LONDON BOROUGH OF HARROW

OVERVIEW & SCRUTINY COMMITTEE

TAKE A CHANCE ON 'e'

APPENDICES

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TABLE OF APPENDICES

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1. **COLLATED RESULTS FROM QUESTIONNAIRES COMPLETED BY CMT AND THE FOCUS GROUPS OF NON-EXECUTIVE MEMBERS, MIDDLE MANAGERS AND FRONTLINE STAFF**

	Question	Members	CMT	Middle Managers	Frontline Staff
1.	How well do you feel informed as to the Council's plans for eGov?	3.1	3.9	4.5	3.1
2.	To what extent do you think our stakeholders understand the Council's vision of eGov?	3.2	2.5	2.6	2.5
3.	How important do you think eGov is to Harrow?	7.4	8.8	7.9	6.9
4.	How far do you think eGov fits in with the Harrow 'way of doing things'?	5.6	6.6	5.1	3.7
5.	To what extent do you think Departments work well together?	4.1	5.1	4.8	2.9
6.	How much scope do you think there is to improve cross-Departmental working?	8.6	8.7	7.8	8.1
7.	To what extent do you think the Council works well with its partner agencies?	5.8	5.5	5.5	4.4
8.	How much scope do you think there is to improve our partnership working?	8.0	8.2	7.9	7.3
9.	How far do you think we have got the right approach to identifying training needs?	4.8	5.1	5.2	4.1
10.	To what extent do you think we capture good ideas and share good practices across the Council enough?	4.3	3.3	4.1	3.0

Score out of 10. High positive score = strong agreement.
NB: Not all participants completed all questions.

Question	Members	CMT	Middle Managers	Frontline Staff
11. Do you think that the Council is prepared to take enough risks in trying out new things?	4.4	3.8	3.9	3.7
12. Do you think that we do enough to measure our successes?	4.6	4.1	4.0	5.2
13. Do you think that we do enough to measure our failures?	3.3	4.8	4.6	4.2

Score out of 10. High positive score = strong agreement.
NB: Not all participants completed all questions.

2. PRE-SUBMITTED VIEWS FROM MIDDLE MANAGERS

2.1 VISION - TRANSFORMING SERVICES

! Development/strategic vision for workflow through the Council.

! Services accessible at times and places most convenient to the customer and receive public services.

! Customer access. Removes the physical barriers to service requests.

! E-government must make it easier for people to access services – across partnership organisations – re seamless public service provision.

! Joined up in ways that makes sense to the customer.

! Joined up provision – seamless service delivery.

! Delivered jointly - by local or regional partnership.

! Must work in partnership & capitalise on existing schemes eg LGfL.

! Delivered seamlessly – same customers not asked to provide information twice. Service providers are better able to identify, reach & meet the needs of the service users.

! Be joined up with other providers in giving info/seamless transfer of enquiries.

! Collaborate with neighbouring authorities or public service partners.

! Must allow easy access to information via website which is updated at source, not at second hand, preferably in standard APLAWS format

! All LBH residents to have access to relevant data/information.

! Service delivered and electronically supported.
! facilities faster
! more reliable
! better value services

! Electronic service delivery across wide range of services

! Common Core Database

! Common data source whether accessed by phone, internet, in person.

! E-government must promote <u>efficiency</u> → single data entry for multiple use

! Integrated ICT systems across all LBH services – one point data entry.

- ! Immediate data/info transfer, school to/from school; school to/from LEA; school to/from Teachers Centre & similarly for other services.

- ! E-government back office systems (document and information management, etc).

- ! Redesign back office processes to take full advantage of e-automation.

- ! Access to the systems – anytime, anyplace, anywhere.

- ! First point contact – information available to front line contact staff i.e. uniform software.

- ! Collating data on requests made.

- ! "Bluetooth" technology.

- ! Ease of applications for services/jobs etc.

- ! Digital communication to call centres.

- ! **One Stop E-shop**

- ! Access to services - Initially most services online except primarily telephone based with automatic voice responses (e.g. unemployment benefit, welfare & food benefits etc).

- ! Uniform online complaints service ie call centre

- ! Empowering front line staff → better job satisfaction & happier customers

2.2 VISION - RENEWING DEMOCRACY

! E-government should start by focusing on local issues – what do people want rather than what does the govt require.

! Local area management & delivery of services.

! Open & accountable

! Citizens able to feed in their views and join in discussions – "virtual public meetings" – facilitating local debate and feeding online comments to the Council on consultation papers etc.

! Improved quality
         consultation
         communication
         information flow
between Council and citizens
e.g. consultation services provided by Contract Services, Council Tax etc.

! EGov can allow more people to take part – local democracy – e.g. electronic voting, surveys etc.

! Instilling pride in people's communities, so the Council isn't just a faceless bureaucracy.

! Establishing <u>real</u> local strategic partnerships

! E-facilities must be easy to use, and faster than traditional methods, to ratchet up participation – the convenience factor (delays in downloading application forms, etc – puts people off).

! Encouraging more people to vote.

! Methods to combat e-exclusion (social exclusion).

! Policies & procedures available to all.

! Linkages to Organisations that advocate.

! Promoting Electronic Services, Forms, FAQ etc to include training for groups with varying degrees of IT literacy/phobia. Free day/evening/weekend training. On screen tutorials etc. Ask population what they want.

2.3 VISION - PROMOTING LOCAL ECONOMIC VITALITY

! Harrow is a high spending/large employer within the borough. We should encourage local firms to convert to electronic ordering/invoicing. We have the technology and can identify our high volume creditors who should be targeted to convert to e-commerce. This will, at the same time, improve their economic strengths, and ability to compete.

! Used by e-citizen through effective promotion of available and accessible new technologies and helping local people to gain the necessary skills to take advantage of the internet

! Promoting understanding use and benefits of technology – promotion by informal learning events, etc.

! Reduce costs of bidding for tenders through easily accessed info re contracts etc

! Business-focused web pages with relevant links.

! Supporting business Regulation
Payments
Local people - Job Centre plus
Information groups - e.g. surveys of shopping centres

! Info/Enquiry service tailored to business.

! Sharing & providing free information to local businesses.

! Provide data business users need in order to develop their businesses (but what are they?).

! Demographic information available to businesses.

! Roll out LGfL to all schools, libraries, homes.

2.4   BARRIERS

! Too few Resources (Time/Staff/Cash) to develop Local Suppliers – Reliance on 'Tried and Trusted' National Companies.

! Keeping Up to Date with Continuously Changing e-developments

! Public concerns regarding Privacy

! Public Fear of Inappropriate Data exchange between Depts.

! E-Government Developments must be accompanied by Excellent Security and Disaster Recovery Systems.

! On-Line applications, - Security Concerns, Authenticity Issues, etc.

! Lack (Historically) of Sound IT Strategy – Too Piecemeal in the Past, so Infrastructure not very strong now.

! Fragmentation across Depts dealing with People in Terms of their Problems. Not Holistically.

2.5 WAY FORWARD

! Huge increases in resources given to eGov & promotion of website

! Look at what other organisations are doing, especially Private Sector

! Provision of Appropriate IT Equipment & Back Up

! Plenty of Access Points for the Public to the Web Site

! