

LONDON BOROUGH OF HARROW

Meeting:	Overview and Scrutiny Committee
Date:	25 th November 2003
Subject:	Implementing Electronic Government Return 2003 (IEG3)
Key decision:	No
Responsible Chief Officer:	Executive Director (Business Connections)
Relevant Portfolio Holder:	Finance and Human Resources
Status:	Part I
Ward:	All wards
Enclosures:	IEG3 return - attached

1. **Summary/ Reason for urgency (if applicable)**

- 1.1 This report outlines the IEG3 report which was submitted on the 10th November 2003 to the Office of the Deputy Prime Minister.
- 1.2 The IEG3 return was submitted on the 10th November. The timescales were such that only a draft was available for Cabinet on the 14th October. The final report was the subject of an urgent Portfolio Holders decision.

2. **Recommendations**

- 2.1 **That the report be noted.**

3. **Consultation with Ward Councillors**

- 3.1 None specifically.

4. **Policy Context (including Relevant Previous Decisions)**

- 4.1 The IEG3 statement follows on from last year's Implementing Electronic Government Statement 2002.
- 4.2 IEG3 outlines progress towards the national 2005 e-government targets, the plans in place to meet the targets and the financial implications.
- 4.3 Approval of previous IEG returns has resulted in the award of Capital Grants from ODPM (£200,000 in 02/03 and £200,000 in 03/04). An approved submission of the IEG3 needs to be made to the ODPM before grants will be allocated for 04/05.

4.4 The IEG3 return, along with the ICT strategy already considered by Cabinet, will enable the Council to make significant progress towards achieving the recommendations of the Overview and Scrutiny Committee report on e-government entitled 'take a chance on e'.

5. **Relevance to Corporate Priorities**

5.1 The return monitors our electronic service delivery capability and is therefore relevant to the Government's seven shared priorities for local government and Harrow's own corporate priorities. The summary in section 1 of IEG3 demonstrates how e-government will improve services and outcomes for our citizens.

6. **Background Information and options considered**

6.1 IEG3 is a monitoring report, based on a self-assessment process. It is used by the ODPM to monitor our progress against the 2005 target. It brings together a number of e-government plans and strategies already endorsed by the Council.

6.2 Given the context there are no alternative options to consider.

7. **Consultation**

7.1 Portfolio holders, senior managers and key stakeholders have been consulted. Endorsement is being sought from key stakeholders prior to submission to the ODPM.

8. **Finance Observations**

8.1 As the IEG3 return is a monitoring report it has no financial implications for the Council other than to give the ability to draw down capital grant. The financial implications of investing in e-government are picked up in the MTBS and ICT strategy.

9. **Legal Observations**

9.1 No comment.

10. **Conclusion**

10.1 This attached report was submitted to the Office of the Deputy Prime Minister on the 10th November 2003. The final version was approved by the Portfolio Holder for Finance and Human Resources prior to submission to the ODPM.

11. **Background Papers**

11.1 Draft ICT Strategy September 2003
Implementing E-Government statement 2002
SOCITM Guidance
IDEA Guidance on completion

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HARROW COUNCIL

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2003 (IEG3)

October 2003



OFFICE OF THE
DEPUTY PRIME MINISTER



local e-gov

PROFORMA CONTENT

1. Priority Services

The London Borough of Harrow is committed to improving services to all of its citizens by the use of new technology. The Council is already on the way to meeting the government target of 100% of services available electronically, and is also focusing on increasing IT awareness and skills amongst its citizens by use of its libraries and schools, as well as with partner organisations in further and higher education. The Council has attracted [Local Government On Line](#) Funding and is using this to help establish closer electronic links with its partners in the statutory and voluntary sector. We are developing services with a variety of partners, through both the [Harrow Strategic Partnership](#) and the [West London Alliance](#). We are also assisting local businesses to increase their capacity for electronic procurement. Overall, although we recognise that we are still only part way through a long journey towards e-enabling the whole Harrow community, we believe that we have made significant progress towards this and continued IEG funding will enable us to progress further along this route.

- **Raising standards across our schools**

The Education ICT Strategy sets out in detail a medium term development programme that supports education strategic objectives. Key national initiatives that drive the strategy include the [Department for Education and Skills](#) (DfES) Information Management Strategy, the [National Grid for Learning](#) and DfES curriculum requirements. Particular developments planned include full implementation of LGfL to promote access to teaching and learning materials for teacher and pupils that are being developed on a pan London basis. Schools will also have dynamic access to comparative data to help schools raise their own standards. A further priority is implementing systems to meet needs of the pan London admissions approach and the national student support system.

- **Improving the quality of life for children, young people, families at risk and older people**

The aim is to support service integration, primarily with the Health sector, but more widely for vulnerable children. This will promote easier access to services, more joined up service delivery and more accurate information at the point of intervention. Key enablers planned include:

Common systems for older people that include the single assessment process. This will support service integration with Health that is targeted for April 2005.

Common IRT systems to improve the tracking and safeguarding of vulnerable children.

Systems to enable integrated multi-professional work to support children, families and young people

Implementation of the [National Youth Agency's](#) "Youth Base" MIS system within the [Youth and Connexions Service](#).

- **Promoting healthier communities by targeting key local services, such as health and housing:**

The [New Harrow](#) emphasis on area based service delivery will help target key local

services. The introduction of corporate systems such as CRM, DIP and workflow, and GIS, together with process-redesign will improve service efficiency, provide an improved planning base, provide a better experience for the customer and shorter waiting times.

Particular plans for housing include developing an integrated database for people and property; the ability for customers to receive housing services online; as well as payment processing. The council is promoting access to housing on a sub-regional basis through extension of the [LOCATA](#) system.

- **Creating safer and stronger communities**

A vital element to ensuring a safer community is the systematic sharing of information and intelligence. The Safer Harrow Partnership is recognised as a market leader in information exchange. Harrow established one of the first partnership information databases in the country and also recently formed a joint Local Authority/Police Anti-Social Behaviour Unit providing shared access to personal information regarding victims and offenders of anti-social behaviour. These developments are being assisted by investment from LGOL funding, and have been a main driver for a more corporate approach to information sharing across the Council and partnership. We plan to undertake a risk assessment of current information exchange systems and technology, for example, to ensure that the standard email system is sufficiently secure to support sensitive data transfer. E-government investment will provide more efficient and secure systems for data exchange by partners, particularly between the Council and Police. The Home Office funded community cohesion pathfinder is a significant element in the overall plan. Implementation of the Caseworks system will support the tracking of racial crime across partners.

- **Transforming our local environment**

The provision of customer-focussed area based services under the New Harrow Project calls for additional functionality to support performance management e.g. statistical information for each service in each area. Information and access to many services is likely to be delivered through a Geographic Information System (GIS) so that area service information can be provided through geographic data. By using postcodes, citizens will be able to locate recycling banks, car parks, transportation links (bus routes and stops, etc) parks and other amenities in their area. Maps will be used to pinpoint and report litter, graffiti, and other streetscene problems. Plans also include the ability for Highways Inspectors and other staff to record defects and other problems through the use of hand held GIS equipment.

- **Meeting transport needs more effectively**

There are plans to improve consultation, including feedback of results, and disseminating information about transport proposals. The results of the WLA on-line consultation project will enable this process. Other plans include the development and maintenance the West London Car Share database and promotion of travel plans for businesses, travel to work surveys, etc.

- **Promoting the economic vitality of localities**

The Council intends to promote local economic vitality in a number of ways. It is developing a business directory, which will be available on-line, to assist local businesses seeking local partners or suppliers. Via LPSA pump prime funding, it is increasing its ability to procure services electronically from local suppliers (using the newly implemented

e-procurement system) and is also encouraging and assisting local businesses to develop their e-procurement capacity to enable them to become more competitive. [Harrow in Business](#), the local Enterprise Agency partly funded by the Council, also provides help and training to SMEs to enable them to make more use of technology in their businesses.

