.
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Amber	Amber	Amber	Green	Progress on this outcome is affected by new legislation being drafted.

E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.					
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Amber	Amber	Green	Green	Purchase cards introduced 2001, expenditure in excess of £89k per month achieved. Central Distribution of Orders introduced in 2002.
G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Red	Red	Green	Green	Initial investigations are centred around the National Project - "Working with Business".
G9 Regional co-operation on e-procurement between local councils.	Amber	Amber	Amber	Green	Questionnaire issued to BCPC (Black Country Purchasing Consortium) members, to ascertain levels of attainment in e-procurement. Following analysis, questionnaire to be sent to other West Midland Councils.
E5 Access to virtual e-procurement 'marketplace';					
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;					
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).					
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green	Green	Green	Green	We have a fully functional payments engine in place, which can process Credit and Debit cards, and a very successful implementation of this for our 24/7 Automated Telephone Payments system.
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Green	Green	Green	Green	We have online facilities for checking balances and payment details and have introduced e-Billing. We have been quoted in the recent SOCITM publication "Knock, Knock: who's there?" - an overview of authentication for electronic service delivery.

G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green	Green	Green	Green	The Council has demonstrated efficiency savings and improved collection rates, for example through the implementation of CALLPAY (our 24/7 automated telephone payments facility).
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Green	Green	Green	Green	We have a successful online e-billing facility.
E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	Pathfinders etc to be investigated.				
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Vision for use of SMARTCARDS being developed.				
E10 Agreed baseline and targets for reductions in unit costs of payment transactions.	The Revenues business plan contains targets for increasing direct debit take up amongst Council Tax & NDR payers. We conduct periodic 'take up' campaigns to this end & take up rates are increasing year on year. We no longer advertise standing order as a CT payment method thus encouraging use of more efficient direct debit system. At the end of each financial year we continue to convert 'expensive' CT cash slip payers into cash card payers. Our current Girobank internet payment system will be updated to a more efficient Internet payment system using our own payments engine next financial year. We are now advertising our Council bank details to enable taxpayers to utilise home banking facilities for payment of CT.				
R12 Online renewal and reservations of library books and catalogue search facilities.	Amber	Green	Green	Green	The implementation has just two elements left to resolve: (a) Centralised printing of reservation notices (b) Testing of the SMS and Email notification modules.
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber	Amber	Green	Green	The order has been placed for the leisure management system and a meeting will be held to agree a project implementation plan.
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Red	Amber	Amber	Green	There are three services for the piloting of smartcard technologies : Libraries, Learning Centres, and Leisure Centres. The project is in partnership with Black Country Knowledge Society. Issues are still be resolved regarding ongoing costs and sustainability. A Dudley MBC 'Vision Statement' report will be presented to Members early in 2005.

E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings.					
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green	Green	Green	Green	We have links on our website to partner organisations providing this information.
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Red	Amber	Green	Green	Initial Assessment being made.
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.	Red	Red	Green	Green	Dudley MBC will only be taking over decriminalised parking sometime in 2007. We will look into deep linking to other facilities.
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Amber	Amber	Green	Green	There is new legislation in 2005 which impacts on this. We are carrying out an initial assessment.
E12 Agreed baseline and targets for customer satisfaction and efficiency savings.					
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Amber	Amber	Green	Green	Currently achieve this requirement at Housing Benefit and Council Tax Benefit enquiry counters (at Dudley, Halesowen, and Stourbridge) together through Benefit Services Telephone Call Centre. This position will have to be reviewed with the introduction of CATS (Customer Access To Services) access points.
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Green	Green	Green	Green	This has been available for some time on our website.
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber	Amber	Amber	Green	Bid submitted to DWP for £100k funding, expect to hear 20/12/2004. Connectivity being addressed early 2005. Anite Briefcase to be implemented late 2005. SX3/Kirona wireless system to be implemented early 2006.

