



# IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 (IEG5)

*"Meeting the targets for e-government"*

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## **Local Context**

### **What we set out to do and why**

Our aims were to:

- Modernise the facilities and ways of working within the Council
- Modernise the interfaces with citizens
- Meet the e-Government targets set by the Government office (ODPM)
- Establish the foundations and infrastructure from which future e-Government benefits can be realised
- Develop the website as a major resource and service

We have a strong record for the use of ICT based around a corporate/ strategic approach to ICT developments, which put us in a good position to respond to the challenges of e-Government. We are also a large metropolitan borough with a good infrastructure to support us – for instance the borough has had complete coverage of digital cable communication services for over a decade.

Our ambitions were to:

- Be in the top group of Councils implementing electronic government, focusing on meeting targets and investing in the foundations that will bring rewards in the future

The Government set out a modernising agenda in 1999, including the target to make all government services available electronically by 2008, later revised to the end of 2005, and more recently augmented by the Priority Services programme. This agenda, which has been further developed in the intervening years, has provided the focus and benchmark for the work at Dudley.

We also recognised that we needed to review our capabilities for customer access to services (CATS). So the development of our CATS team and the resulting Dudley Council Plus service is closely linked with our e-Government developments.

We therefore set out to:

- Put ourselves forward for external scrutiny and inspection and put e-Government high on our agenda with an increased profile
- Commit to meeting ODPM targets and benchmark ourselves against our peers
- Engage with appropriate networks to help steer the path ahead
- Meet the needs of citizens and stimulate the shift to electronic channels
- Support the agreed LPSA targets for access to information
- Work with partners to develop data protection/sharing/information protocols

### **What we actually did/how we went about it**

Our approach was to:

- Set up governance arrangements and establish capacity
- Establish monitoring and performance management

- Carry out a Best Value Review of ICT Services and ICT Strategy with external scrutiny
- Engage with developments locally/regionally/nationally

Fundamental to this programme has been setting up the appropriate governance arrangements. These have been comprehensive. We have:

- E-Dudley Steering Group and appropriate sub-groups
- Member e-Champion, Corporate e-Champion and six Directorate e-Champions
- A major Select Committee role, plus a Members ICT Working Group and engagement with Corporate Board

We have established e-Government resources centrally within the council and have obtained the full funding of £900,000 from the government through successful submissions of our five IEG statements. We have established links with other key initiatives such as Customer Access to Services and Dudley Council Plus teams, and ensured that the Corporate ICT Strategy, underpinned by Directorate ICT plans are all delivering to the same goals within the same framework. In this way the strategy and action plan is robustly established throughout the Council and that the strategy supports the operational delivery of services as well as the Council's key objectives

We carried out a major cross-cutting Best Value Review of ICT and ICT Strategy which in particular helped to set up our process for ICT Strategy development and review. This was subject to inspection by the Audit Commission.

We were early adopters of the ESD Toolkit produced by the IDeA and we are now co-chairs of the Midlands Toolkit Local Community. In the absence of anything similar for Priority Services & Transformation Outcomes we have developed our own toolkit on our Intranet.

Major areas of activity were concentrated on:

- Replacing all legacy systems on the mainframe and removing it from use
- Replacing legacy office systems and hardware
- Investing in the website – the technology, processes and people
- Developing payment capabilities for use across the council 24hrs per day, 7 days per week
- Developing standard e-forms capabilities for deployment across the council
- Supporting Directorates in any areas of their development that demonstrated a business case; for example mobile computing
- Networking with peers and support structures locally, regionally and nationally – in particular the ODPM e-Government Team and their spin-offs

## **What we actually achieved**

Key outcomes have included:

- We are on target to meet all e-Government targets for 2005/2006
- We have one of only 38 Local Authority websites assessed as 'transactional'
- We have a modern corporate infrastructure to support modern ways of working and our new Dudley Council Plus operation
- We have Members engaged in e-Government in different ways

The three Audit Commission inspectors who investigated our Best Value Review of ICT Services and Strategy reported one of the best assessments in the country – "A good service with excellent prospects". They did however note some of our legacy core financial systems were aging, which have now been replaced. These include payroll, ledger and revenues and benefits systems, which offer new opportunities such as remote/mobile working and this is being piloted.

With the new technologies, processes and people, the website is now operating five times faster, is showing increasing usage and has been externally assessed as 'transactional' by SOCITM putting it in the top 10% of all Local Authority websites nationally. Citizens, visitors and businesses benefit from

access anytime, anyhow, anywhere. We are at the early stages of mounting promotion and marketing campaigns to encourage further take-up of e-channels.

We have implemented new technologies such as Customer Relationship Management (CRM) and integrated Voice and Data networks (VoIP) to support Dudley Council Plus and Revenues and Benefits services. CRM gives us an end-to-end view of customer service episodes and presents the Council as a single entity to those customers. Some of these innovations were selected by CISCO and showcased to hundreds of delegates over the three day SOCITM Annual Conference in October 2005.

We have had a very successful engagement with elected Members through the work of the Select Committee on Economic Regeneration (previously Economic Vitality). The Members ICT Working Group ensures that Members ICT needs are addressed, and the Member e-Champion champions e-Government at Cabinet in collaboration with the Officer e-Champion.

We have invested £900,000 of e-Government funding, supplemented by our own ICT Strategy funds to provide a comprehensive corporate ICT infrastructure which supports:

- Nearly 5,000 web enabled, trained, Microsoft Exchange users across the Council
- 500 free public access PCs in Libraries, community centres etc
- 240 council sites on one single broadband network
- 5,500 voice/fax lines, 1,500 mobile phones, 500 alarms, 100 emergency lines
- 37 Wireless hotspots at strategic locations throughout the borough
- Nearly all 72 elected Members with Council broadband connections at home
- On target to achieve 100% e-enablement of services
- On target to deliver all 54 ODPM projects for Priority Services and Transformation Outcomes
- 3,000 public user sessions on a typical day on the website, with over 200 electronic forms available to them

## **What we learnt and how we have responded as a result**

### Key learning

- We need to integrate the channels (phone, email, web etc) that citizens use
- We need to market and promote what we have done
- We need to review our ICT Strategy more fundamentally, to develop the Gershon/efficiency/transformation potential
- We need to extend project plans to include an exploitation stage

Dudley Council Plus operations, which initially focussed on phone and walk-in contacts, are being expanded to include email and web contacts. A 'Channels Strategy' is being developed for this. Marketing and promotion of the website is being progressed using the e-Citizen National Project resources.

Blue chip consultants with experience in the field are being engaged to review the ICT Strategy as part of a further Best Value Review of ICT and strategy.

The agenda for the e-Dudley Steering Group is being focussed on the delivery of benefits – Gershon, efficiencies, take-up, transformation etc. This is particularly important as the ODPM funding phase has now finished, so exploiting the investments we have already made will be the priority for the future.

The work of the Select Committee has been held up as an exemplar and their work programme is being developed to build on this foundation.

The nature of the programme, with 54 Priority Outcomes, over 1,000 BVPI 157 Interactions, 5 IEG Statements and numerous reports to corporate board and committees, is that there is a tendency to degenerate into a tick-box mentality. We have steered a path between meeting targets, and doing

what makes sense for Dudley. The success of this will be captured in a final report in spring 2006 which will be submitted to e-Dudley, Corporate Board and the Select Committee.

We have tried throughout this programme to keep close to developments with the ODPM, IDeA, SOCITM, SMART Region and many other groups. The level of regional development and co-operation has been less than we hoped, but it is encouraging to see the region taking new initiatives, improving communication and reviewing the governance arrangements. We have continued to maintain a presence locally, regionally and nationally so we can intercept any development/initiatives. In particular we have quickly signed up to the Government Connect programme:

*“The focus over the next few years will be about take-up and quality, particularly of services that really touch customers’ lives. I expect **government connect** to enhance common infrastructure components to make these public services even more efficient and effective.” IAN WATMORE Head of e-Government Unit*