2. Self-Assessment of Local e-Organisation

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	
<p>Interactions</p> <p>Note: The Best Value Performance Indicator (BVPI) 157 provides a measure of the number of types of interactions (or contact) between the citizen and the council that are enabled for electronic delivery as a percentage of those that are available.</p> <ul style="list-style-type: none"> Progress towards 2005 target for the 100% e-enablement of local services 	Red	Amber	Amber	Amber	Green	<p>The council has purchased the esd toolkit and in the process of changing its BVPI 157 methodology to use the toolkit. The basis of this assessment and the table in section 3 is our initial view using the toolkit processes for all years. The figures are marginally different from the BVPI return. The council will be refining its use of the toolkit over the next six months.</p> <p>BVPI 157 will be reported on a quarterly basis within Harrow Harrow is on track to meet this target.</p>
<p>Access Channels</p> <p>Note: Access channels are the various routes through which people might contact, or be contacted by, local service providers to undertake electronically enabled interactions.</p> <ul style="list-style-type: none"> Publication of approved strategy for 	Red	Red	G/ A	Green	Green	<p>Early priority in ICT strategy</p>

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<ul style="list-style-type: none"> development of access channels • Local service websites (tailored to achievement of transactional status¹ for corporate “.gov.uk” website) • Specialist portals for local authority services in two-tier areas • Contact centres (e-enabled & dealing with at least 80% of incoming telephone calls to the local authority) • Establishment of fully e-enabled one stop shops for face-to-face customer contact • Use of mobile technology for home visits / supported access services • Establishment of Interactive Digital TV service • E-democracy – participation in the electoral modernisation pilots for electronic voting or electronic counting • E-mail & Internet access provided for all Members • Engagement with intermediaries re delivery of e-government services (e.g. Citizens Advice Bureaux) 	<p>Red</p> <p>Black</p> <p>Red</p> <p>Red</p> <p>Red</p> <p>Black</p> <p>Red</p> <p>Amber</p> <p>Amber</p>	<p>Red</p> <p>Black</p> <p>Red</p> <p>Red</p> <p>Red</p> <p>Black</p> <p>Red</p> <p>Green</p> <p>Green</p>	<p>Amber</p> <p>Black</p> <p>Amber</p> <p>Amber</p> <p>Red</p> <p>Black</p> <p>Red</p> <p>Green</p> <p>Green</p>	<p>Green</p> <p>Black</p> <p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Black</p> <p>Red</p> <p>Green</p> <p>Green</p>	<p>Green</p> <p>Black</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Red</p> <p>Green</p> <p>Green</p>	<p>Moving website into APLAWS/LAWS framework, then implementing LAWS additions. Anticipated initial go-live April 2004.</p> <p>We operate as a unitary authority and therefore two-tier specialist portals do not apply.</p> <p>The council has carried out a cross cutting Best Value review on 'First Contact' that recommends a contact centre and one stop shop approach. The council is investigating partnership models before procuring a partner to help implement the proposals.</p> <p>Identified need in ICT strategy. Pilot projects due in 2004/05</p> <p>Awaiting outcome of ODPM national project and local access strategy.</p> <p>We are keeping a watching brief on the national project and are keen to see how the LGOL funded WLA on-line consultation project can support e-democracy. The Council has recently implemented a committee system that enables our citizens to access minutes of council meetings, calendar of meetings. We also work closely with local partners (local businesses, and voluntary agencies) via the Harrow Strategic Partnership.</p> <p>The opportunity is available for all members</p> <p>This is happening locally through the Harrow Strategic Partnership (HSP) via ISB and LGOL funded projects and sub-regionally within the WLA as part of a community cohesion pathfinder project</p>