E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.					
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms.					
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Amber	Amber	Green	Green	Resources being identified to carry out the work
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Red	Amber	Green	Green	This depends on: related social services ICT projects being completed: Finance and SWIFT, Mobile Assessments, Infrastructure, Electronic Social Care Record. Related related corporate infrastructure project being implemented mobile access and communication funding being made available for preferred option, final design and implementation of appropriate project plan
G16 Systems to support joined-up working on children at risk across multiple agencies.	Amber	Amber	Amber	Green	Project group in place.
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red	Red	Amber	Green	There are a number of factors involved in this and these are being investigated.
E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).					
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Green	Green	Green	Green	We have completed the roll out of Microsoft Outlook/Exchange to all staff and Members that establish a need, supported by an email usage policy.
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Red	Red	Green	Green	Corporate infrastructure being refined. Policy development commenced and due to be agreed in spring 2005.
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Amber	Amber	Green	Green	Technical research completed. Generic technical services to provide home/remote working to be developed ready for launching at the ICTS "IT Makes the Difference" event early in 2005.
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of	Red	Red	Amber	Green	A pilot is now being established with the prospect of corporate roll-out.

attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").					
E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.					
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Amber	Amber	Green	Green	This is considered as two different deliverables. Telephony access support is being rolled out as part of the CATS (Customer Access to Services) programme. Mediated access outside office hours the Council could provide a generic e-form for enquiries linked to all council web pages. This will create an email in the Customer Services Agent (CSA) email queue.
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Amber	Amber	Green	Green	This is currently in progress with the recent purchase of a Web Content Management solution.
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Red	Red	Amber	Green	An Information Management Framework, together with a Records Management Code of Practice is being progressed.
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Amber	Amber	Amber	Green	This work is now in progress and elements of the website are now AAA conformant. The Web Content Management System will enable us to complete this process.
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Red	Red	Green	Green	We are carrying out further work to build on the current areas of compliance.
E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.					
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Amber	Amber	Green	Green	A strategy has been developed and will be implemented in 2005.

R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Green	Green	Green	Green	Some aspects already being carried out. Will require some additional software to fully meet this requirement.
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber	Amber	Amber	Green	Monitoring of e-channels will be built into the technical infrastructure. Face to face contact that come through Customer Services will be monitored as part of the CATS (Customer Access to Services) programme. Monitoring of other face to face contacts will require policy guidance. Each Directorate may request specific investment in supporting infrastructure to comply.
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Amber	Amber	Amber	Green	This will be built into the usage of our Web Content Management system.
E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings.					
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Amber	Amber	Green	Green	CSO (Customer Services Organisation) is tasked with delivering a 'first time fix' for the services it manages. The CATS (Customer Access to Services) programme will deliver a single common customer database.
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Red	Red	Green	Green	The key here is the ability to track by the reference number which must tie together both the CRM Customer and the back office system reference for any resulting service delivery. This would allow the service episode to be tracked from either the front or back office.
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.	Red	Red	Green	Green	Auto response software can deliver an immediate response to email receipt and deliver a unique reference number. Preparation of directorate standards for normal response times by service line will be required. Issue will be detecting which is the appropriate response to be generated. (Auto generate / Manual Intervention)
G24 Integration of customer relationship management systems with back office activity through use of enabling	Amber	Amber	Amber	Green	The CATS (Customer Access to Services) implementation will be using Aspire Process Workflow to schedule work for the back office.

technology such as Workflow to create complete automation of business process management.					
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Amber	Amber	Amber	Green	Initial implementation will be via controlled e-mail propagation from the front office to effected directorates. Strategy requires the integration of back office systems to ensure that a change is populated to the relevant systems.
E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology.					

Change Management (self-assessment)

Authorities are asked to provide information on advisory good practice outcomes relating to the internal organisation and management practices of the council that are required to help deliver the people, systems and service management changes necessary for e-government. Information supplied here will be used to inform national policy, but does not fall within the remit of the December 2005 target.