## Section 1 - 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

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<b>R1</b> 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 01/11/2004	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> We are planning to have online schools admissions available by September 2006 for 2007 entry.			
<b>R2</b> Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
<b>Comment:</b> Complete			
<b>G1</b> 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	Green 31/10/2005	Green 31/10/2005	Green 31/10/2005
<b>Comment:</b> Complete			
If already 'green' on R1, R2 & G1 above please comment on	<b>Comment:</b>		
<b>E1</b> Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.  Otherwise you may leave this row blank.			
<b>R3</b> 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 <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Green 01/10/2005	Green 01/10/2005	Green 01/10/2005
<b>Comment:</b> Complete			
<b>R4</b> 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.	Green 31/10/2005	Green 31/10/2005	Green 31/10/2005
<b>Comment:</b> Complete			
<b>G2</b> 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.	Amber 01/06/2005	Amber 01/06/2005	Green 31/03/2006
<b>Comment:</b> This should be delivered by the end March target.			
If already 'green' on R3, R4 & G2 above please comment on	<b>Comment:</b>		
<b>E2</b> Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.  Otherwise you may leave this row blank.			
<b>R5</b> Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 30/04/2005	Green 30/04/2005	Green 30/04/2005
<b>Comment:</b> Complete			
<b>R6</b> 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.	Green 31/10/2005	Green 31/10/2005	Green 31/10/2005
<b>Comment:</b> Complete			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<b>G3</b> 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.	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> This should be delivered by the end March target.			
<b>G4</b> Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Green 01/10/2004	Green 01/10/2004	Green 01/10/2004
<b>Comment:</b> Complete			
If already 'green' on R5, R6, G3 & G4 above please comment on <b>E3</b> Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. Otherwise you may leave this row blank.	<b>Comment:</b>		
<b>R7</b> 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).	Green 10/11/2005	Green 10/11/2005	Green 10/11/2005
<b>Comment:</b> Complete			
<b>R8</b> Online receipt and processing of planning and building control applications.	Amber 12/11/2004	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> This should be delivered as a pilot by the end December target.			
<b>G5</b> Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber 01/10/2004	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> This should be delivered by the end March target.			
<b>G6</b> Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<b>Comment:</b> Complete			
<b>G7</b> 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.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<b>Comment:</b> Complete			
If already 'green' on R7, R8, G5, G6 & G7 above please comment on <b>E4</b> Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	<b>Comment:</b>		
<b>R9</b> Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<b>Comment:</b> Complete			
<b>G8</b> 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).	Amber 01/09/2005	Amber 01/09/2005	Green 31/03/2006
<b>Comment:</b> This should be delivered as phase 1 by the end March target.			
<b>G9</b> Regional co-operation on e-procurement between local councils.	Green 31/01/2005	Green 31/01/2005	Green 31/01/2005
<b>Comment:</b> Complete			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
If already 'green' on R9, G8 & G9 above please comment on <b>E5</b> Access to virtual e-procurement 'marketplace';	<b>Comment:</b>		
<b>E6</b> 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;	<b>Comment:</b>		
<b>E7</b> Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	<b>Comment:</b>		
<b>R10</b> 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 30/04/2004	Green 30/04/2004	Green 30/04/2004
<b>Comment:</b> Complete			
<b>R11</b> 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 31/12/2002	Green 31/12/2002	Green 31/12/2002
<b>Comment:</b> Complete			
<b>G10</b> Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Green 30/09/2000	Green 30/09/2000	Green 30/09/2000
<b>Comment:</b> Complete			
<b>G11</b> Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Green 30/09/2004	Green 30/09/2004	Green 30/09/2004
<b>Comment:</b> Complete			
If already 'green' on R10, R11, G10 & G11 above please comment on <b>E8</b> Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	<b>Comment:</b> -		
<b>E9</b> Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	<b>Comment:</b> -		
<b>E10</b> Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	<b>Comment:</b> -		
<b>R12</b> Online renewal and reservations of library books and catalogue search facilities.	Green 11/10/2005	Green 11/10/2005	Green 11/10/2005
<b>Comment:</b> Complete			
<b>R13</b> Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 31/03/2005	Green 30/12/2005	Green 30/12/2005
<b>Comment:</b> This should be delivered by the end December target.			
<b>G12</b> 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.	Amber 01/03/2005	Amber 01/03/2005	Green 31/03/2006
<b>Comment:</b> This should be delivered to an initial level by the end March target.			



Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R12, R13 &amp; G12 above please comment on</p> <p><b>E11</b> Agreed baseline and targets for take-up of library, sports &amp; leisure services online, including targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	<b>Comment:</b>		
<p><b>R14</b> 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.</p>	Green 04/10/2004	Green 04/10/2004	Green 04/10/2004
<b>Comment:</b> Complete			
<p><b>R15</b> 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.</p>	Green 09/11/2005	Green 09/11/2005	Green 09/11/2005
<b>Comment:</b> Complete			
<p><b>G13</b> 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.</p>	Green 30/04/2005	Green 30/04/2005	Green 30/04/2005
<b>Comment:</b> Complete			
<p><b>G14</b> GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.</p>	Amber 18/11/2004	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> This should be delivered by the end March target.			
<p>If already 'green' on R14, R15, G13 &amp; G14 above please comment on</p> <p><b>E12</b> Agreed baseline and targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	<b>Comment:</b>		
<p><b>R16</b> E-enabled "one stop" resolution of Housing &amp; 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.</p>	Green 14/01/2005	Green 14/01/2005	Green 14/01/2005
<b>Comment:</b> Complete			
<p><b>R17</b> Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing &amp; Council Tax Benefit and to download and print relevant claim forms.</p>	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
<b>Comment:</b> Complete			
<p><b>G15</b> Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.</p>	Amber 31/10/2004	Amber 31/10/2004	Green 31/03/2006
<b>Comment:</b> This should be delivered by the end March target.			
<p>If already 'green' on R16, R17 &amp; G15 above please comment on</p> <p><b>E13</b> Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.</p>	<b>Comment:</b>		
<p><b>E14</b> 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.</p> <p>Otherwise you may leave these rows blank.</p>	<b>Comment:</b>		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<b>R18</b> Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 19/12/2005	Green 19/12/2005	Green 19/12/2005
<b>Comment:</b> Complete			
<b>R19</b> 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.	Green 04/11/2005	Green 04/11/2005	Green 04/11/2005
<b>Comment:</b> Complete			
<b>G16</b> Systems to support joined-up working on children at risk across multiple agencies.	Amber 01/11/2004	Amber 01/11/2004	Green 31/03/2006
<b>Comment:</b> This should be delivered by the end March target.			
<b>G17</b> Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber 30/09/2005	Amber 30/09/2005	Green 31/03/2006
<b>Comment:</b> This should be delivered by the end March target.			
If already 'green' on R18, R19, G16 & G17 above please comment on  <b>E15</b> Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).  Otherwise you may leave this row blank.	<b>Comment:</b>		
<b>R20</b> Email and Internet access provided for all Members and staff that establish a need for it.	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b> Complete			
<b>R21</b> ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber 01/04/2005	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> This should be delivered by the end December target.			
<b>R22</b> 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.	Green 16/05/2005	Green 16/05/2005	Green 16/05/2005
<b>Comment:</b> Complete			
<b>G18</b> Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Amber 01/04/2005	Amber 01/04/2005	Green 31/03/2006
<b>Comment:</b> This should be delivered by the end March target based on progress with the ECDL pilot.			
If already 'green' on R20, R21, R22 & G18 above please comment on  <b>E16</b> Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.  Otherwise you may leave this row blank.	<b>Comment:</b>		
<b>R23</b> 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).	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
<b>Comment:</b> Complete			
<b>R24</b> Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 31/07/2005	Green 31/07/2005	Green 31/07/2005
<b>Comment:</b> Complete			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<b>G19</b> 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 <a href="http://www.pro.gov.uk/about/foi/map-local.rtf">www.pro.gov.uk/about/foi/map-local.rtf</a> ).	Amber 01/04/2005	Amber 01/04/2005	Green 28/02/2006
	<b>Comment:</b> This should be delivered by the end March target.		
<b>G20</b> Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see <a href="http://www.w3.org/WAI">www.w3.org/WAI</a> ).	Amber 01/05/2004	Amber 01/05/2004	Green 31/03/2006
	<b>Comment:</b> This should be delivered by the end March target.		
<b>G21</b> Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see <a href="http://www.egifcompliance.org">www.egifcompliance.org</a> & <a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a> ).	Amber 01/04/2005	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> This should be delivered by the end March target.		
If already 'green' on R23, R24, G19, G20 & G21 above please comment on  <b>E17</b> Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.  Otherwise you may leave this row blank.	<b>Comment:</b>		
<b>R25</b> Online publication of Internet service standards, including past performance and commitments on service availability.	Green 05/05/2005	Green 05/05/2005	Green 05/05/2005
	<b>Comment:</b> Complete		
<b>R26</b> 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 12/04/2005	Green 12/04/2005	Green 12/04/2005
	<b>Comment:</b> Complete		
<b>G22</b> Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 29/11/2004	Amber 29/11/2004	Green 20/03/2006
	<b>Comment:</b> This should be delivered by the end March target based on participation in the ESD Toolkit Voumetrics Pilot.		
<b>G23</b> Adoption of recognised guidelines for usability of website design (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Amber 01/11/2004	Amber 01/11/2004	Green 31/03/2006
	<b>Comment:</b> This should be delivered by the end March target.		
If already 'green' on R25, R26, G22 & G23 above please comment on  <b>E18</b> 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.  Otherwise you may leave this row blank.	<b>Comment:</b>		
<b>R27</b> 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.	Green 19/12/2005	Green 19/12/2005	Green 19/12/2005
	<b>Comment:</b> This should be delivered by the end December target to an initial level based on the introduction of Dudley Council Plus and customer relationship management.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<b>R28</b> All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Green 19/12/2005	Green 19/12/2005	Green 19/12/2005
	<b>Comment:</b> This should be delivered by the end December target for identified email and web form communications - further developments are planned for 2006.		
<b>R29</b> 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.	Green 19/12/2005	Green 19/12/2005	Green 19/12/2005
	<b>Comment:</b> This should be delivered by the end December target to an initial level - further developments are planned for 2006.		
<b>G24</b> 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.	Amber 29/11/2004	Amber 29/11/2004	Green 28/02/2006
	<b>Comment:</b> This should be delivered by the end March target.		
<b>G25</b> 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 29/11/2004	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> This should be delivered by the end March target.		
If already 'green' on R27, R28, R29, G24 & G25 above please comment on  <b>E19</b> 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.  Otherwise you may leave this row blank.	<b>Comment:</b>		