¹ www.socitm.gov.uk, as defined in SOCITM (2003) *Better Connected 2003: a snapshot of all local authority websites*, Society of Information Technology Management, Northampton, p23.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	
<p>Trust & connections</p> <p>Note: For the public sector to share information easily and securely, it is essential to operate within a framework of technical and legislative standards.</p> <ul style="list-style-type: none"> • Use of Government Gateway (e.g. for secure authenticated transactions) (see http://www.govtalk.gov.uk/gateway_partnerlink) • Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk) • Adoption of Guidelines for UK Government Websites (see www.e-envoy.gov.uk/oeo/oeo.nsf/sections/webguidelines-handbook-top/\$file/handbookindex.htm) • Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see http://www.w3.org/WAI) • 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) • Establishment of corporate information management policy (e.g. covering management of information assets, 	<p>Black</p> <p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Red</p> <p>Red</p>	<p>Black</p> <p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Red</p>	<p>Black</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Amber</p> <p>Red</p>	<p>Black</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p>Black</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p>Awaiting the outcome of the national project</p> <p>The APLAWS/LAWS framework will enable us to comply with e-gif and e-gms for public web site interactions. Procurement of new applications includes e-gif compliance.</p> <p>The APLAWS/LAWS framework will enable us to comply with these guidelines</p> <p>The APLAWS/LAWS framework will enable us to comply with accessibility requirements</p> <p>We are currently meeting our Freedom of Information requirements and will be taking this forward to meet the 2005 deadline</p> <p>Identified need in ICT strategy. Planned to start in 2004/05. Some individual elements already exist, eg security policies.</p>

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<p>evidence for accountability, security, assurance, disaster & contingency planning)</p> <ul style="list-style-type: none"> 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.lcd.gov.uk/consult/datasharing/datashare.htm & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) Establishment of partnerships for the joint (aggregated) procurement of broadband services Compliance with BS 7799 on information security management 	<p>Red</p> <p>Amber</p> <p>Red</p>	<p>Red</p> <p>Amber</p> <p>Red</p>	<p>Red</p> <p>Amber</p> <p>Amber</p>	<p>Green</p> <p>Amber</p> <p>Amber</p>	<p>Green</p> <p>Amber</p> <p>Green</p>	<p>Identified need in ICT strategy. Some information sharing protocols already agreed. Eg for sharing Mental Health information amongst all practitioners</p> <p>LGfL is in place for broadband access and broadband services for schools.</p> <p>Identified need in ICT strategy. Aiming for certification by 07/08.</p>
<p>Enablers</p> <p>Note: Enablers refers to the computer systems, or 'middle-ware', used to support access channel policy and provide the link to core business and information systems. You should only "green" traffic light the items below where enterprise-wide systems or policies have been implemented.</p> <ul style="list-style-type: none"> Use of smart cards to support service development & delivery Corporate use of Customer Relationship Management (CRM) software Corporate use of Geographic Information Systems (GIS) (e.g. for map-based data presentation) Corporate ICT support and documented 	<p>Black</p> <p>Red</p> <p>Red</p> <p>Red</p>	<p>Black</p> <p>Red</p> <p>Red</p> <p>Red</p>	<p>Black</p> <p>Amber</p> <p>Amber</p> <p>Amber</p>	<p>Black</p> <p>Amber</p> <p>Green</p> <p>Amber</p>	<p>Black</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p>We will be working with London Connects to explore deployment of smart cards at a pan-London level or sub-regionally through WLA.</p> <p>CRM will be a key element of the First Contact implementation mentioned previously</p> <p>A corporate approach to GIS has been agreed, starting in third quarter 2003/04</p> <p>Identified need in ICT strategy. Policy & procedure development and pilot projects in 2004/05. Harrow will build</p>