Change Management Area Description	Status at 20/12/2004	Anticipated status at 31/03/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006	Comments
Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757):					
i) Member & officer e-champions	Green	Green	Green	Green	
ii) e-government programme manager	Green	Green	Green	Green	
iii) customer services management	Green	Green	Green	Green	
Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning.	Amber	Green	Green	Green	Specific training has been provided for Officer e-Champions. We also offer an ICT training programme for staff and members focusing on Outlook, Exchange and on Office products. We have corporate core competency programme which includes project and programme management and customer service training. We have a corporate Risk Management programme and we are training in process review techniques as part of our Customer Access to Services programme.
Establishment of an e-delivery programme board	Green	Green	Green	Green	The E-Service Programme Board, e-Dudley, has managed the e-government programme since 2002.
Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme.	Green	Green	Green	Green	The Council has had a Corporate Project Management methodology in use for some time. This incorporates elements of Prince 2. All suitable new projects expected to follow these standards. We have an excellent Priority Outcomes Programme Monitoring Sytem available to all staff on our Intranet.
Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures.	Amber	Amber	Green	Green	A corporate risk management strategy is in place. Risk analysis has been conducted for previous IEG Statements. This will need to be reviewed in line with the Corporate procedure.
Use of customer consultation/research to inform development of corporate e-government strategy.	Red	Red	Green	Green	Further information to follow.
Establishment of policy for addressing social inclusion within corporate e-government strategy.	Amber	Amber	Green	Green	We have made considerable strides in this area, with an excellent provision of Services in Public Libraries, and a small number of Kiosks. The issue will be dealt with in our Access Strategy to be formalised shortly.






Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)	Green	Green	Green	Green	The current uncertainty about funding for freedom of information is a major problem in this area.
Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovt.alk.rtf).	Red	Red	Red	Red	Information to Follow
Establishment of partnerships for the joint (aggregated) procurement of broadband services.	Red	Amber	Amber	Amber	We have been involved with West Midlands Regional Broadband for some time. It is however not possible create a business case to justify the subscription cost. This is particularly so in the light of the offer of free connectivity from UKERNA. On the acquisition of Broadband connectivity, as the first authority in the Country to be fully supplied by a Cable supplier we are in a strong position to negotiate with potential suppliers to drive costs down. All our schools are connected at 10MB/Sec, Major Administration sites are copnmnected at 100Mbbits/sec, and the campus around Dudley Town centre is connected at Gigabit speeds.
Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf).	Red	Red	Red	Amber	
Compliance with BS 7799 on information security management.	Amber	Amber	Amber	Amber	We have conducted preliminary analysis \of the work required to achieved accreditation under BS7799. There are no major obstacles to achieving this standard, however it is not high on our current list of priorities.
Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives.	Red	Red	Amber	Amber	
Completion of mapping of BVPI 157 services against approved security levels (0-3) (see http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc).	Red	Red	Green	Green	

Planned compliance to HMG Security and authentication frameworks (see http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc).	Amber	Amber	Amber	Green	Our infrastructure and services already have security controls built into them, based on audited risk assessments to protect our corporate network. These standards will continue to be applied for all E-Government projects. We have complied with the Security concerns necessary to exchange information with Youth offending teams. The delayed completion date indicates uncertainty around the issues of Citizen authentication and the use of Smart Cards.
Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org).	Red	Red	Red	Red	Information to Follow
Use of Government Gateway (see http://www.gateway.gov.uk) to support:					
i) personalisation & registration for services categorised at security level 0	Red	Red	Red	Red	We are still not sure exactly what the business case for the Government gateway is, and what technical problems its adoption will bring
ii) citizen & business authentication for services for services categorised at security levels 1-3	Red	Red	Red	Red	We are still not sure exactly what the business case for the Government gateway is, and what technical problems its adoption will bring
iii) authentication of employees for cross-agency services	Red	Red	Red	Red	We believe that we can achieve this when a business need is presented by managing active directories
iv) corporate approach to collection of e-payments	Amber	Amber	Green	Green	This will be achieved without reference to the Government Gateway
v) cross agency secure transactions (Government to Government)	Green	Green	Green	Green	We are currently conducting a number of Government to government transactions electronically without recourse to the potential added complications of the Gateway
Government Gateway (see http://www.gateway.gov.uk) back office connection in place (Department Interface Server).	Amber	Amber	Green	Green	We have adopted LGOL net for internal back office connections. We believe that this will meet our needs for external connections. We are still not sure exactly what the business case for the Government gateway is, and what technical problems its adoption will bring
Connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green	Green	Green	Green	

Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm)	Amber	Green	Green	Green	
Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)	Green	Green	Green	Green	We have been uploading our local Gazetteer to the NLPG for some time. However we would welcome better facilities to download information from the National Gazetteer to support addresses outside the borough.
Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk)	Red	Red	Red	Red	Under the present Financial Structure there is no business case for us to subscribe, although we are moving towards a fully electronic Land Information System
Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa)	Green	Green	Green	Green	A service Directory is available on our Web Site http://www.dudley.gov.uk/council/socserv/join_dir_child.asp

BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against version 2.01

		Actual			Forecast	
BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	2001/2	2002/3	2003/4	2004/5	2005/6
						
Providing information: Total types of interaction e-enabled e-enabled	94%	154 32.35	229 48.11	332 69.75	463 97.27	476 100.00
Collecting revenue: Total types of interaction e-enabled e-enabled	87%	3 33.33	7 77.78	8 88.89	8 88.89	9 100.00
Providing benefits & grants: Total types of interaction e-enabled e-enabled	78%	13 92.86	14 100.00	14 100.00	14 100.00	14 100.00
Consultation: Total types of interaction e-enabled e-enabled	86%	15 25.86	38 65.52	50 86.21	56 96.55	58 100.00
Regulation (such as issuing licenses): Total types of interaction e-enabled e-enabled	76%	24 32.43	45 60.81	51 68.92	70 94.59	74 100.00
Applications for services: Total types of interaction e-enabled e-enabled	83%	94 30.52	160 51.95	230 74.68	297 96.43	308 100.00
Booking venues, resources & courses: Total types of interaction e-enabled	78%	0	0	6	19	22

e-enabled		0	0	27.27	86.36	100.00
Paying for goods & services: Total types of interaction e-enabled e-enabled	80%	1 2.38	2 4.76	5 11.90	37 88.10	42 100.00
Providing access to community, professional or business networks: Total types of interaction e-enabled e-enabled	82%	8 14.04	23 40.35	41 71.93	55 96.49	57 100.00
Procurement: Total types of interaction e-enabled e-enabled	73%	0 0	1 4.17	22 91.67	24 100.00	24 100.00
TOTAL Total types of interaction e-enabled % e-enabled	86%	312 28.78 %	519 47.88 %	759 70.02 %	1043 96.22 %	1084 100.00 %

Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in up to 2005/6, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Industry definitions of page impressions

E-enablement + Main E-Access Channel Take-Up	Forecast ('000s)					Comment
	03/04	04/05	05/06	06/07	07/08	
Local Service Websites						
• Page impressions (annual)	5312	7791	7530	8998	8301	Some of the factual data we hold for year 03/04 may not be true as we have changed software and firewall arrangements. We believe our new software and firewall operates correctly and our statistics software is giving accurate figures. We are factoring in from our research an on average increase of around 5% of traffic.
• Unique users, i.e. separate individuals visiting website (annual)	119	315	330	346	363	
• Number of e-enabled payment transactions accepted via website	3	6	9	12	15	
• Number of change of address notifications accepted via website	0	0.1	0.2	0.4	0.9	
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>						
• Number of e-enabled payment transactions accepted by telephone	31	60	80	100	120	For electorate registration notifications signature issues are being looked into to assist the process in the future. The Council is developing a Access Strategy in association with its Customer Services developments and this will also influence the level and volumes of transactions undertaken through the e enabled channels in the future.
• Number of change of address notifications accepted via telephone	36	37	38	38	38	
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i>						
• Number of e-enabled payment transactions accepted via personal contact	920	920	920	920	920	See above comments on the Council's Policy to develop its customer services approach. Payments through e enabled channels are being developed and introduced at its customer services locations. Fax system is also available for electorate registrations office.
• Number of change of address notifications accepted via personal contact	0	0.1	0.1	0.1	0.2	

Other Electronic Media <i>(e.g. BACS, text messaging)</i>						
• Number of e-enabled payment transactions accepted via BACS or other electronic form	919	950	980	1000	1030	See above comments on the Council's Policy to develop its customer services approach. Payments through e enabled channels are being developed and introduced at its customer services locations. Fax system is also available for electorate registrations office.
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0	
Non Electronic <i>(e.g cash office, post)</i>						
• Number of payments accepted by cheque or other non-electronic form	950	950	920	900	880	As above. The influence of the Customer services developments will change the proportions of non e-enabled to that of e-enabled during the next 2/3 year period.
• Number of change of address notifications accepted via non-electronic form	0	0	0	0	0	

Local e-Government Implementation Expenditure

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements in the table below and brief commentary on the use of IEG money. For 2005/6 onwards, please include best estimates of revenue and capital expenditure even though the council may not have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

Programme Resources	Actual (£'000s)	Forecast (£'000s)				Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
• IEG capital grant	400	350	150			
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	15	0	0	0	0	
• financial contribution from public-private partnerships	0	0	0	0	0	
• resources being applied from internal revenue and capital budgets to implement e-government	715	242	110	210	60	
• other resources (e.g. training) (please specify)	199	417	557	50	20	Combination of LPSA and other grants.
• ODPM e-Innovations Fund capital grant	0	0	0	0	0	
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	0	0	0	0	0	
TOTAL	1329	1009	817	260	80	

Local e-Government Programme Efficiency Gains

In order to justify corporate investment in local e-government, it is important to ensure that the benefits will outweigh the costs. In this regard, councils are asked to provide best estimates of efficiency gains arising from the implementation of local e-government. The expectation is that all cashable savings can be recycled in local services, but should be achieved without cutting service quality. Please also note that there is no intention here to add new burdens in terms of the measurement of efficiency gains or to set specific targets for local e-government, but figures should be calculated using existing data and accounting methods where possible. The exercise should also be seen as a starting point for future work on efficiency best practice and rewards. Links to listed websites in the table Notes also offer a key source of support in calculating figures. Please note that you are only required to put total figures in the Actual (01/02 to 03/04) column.

Efficiency Gains	Actual	Forecast (£'000s)				Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
a) Cash Releasing Efficiency Gains						
e-Procurement, of which:						
• achieved through reductions in prices		0	0	0	0	
• other gains from e-procurement		0	0	0	0	
Corporate support (back office), of which:						
• e-recruitment		0	0	0	0	
• e-payments		0	0	0	0	
• Other corporate support gains		0	0	0	0	
Transactional services		0	0	0	0	
Productive time		0	0	0	0	
Sub total (a) cash releasing efficiency gains)	0	0	0	0	0	
b) Non Cash Releasing Efficiency Gains						
non-cash benefits (1) please specify		0	0	0	0	
non-cash benefits (2) please specify		0	0	0	0	
Sub total (b) non cash releasing efficiency gains)	0	0	0	0	0	
TOTAL EFFICIENCY GAINS - GROSS	0	0	0	0	0	
LESS e-government implementation expenditure	1329	1009	817	260	80	

TOTAL EFFICIENCY GAINS - NET	-1329	-1009	-817	-260	-80	
---	--------------	--------------	-------------	-------------	------------	--