## Section 2 - 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	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> <li>Appointment of people to the following key local e-government functions in your Council (see <a href="http://www.idea-knowledge.gov.uk/idk/aio/206757">http://www.idea-knowledge.gov.uk/idk/aio/206757</a>):</li> </ul>			
i) Member & officer e-champions	Green 01/04/2003	Green 01/04/2003	Green 01/04/2003
	<b>Comment:</b>		
ii) e-government programme manager	Green 01/07/2004	Green 01/07/2004	Green 01/07/2004
	<b>Comment:</b>		
iii) customer services management	Green 01/04/2004	Green 01/04/2004	Green 01/04/2004
	<b>Comment:</b>		
<ul style="list-style-type: none"> <li>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 (for more information about the e-capacity Building Programme see <a href="http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&amp;XSL=standardcontent&amp;Key=1">http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&amp;XSL=standardcontent&amp;Key=1</a>)</li> </ul>	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	<b>Comment:</b> 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.		
<ul style="list-style-type: none"> <li>Establishment of an e-delivery programme board</li> </ul>	Green 31/12/2002	Green 31/12/2002	Green 31/12/2002
	<b>Comment:</b> The E-Service Programme Board, e-Dudley, has managed the e-government programme since 2002.		
<ul style="list-style-type: none"> <li>Use of formalised programme &amp; project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme</li> </ul>	Green 01/09/2004	Green 01/09/2004	Green 01/09/2004
	<b>Comment:</b> 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 System available to all staff on our Intranet.		
<ul style="list-style-type: none"> <li>Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures</li> </ul>	Green 01/06/2005	Green 01/06/2005	Green 01/06/2005
	<b>Comment:</b> 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.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> <li>Use of customer consultation/research to inform development of corporate e-government strategy</li> </ul>	Amber 01/04/2005	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> Being developed as part of our Customer Contact Centre programme			
<ul style="list-style-type: none"> <li>Establishment of policy for addressing social inclusion within corporate e-government strategy</li> </ul>	Green 01/06/2005	Green 01/06/2005	Green 01/06/2005
<b>Comment:</b> 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.			
<ul style="list-style-type: none"> <li>Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see <a href="http://www.socialexclusion.gov.uk/page.asp?id=583">http://www.socialexclusion.gov.uk/page.asp?id=583</a>)</li> </ul>	Amber 01/04/2005	Amber 01/04/2005	Amber 01/04/2005
<b>Comment:</b> Dudley Council Plus, The Councils Customer Contact Centre is specifically designed to provides services to physically disadvantaged groups. Our Crysis team, re-cycles redundant it equipment, both as a training experience and for use ion the Community.			
<ul style="list-style-type: none"> <li>Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures</li> </ul>	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b>			
<ul style="list-style-type: none"> <li>Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see <a href="http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf">http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf</a> &amp; <a href="http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf">http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf</a>) and designation of an Information Sharing Officer</li> </ul>	Amber 01/06/2005	Amber 01/06/2005	Amber 01/06/2005
<b>Comment:</b> We recognise the importance of ensuring Trust in the way we handle personal information. We will review ODPM's Trust charter, and if appropriate will implement it with suitable linkage on the front page of our web site.			
<ul style="list-style-type: none"> <li>Establishment of partnerships for the joint (aggregated) procurement of broadband services</li> </ul>	Green 01/09/2005	Green 01/09/2005	Green 01/09/2005
<b>Comment:</b> We have been involved with West Midlands Regional Broadband for some time, and have agreed a way forward that will connect us to the Regional Broadband service by September. 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.			
<ul style="list-style-type: none"> <li>Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see <a href="http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf">http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf</a> &amp; <a href="http://www.govconnect.gov.uk/ccm/portal">http://www.govconnect.gov.uk/ccm/portal</a>)</li> </ul>	Red 01/06/2005	Red 01/06/2005	Amber 01/01/2006
<b>Comment:</b> We will consider the use of intermediaries when we have established our own Customer Access to Service facilities, and improved our understanding of customers requirements. We have agreed to link Dudley CAB website with our own, when it is developed.			
<ul style="list-style-type: none"> <li>Compliance with BS 7799 on information security management</li> </ul>	Amber 01/07/2003	Amber 01/07/2003	Amber 01/07/2003
<b>Comment:</b> We have conducted preliminary analysis \of the work required to achieved acreditation under BS7799. There are no major obstacles to achieving this standard, however it is not high on our current list of priorities.			
<ul style="list-style-type: none"> <li>Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives</li> </ul>	Amber 01/04/2005	Amber 01/04/2005	Amber 01/04/2005
<b>Comment:</b> We will consider Benefits Realisation as part of our work towards producing our Improvement Action Plan, as part of implementing Gershon Efficiency targets.			