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<p>policy for home working (teleworking) by staff</p> <ul style="list-style-type: none"> Use of telemetric systems for remote monitoring & signalling, e.g. helping older people remain in their homes Establishment of corporate Intranet Corporate use of Document Image Processing & Workflow systems Application of Knowledge Management (KM) systems & techniques for service improvement Establishment of corporate policy on electronic records management 	<p>Red</p> <p>Amber</p> <p>Amber</p> <p>Red</p> <p>Red</p>	<p>Red</p> <p>Green</p> <p>Amber</p> <p>Red</p> <p>Red</p>	<p>Red</p> <p>Green</p> <p>Amber</p> <p>Red</p> <p>Amber</p>	<p>Red</p> <p>Green</p> <p>Amber</p> <p>Red</p> <p>Green</p>	<p>Red</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Amber</p> <p>Green</p>	<p>on experience from WLA partners.</p> <p>Harrow has a helpline system for older people. Other telemetric systems will be used as the need arises</p> <p>The intranet is being moved into the standard APLAWS/LAWS framework that will also include the HSP extranet. We are developing a WLA extranet to support all WLA activities.</p> <p>DIP and workflow is being used within particular services and will be implemented across the Council through the First Contact project.</p> <p>Major elements of a Knowledge Management system will be implemented as part of our ICT Strategy. This includes records and documents management, Workflow, and CRM. The council will ensure that these systems will form part of a knowledge management system and in particular they facilitate collaborative working and ensure that we learn from local and national best practice.</p> <p>Identified need in the ICT strategy. Planned to start in 2004/05</p>
<p>Core Systems</p> <p>Note: Successful e-government comes from integrating corporate office support and processes with e-enabled services. Core systems refer to the core business processes of the e-enabled organisation.</p> <ul style="list-style-type: none"> Use of systems to enable e-procurement Upgrade of financial information systems to support e-government Upgrade of office systems to support e-government, e.g. web-enabling legacy systems 	<p>Red</p> <p>Red</p> <p>Red</p>	<p>Red</p> <p>Red</p> <p>Amber</p>	<p>Amber</p> <p>Green</p> <p>Amber</p>	<p>Green</p> <p>Green</p> <p>Amber</p>	<p>Green</p> <p>Green</p> <p>Green</p>	<p>Cedar e-financials implemented including e-procurement module. Further roll-out of e-procurement planned and funded through LPSA. Following the national project closely. ERP system planned in long term</p> <p>Is planned to be a mixture of direct web enabled systems and web enablement delivered by thin client. The deployment of a standard desktop is currently under way.</p>

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<ul style="list-style-type: none"> • Upgrade of Human Resources & payroll systems to support e-government • Upgrade of asset management systems to support e-government • Link to National Land & Property Gazetteer (NLPG) (http://www.nlpg.org.uk) • Automated interface with National Land Information Service (NLIS) hub (http://www.nlis.org.uk) • Upgrade of income collection systems to support e-government 	Red	Red	Amber	Green	Green	<p>Currently under review. Will be implementing solution in 2004/05. In the longer term planning to move to ERP system</p> <p>Review planned for 2004/05. ERP planned in longer term.</p> <p>Plan to use enterprise application integration layer to fully link NLPG to all systems and CRM.</p> <p>NLIS level 3 planned to be implemented in 2004/05</p> <p>e-payments has been implemented since 2002. The range of payments is being extended.</p>
<p>People</p> <p>Note: This part of the e-organisation model refers to the internal organisation and management practices of the council that are required to help deliver the people changes necessary for e-government.</p> <ul style="list-style-type: none"> • Circulation of National Strategy checklist to Chief Executive and all Councillors (see www.localgov.gov.uk/nationalstrategy) • Establishment of formally constituted partnership working to help deliver e-government: <ul style="list-style-type: none"> - Local Strategic Partnership (LSP) - Partnership working with other local authorities - Public Private Partnership (PPP) 	Red	Amber	Green	Green	Green	<p>This has delivered an ISB funded information sharing project and is delivering a programme of LGOL funded projects</p> <p>The WLA e-gov group is delivering a programme of LGOL funded projects and sharing good practice.</p> <p>The council is currently exploring the different partnership</p>

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<ul style="list-style-type: none"> • Incorporation of e-government into Community Strategy • Appointment of member & officer e-champions • Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act) • Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures • Use of customer consultation/research to inform development of corporate e-government strategy • Establishment of policy for addressing social inclusion within corporate e-government strategy • Establishment of internal targets & measures for e-services, including: <ul style="list-style-type: none"> - Customer take up - Customer satisfaction - Value for money / cost effectiveness • Use of project management methodologies (e.g. PRINCE2) 	<p>Red</p> <p>Amber</p> <p>Green</p> <p>Red</p> <p>Red</p> <p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Red</p> <p>Red</p> <p>Red</p> <p>Red</p> <p>Amber</p> <p>Red</p>	<p>Red</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Red</p> <p>Red</p> <p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Red</p> <p>Red</p> <p>Red</p> <p>Amber</p> <p>Green</p>	<p>Amber</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Amber</p> <p>Green</p> <p>Amber</p> <p>Green</p> <p>Amber</p> <p>Green</p> <p>Amber</p> <p>Green</p> <p>Green</p>	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p>models available. The first major project to use the chosen framework will be 'First Contact'</p> <p>The new community strategy will be reported top cabinet in November 2003 and will incorporate e-government</p> <p>The Council's member e-champion is the portfolio holder for finance and human resources. The officer e-champion is currently the Executive Director for Business Connections</p> <p>The council is currently reviewing this area in relation to its new structure.</p> <p>A corporate risk management review is currently under way</p> <p>The council has an established citizen's panel. Consultation will be part of the access strategy</p> <p>Identified need in the ICT strategy. Work planned to start in 2004/05. Will also be addressed in access strategy and e-learning strategy</p> <p>All three elements are under development as part of the council wide performance development framework. In addition:</p> <p>Harrow is changing to IDeA toolkit which will allow better monitoring of customer take up</p> <p>General satisfaction surveys and complaint monitoring</p> <p>The development of robust business cases prior to investment</p> <p>A corporate project management methodology has been agreed and is being used for new projects.</p> <p>An e-learning strategy is currently being written. The council</p>

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<ul style="list-style-type: none"> • Establishment of e-skills training programme for staff (e.g. European Computer Driving Licence) • Use of networked technologies to support e-learning 	<p style="text-align: center;">Red</p>	<p style="text-align: center;">Red</p>	<p style="text-align: center;">Amber</p>	<p style="text-align: center;">Green</p>	<p style="text-align: center;">Green</p>	<p>has an e-learning suite and is offering e-learning courses in office software to staff, to be accessed over the internet.</p> <p>The council both uses a package and external services for writing and delivering e-learning programmes for councillors and the staff.</p>

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 recommended to validate your local list of interactions against the list of process area interactions for all customer facing local authority services contained in the I&DeA's ESD toolkit (www.esd-toolkit.org).

BVPI 157 Interaction Type	Actual		Forecast		
	2001/2	2002/3	2003/4	2004/5	2005/6
Providing information:					
<ul style="list-style-type: none"> • Total types of interaction e-enabled • % e-enabled 	75 35.9%	76 36.4%	116 55.5%	209 100%	209 100%
Collecting revenue:					
<ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	23 88.5%	23 88.5%	23 88.5%	26 100%	26 100%
Providing benefits & grants:					
<ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	13 41.9%	13 41.9%	13 41.9%	21 67.7%	31 100%
Consultation:					
<ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	4 6.4%	4 6.4%	25 39.7%	50 79.4%	63 100%
Regulation (such as issuing licences):					
<ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	0 0%	0 0%	0 0%	4 100%	4 100%
Applications for services:					
<ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	45 13.4%	110 32.7%	110 32.7%	180 53.6%	336 100%
Booking venues, resources & courses:					
<ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	0 0%	0 0%	0 0%	17 100%	17 100%
Paying for goods & services:					
<ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	4 13.8%	4 13.8%	10 34.5%	15 51.7%	29 100%
Providing access to community, professional or business networks:					
<ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	4 25%	4 25%	12 75%	12 75%	16 100%
Procurement:					
<ul style="list-style-type: none"> • total types of interaction e-enabled • % e-enabled 	0 0%	0 0%	0 0%	2 100%	2 100%
<ul style="list-style-type: none"> • TOTAL: TYPES OF INTERACTION E-ENABLED • % E-ENABLED 	168 22.9%	234 31.9%	309 42.2%	536 73.1%	733 100%

It is anticipated that authorities will base their annual BVPI 157 actuals/estimates on the position at the 31st March in each financial year, with the exception of 2005/6 when the position at 1st January 2006 is required.