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> <li>Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see <a href="http://www.esd.org.uk/standards/lgs/lgs.doc">http://www.esd.org.uk/standards/lgs/lgs.doc</a> &amp; <a href="http://www.authentication.org.uk/levels.asp">http://www.authentication.org.uk/levels.asp</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc</a>)</li> </ul>	Amber 01/04/2005	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> Our initial priority in this area was the achievement of 100% delivery plans for BVPI 157. Having achieved this we will turn to evaluation of this issue.			
<ul style="list-style-type: none"> <li>Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal">http://www.govconnect.gov.uk/ccm/portal</a>)</li> </ul>	Amber 01/09/2004	Amber 01/09/2004	Green 31/03/2006
<b>Comment:</b> We have subscribed to the Government Connect Services and await further developments in this area. In the meantime we are implementing a Sub-regional Smart Card Scheme as part of our Priority Outcomes Programme.			
<ul style="list-style-type: none"> <li>Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see <a href="http://www.tscheme.org">www.tscheme.org</a>) and which will work with Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>)</li> </ul>	Amber 18/07/2005	Amber 18/07/2005	Amber 18/07/2005
<b>Comment:</b> We will ensure that our Secure Sockets Layer(SSL) service is properly validated against the relevant standards to ensure that all users retain trust in our e-commerce services.			
<ul style="list-style-type: none"> <li>Use of Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>) to support: <ul style="list-style-type: none"> <li>i) personalisation &amp; registration for services categorised at security levels '0' and '1' through the citizen account</li> <li>ii) adoption of Unique Identifiers (UIDs) and associated standards, as designated in Government Connect</li> <li>iii) the bereavement journey &amp; closing of accounts (see <a href="http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp">http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp</a>)</li> <li>iv) citizen &amp; business authentication for services for services categorised at security levels 0-3</li> <li>v) registration &amp; authentication of employees for internal and cross-agency services</li> <li>vi) corporate approach to collection of e-payments</li> </ul> </li> </ul>			
	Red 01/04/2005	Red 01/04/2005	Amber 01/01/2006
<b>Comment:</b> We have subscribed to the Government Connect Services and still await further developments in this area.			
	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
<b>Comment:</b> We have subscribed to the Government Connect Services and still await further developments in this area.			
	Red 01/01/2010	Red 01/01/2010	Red 01/01/2010
<b>Comment:</b> Not easy to firm up plans for this activity as the link does not work! (Note still not working(November 2005). However Bereavement Service at Dudley are enthusiastic users of ICT and as the requirement becomes clearer planning will commence.			
	Red 01/01/2006	Red 01/01/2006	Red 01/01/2006
<b>Comment:</b> We have subscribed to the Government Connect Services and still await further developments in this area.			
	Red 01/09/2005	Red 01/09/2005	Amber 01/01/2006
<b>Comment:</b> We have subscribed to the Government Connect Services and still await further developments in this area.			
	Red 01/01/2006	Red 01/01/2006	Red 01/01/2006
<b>Comment:</b> We believe our in house e-payments scheme which supports a variety of payment methodologies, including automated voice response Credit Card/Debit Card payments over the internet, over the phone or with customer present offer a more cost effective solution than the per transaction based service offered by Government Connect. We will continue to monitor this situation.			








Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
vii) cross agency secure transactions (Government to Government)	Red 01/07/2005	Red 01/07/2005	Red 01/07/2005
<b>Comment:</b> Our plans in this area may be shaped by partnership working with other West Midlands authorities			
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Red 01/01/2007	Red 01/01/2007	Red 01/01/2007
<b>Comment:</b> No Plans to implement this as yet			
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/01/2010	Red 01/01/2010	Red 01/01/2010
<b>Comment:</b> No Plans to implement this as yet			
x) GC Register (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a> )	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
<b>Comment:</b> We have subscribed to the Government Connect Services and still await further developments in this area.			
xi) GC Exchange (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a> )	Amber 01/10/2004	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> We have adopted LGOL net for internal back office connections, We believe that this will meet our needs for external connections.			
• Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a> ) back office connection in place (Department Interface Server)	Red 01/06/2005	Red 01/06/2005	Amber 01/01/2006
<b>Comment:</b> Government Connect does not make clear exactly what is required in this area. When a definitive offering is available we will consider the development of a business case to support the investment.			
• Enable Directgov (see <a href="http://www.direct.gov.uk">www.direct.gov.uk</a> ) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see <a href="http://www.localgov.gov.uk/localdirectgov/ieg5">http://www.localgov.gov.uk/localdirectgov/ieg5</a> )	Red 01/11/2005	Red 01/11/2005	Red 01/11/2005
<b>Comment:</b> We are considering the implementation of this facility now that further information has become available.			
• Reciprocal connection to Directgov (see <a href="http://www.direct.gov.uk">http://www.direct.gov.uk</a> ) from corporate website and partnership portal(s)	Green 01/07/2004	Green 01/07/2004	Green 01/07/2004
<b>Comment:</b> Complete			
• Introduction of Digital Interactive TV services (see <a href="http://www.digitv.org.uk">http://www.digitv.org.uk</a> )	Red 01/01/2010	Red 01/01/2010	Red 01/01/2010
<b>Comment:</b> No plans at this time			
• Establishment of dedicated telephone contact centre(s) services	Green 01/06/2005	Green 01/06/2005	Green 01/06/2005
<b>Comment:</b>			
• Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see <a href="http://www.lcd.gov.uk/foi/foidpunit.htm">http://www.lcd.gov.uk/foi/foidpunit.htm</a> & <a href="http://www.pro.gov.uk/recordsmanagement/access/default.htm">http://www.pro.gov.uk/recordsmanagement/access/default.htm</a> )	Green 01/01/2005	Green 01/01/2005	Green 01/01/2005
<b>Comment:</b> Freedom of Information requests will be tracked using a corporate logging system which has now been implemented.			



Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> <li>Regularly-maintained link from Local Land &amp; Property Gazetteer (LLPG) to National Land &amp; Property Gazetteer (NLPG) (see <a href="http://www.nlpg.org.uk">http://www.nlpg.org.uk</a>)</li> </ul>	Green 01/06/2003	Green 01/06/2003	Green 01/06/2003
<b>Comment:</b> We have been uploading our local Gazetteer to the NLPG for some time. However we would welcome better facilities to download informatin from the National Gazetteer to support addresses outside the borough.			
<ul style="list-style-type: none"> <li>Local Land &amp; Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems</li> </ul>	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005
<b>Comment:</b>			
<ul style="list-style-type: none"> <li>Connection to National Land Information Service (NLIS) at Level 3 (see <a href="http://www.nlis.org.uk">http://www.nlis.org.uk</a>)</li> </ul>	Red 01/01/2010	Red 01/01/2010	Red 01/01/2010
<b>Comment:</b> 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			
<ul style="list-style-type: none"> <li>Introduction and maintenance of an online service directory for Children's services for professionals working with children &amp; young people, and allowing public access where possible (for further information see <a href="http://www.dfes.gov.uk/isa">http://www.dfes.gov.uk/isa</a>)</li> </ul>	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
<b>Comment:</b> A service Directory is available on our Web Site <a href="http://www.dudley.gov.uk/council/socserv/join_dir_child.asp">http://www.dudley.gov.uk/council/socserv/join_dir_child.asp</a>			

### Section 3 - 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 of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit ([www.esd-toolkit.org](http://www.esd-toolkit.org)). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG4.5 % e-enabled position at 31 December 2005	Actual				Forecast
		01/02 	02/03 	03/04 	04/05 	05/06 
<b>Providing information:</b> ● Total types of interaction e-enabled ● % e-enabled	99 %	● 154 ● 32.35 %	● 227 ● 47.69 %	● 330 ● 69.33 %	● 444 ● 93.28 %	● 476 ● 100.00 %
<b>Collecting revenue:</b> ● Total types of interaction e-enabled ● % e-enabled	97 %	● 3 ● 37.50 %	● 7 ● 87.50 %	● 8 ● 100.00 %	● 8 ● 100.00 %	● 8 ● 100.00 %
<b>Providing benefits &amp; grants:</b> ● Total types of interaction e-enabled ● % e-enabled	96 %	● 13 ● 92.86 %	● 14 ● 100.00 %	● 14 ● 100.00 %	● 14 ● 100.00 %	● 14 ● 100.00 %
<b>Consultation:</b> ● Total types of interaction e-enabled ● % e-enabled	97 %	● 15 ● 30.00 %	● 33 ● 65.00 %	● 43 ● 85.00 %	● 48 ● 94.00 %	● 51 ● 100.00 %
<b>Regulation (such as issuing licenses):</b> ● Total types of interaction e-enabled ● % e-enabled	94 %	● 24 ● 37.50 %	● 39 ● 60.94 %	● 45 ● 70.31 %	● 58 ● 90.63 %	● 64 ● 100.00 %
<b>Applications for services:</b> ● Total types of interaction e-enabled ● % e-enabled	97 %	● 99 ● 32.46 %	● 159 ● 52.13 %	● 229 ● 75.08 %	● 279 ● 91.48 %	● 305 ● 100.00 %
<b>Booking venues, resources &amp; courses:</b> ● Total types of interaction e-enabled ● % e-enabled	93 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 6 ● 54.55 %	● 9 ● 81.82 %	● 11 ● 100.00 %
<b>Paying for goods &amp; services:</b> ● Total types of interaction e-enabled ● % e-enabled	95 %	● 1 ● 3.45 %	● 2 ● 6.90 %	● 5 ● 17.24 %	● 9 ● 31.03 %	● 29 ● 100.00 %
<b>Providing access to community, professional or business networks:</b> ● Total types of interaction e-enabled ● % e-enabled	97 %	● 9 ● 17.65 %	● 20 ● 39.22 %	● 36 ● 70.59 %	● 48 ● 94.12 %	● 51 ● 100.00 %
<b>Procurement:</b> ● Total types of interaction e-enabled ● % e-enabled	95 %	● 0 ● 0.00 %	● 1 ● 6.25 %	● 14 ● 87.50 %	● 16 ● 100.00 %	● 16 ● 100.00 %
<b>Total:</b> ● Total types of interaction e-enabled ● % e-enabled	98 %	● 318 ● 31.05 %	● 502 ● 48.97 %	● 730 ● 71.24 %	● 933 ● 91.02 %	● 1025 ● 100.00 %

## Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, 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. Planning authorities should also complete the Local Service Website line for planning applications. 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. Click on the light bulb icons for industry definitions of page impressions and unique users.