4. Access Channel Take-Up

E-enablement & Main E-Access Channel Take-Up	Actual ('000s)		Forecast ('000s)			Comment
	01/2	02/3	03/4	04/5	05/6	
Local Service Websites <ul style="list-style-type: none"> • Page impressions (annual) • Unique users, i.e. separate individuals visiting website (annual) • Number of e-enabled payment transactions accepted via website • Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via website 	2,050	1,700	3,930	5,500	8,000	Figures for 01/2, 02/3, are based on sample numbers of hits adjusted for page impressions, 03/4 is based on page impressions. Website is not configured for unique visitor tracking
<ul style="list-style-type: none"> • Number of e-enabled payment transactions accepted via website 	na	na	na	na	na	
<ul style="list-style-type: none"> • Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via website 	0	0.039	0.036	0.050	0.075	
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> <ul style="list-style-type: none"> • Number of e-enabled payment transactions accepted by telephone • Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via telephone 	0	0	0	0	0	Payments by telephone are dealt with by the same system as web payments Dedicated Street Lighting 'Hot Line' for reporting defects. 2003/04 ½ year figures. Probable static number of future reports by this method.
<ul style="list-style-type: none"> • Number of e-enabled payment transactions accepted by telephone 	1.092	1.665	0.650	1.400	1.400	
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> <ul style="list-style-type: none"> • Number of e-enabled payment transactions accepted via personal contact • Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via personal contact 	9	10	8	7	7	This excludes libraries, but all library payment transactions are e-enabled. Information not available. Personal reports via Environmental Services Reception are very few.
<ul style="list-style-type: none"> • Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via personal contact 	0	0	0	0	0	
Other Electronic Media <i>(e.g. BACS, text messaging):</i> <ul style="list-style-type: none"> • Number of e-enabled payment transactions accepted via BACS or other electronic form • Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via other electronic media 	570	649	670	720	770	Harrow Web site , email. The new web site was launched in 2002. Probable increase in reports by this method.
<ul style="list-style-type: none"> • Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via other electronic media 	0	0.039	0.040	0.050	0.075	
Non Electronic <i>(e.g. cash office, post)</i> <ul style="list-style-type: none"> • Number of payments accepted by cheque or other non-electronic form • Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via non-electronic form 	250	230	220	210	200	A kiosk for e-payments is being introduced. This should substantially effect these figures, but we cannot estimate at this time. Letters, Fax, Pre-paid postcards, Client reports, Contractors 'scouting' reports. Probable decrease in non-electronic reports and static number of reports by Client and Contractors 'scouting' reporting methods.
<ul style="list-style-type: none"> • Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via non-electronic form 	4.737	5.422	2.116	5	5	

5. Delivery of Key Technical Building Blocks & Priority Services

A sliding scale from 1-5 (i.e. from 1=not useful, to 5=essential) should be used.

National Project Technical Building Blocks & Priority Service Areas	Use of outputs from ODPM Pathfinder Project (please score between 1-5)	Use of outputs from ODPM National Project (please score between 1-5)	Partnership working with other local authorities (please score between 1-5)	Other Means (please score between 1-5)	Comment (please comment briefly on your plans for developing each named technical building block or priority service area)
Websites	5	5	3	1	Plan to use APLAWS/LAWS framework and share best practice within WLA and London generally.
Smart cards	2	3	5	1	We will be working with London Connects to explore deployment of smart cards at a pan-London level or sub-regionally through WLA.
Interactive Digital TV	5	5	1	1	Awaiting outcome of national project
Mobile Technology (i.e. for home/site visits)		1	3	5	In house development, but using good practice from within WLA
Telemetry (i.e. remote, real time & signalling)		5	2	1	Awaiting outcome of national project
Customer Relationship Management (CRM)	3	3	3	5	Harrow will be using a Strategic partnership framework informed by Brent pathfinder, WLA experience and national project
Knowledge Management	5	5	1	1	A longer term priority for Harrow
Workflow	2	3	1	5	Will be included in First contact project implementation.
e-Procurement	4	4	1	5	Implementing cedar e procurement
Schools admissions		3	1	5	Currently plan to use Capita for admissions but feeding into pan London system
Local Planning Services	1	3	1	4	Planning to use Ocella products.
Electronic exchange of property information with Valuation Office Agency (VOA) for Council Tax & Business Rates		5	1	1	
Working with business		1	1	5	Awarded LPSA grant from ODPM. Will be implemented in partnership with SMEs
Crime reduction / youth offending		3	1	5	Already on the way with GIS project supported by IT partners. Integration within the council required eg police, education, social workers, health etc
Claiming benefits		1	3	5	This will be developed in-house in partnership with Unisys to ensure it integrates with DIP/workflow
Local e-Government Standards &	1	5	1	1	