E-enablement & Main E-Access Channel Take-Up	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
<b>Local Service Websites</b>					
• Page impressions (annual)	5,312,000	5,462,000	5,626,000	5,794,000	5,968,000
• Unique users, i.e. separate individuals visiting website (annual)	119,000	313,000	332,000	332,000	342,000
• Number of e-enabled payment transactions accepted via website	3,000	6,000	9,000	12,000	15,000
• Number of change of address notifications accepted via website	0	100	200	400	600
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	5	20	40
	<b>Comment:</b> A steady increase is expected especially due to the opening of the Council's new Dudley Council Plus Customer Service operation and the promotion also of 'self service' and mediated 'self service'.				
<b>Telephone</b> <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	15,000	30,000	80,000	100,000	120,000
• Number of change of address notifications accepted via telephone	26,000	37,000	38,000	39,000	45,000
	<b>Comment:</b> For electorate registration notifications signature issues are being looked into to assist the process in the future. The council is rolling out its Access to Services Strategy and has opened its first of several new Customers Services Centres. (Dudley Council Plus operations). This will significantly influence the level and volumes of transactions undertaken through the e enabled channels in the future				
<b>Face To Face</b> <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 &amp; home visits)</i>					
• Number of e-enabled payment transactions accepted via personal contact	4,000	10,000	15,000	20,000	30,000
• Number of change of address notifications accepted via personal contact	37,000	41,000	42,000	43,000	45,000

	Actual		Forecast		
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
	<b>Comment:</b> See above plus - There is likely to be a significant improvement in walk-in / 'face to face' accessibility for the Council's customers through the use of new Dudley Council Plus Customer Service centres across the borough which will provide more convenient and easier contact . An increase in customer contact through face to face is therefore expected as well as increases through 'e- enabled' channels.				
<b>Other Electronic Media</b> (e.g. BACS, text messaging)					
● Number of e-enabled payment transactions accepted via BACS	919,000	950,000	980,000	1,000,000	1,030,000
● Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	1,000	2,000	3,000
● Number of change of address notifications accepted via other electronic media	0	0	0	0	0
	<b>Comment:</b> No comments.				
<b>Non Electronic</b> (e.g. cash office, post)					
● Number of payments accepted by cheque or other non-electronic form	950,000	950,000	920,000	900,000	880,000
● Number of change of address notifications accepted via non-electronic form	0	0	0	0	0
	<b>Comment:</b> See above comments on the Council's strategy for access to services and the introduction of the new Dudley Council Plus operations which will be promoted across the Council.				

## Section 5 - 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 yet 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 Resource	Backward Look (£)		Forward Look (£)		
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	<b>Comment:</b> Actual spending in 2004/5 & 2005/6 may be phased differently to grant receipts over the two years				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	<b>Comment:</b>				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	15,000	0	0	0	0
	<b>Comment:</b>				
• financial contribution from public-private partnerships	0	0	0	0	0
	<b>Comment:</b>				
• resources being applied from internal revenue and capital budgets to implement e-government	715,000	220,000	526,000	235,000	85,000
	<b>Comment:</b>				
• other resources (e.g. training) (please specify)	199,000	0	350,000	184,000	69,000
	<b>Comment:</b> LPSA funding				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	<b>Comment:</b>				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	0	0	100,000	0	0
	<b>Comment:</b> DWP Grant				
<b>TOTAL</b>	<b>1,329,000</b>	<b>570,000</b>	<b>1,126,000</b>	<b>419,000</b>	<b>154,000</b>

## Section 6 - Local e-Government Programme Efficiency Gains

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	10,000	10,000	5,000	5,000	5,000	5,000	5,000	5,000
	<b>Comment:</b>							
• e-payments	10,000	10,000	18,000	18,000	0	0	0	0
	<b>Comment:</b>							
• corporate services efficiencies not covered above	337,000	9,000	285,000	70,000	18,000	0	267,000	245,000
	<b>Comment:</b> Includes savings from new corporate financial systems implementation in 2007/08							
e-Procurement, of which:								
• Service specific	0	0	0	0	0	0	0	0
	<b>Comment:</b>							
• Cross-cutting e-procurement efficiencies not covered above	11,000	11,000	0	0	70,000	0	105,000	0
	<b>Comment:</b>							
Productive time, of which:								
• Service specific	0	0	0	0	0	0	0	0
	<b>Comment:</b>							

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Efficiency Gains								
• Cross-cutting productive time efficiencies not covered above	0	0	0	0	0	0	0	0
	<b>Comment:</b>							
Transactions	638,000	457,000	7,000	7,000	0	0	0	0
	<b>Comment:</b>							
Miscellaneous efficiencies not covered above	100,000	100,000	151,000	101,000	226,000	226,000	73,000	0
	<b>Comment:</b>							
<b>TOTAL EFFICIENCY GAINS - GROSS</b>	<b>1,106,000</b>	<b>597,000</b>	<b>466,000</b>	<b>201,000</b>	<b>319,000</b>	<b>231,000</b>	<b>450,000</b>	<b>250,000</b>
LESS e-government implementation expenditure	570,000		1,126,000		419,000		154,000	
	<b>Comment:</b>							
<b>TOTAL EFFICIENCY GAINS - NET</b>	<b>536,000</b>		<b>-,660,000</b>		<b>-,100,000</b>		<b>296,000</b>	