Accreditation					
Fire Services		3	1	3	Harrow will monitor the progress of the national project. Implementation of the recommendations affecting Harrow is likely to be through partnership links, that is HSP, WLA and London Connects
Trading standards		1	5	1	Outsourced to Brent
Multi Agency Information Sharing	1	3	3	4	ISB project – information sharing/ crime reduction with police. WLA - elsid
e-Democracy		5	2	1	Awaiting outcome of national projects. The LGOL funded WLA on-line consultation project will support e-democracy. The Council has recently implemented a committee system that enables our citizens to access minutes of council meetings, calendar of meetings

6. Resources

Resources	Actual (£'000s)		Forecast (£'000s)			Comment
	01/2	02/3	03/4	04/5	05/6	
<ul style="list-style-type: none"> £200,000 IEG money in 2002/3 and 2003/4 		200	200			We are planning to spend £123k to develop our Intranet and Internet to e-enable key activities.
<ul style="list-style-type: none"> financial contributions from EU funding 						
<ul style="list-style-type: none"> financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB) 	700	700				
<ul style="list-style-type: none"> financial contribution from public-private partnerships 						Currently investigating partnership models
<ul style="list-style-type: none"> financial contribution to or from partnership projects undertaken with other organisations, including ongoing project work using ODPM Local e-Government Partnership Programme funding and work with other government departments or agencies that have an element of service e-enabling 		350	850	1735		LGOL Funding
<ul style="list-style-type: none"> resources being applied from internal revenue and capital budgets to improve the quality of services through e-enablement 			1240	2845	5290	Agreed increase in Revenue Budget
<ul style="list-style-type: none"> other resources (e.g. training) (please specify) 						
Sub total	700	1250	2290	4580	5290	
<ul style="list-style-type: none"> less current and projected savings produced from e-government investment 						We expect that there will be efficiencies resulting from our e-government investment. However difficult to currently estimate.
TOTAL	700	1250	2290	4580	5290	

SUBMISSION

Please make sure that your IEG3 return reaches us **by midnight on Monday 10 November 2003**.

We would prefer to receive responses by email at: localegov@odpm.gsi.gov.uk. You may also use the online form facilities at the I&DeA's ESD Toolkit - www.esd-toolkit.org.

General enquiries regarding the submission of IEG3 returns should be addressed to:

Angela Isichei
Local e-Government Team
Office of the Deputy Prime Minister
Zone 3/G5
Bressenden Place
London SW1E 5DU
Tel: 020 7944 4258
Fax: 020 7944 3799

FURTHER INFORMATION

Details of the National Strategy for local e-government can be found at www.localegov.gov.uk

Details of national infrastructure projects can be found at www.e-envoy.gov.uk & www.idea.gov.uk/lqih

Your regional IEG3 contacts at the ODPM are:

Yorkshire & Humberside – Anne Wood – anne1.wood@odpm.gsi.gov.uk

East – Julian Bowrey – julian.bowrey@odpm.gsi.gov.uk

East Midlands – Caroline Stanger – caroline.stanger@odpm.gsi.gov.uk

South West, Fire Authorities – Peter Blair – peter.blair@odpm.gsi.gov.uk

London, South East, North East, National Parks - Janice Morphet – janice.morphet@odpm.gsi.gov.uk

North West, West Midlands - Chris Haynes – chris.haynes@odpm.gsi.gov.uk

PUBLICATION OF IEG STATEMENTS

The ODPM may wish to publish information in connection with IEG3 proformas in due course or deposit them in its own library or that of the Houses of Parliament. Information may also be published as part of a national database to allow other local authorities to use IEG3 data for benchmarking purposes. Should you wish any element of your proforma to be treated in confidence please clearly indicate this in your response. Nevertheless, all responses will be included in statistical summaries.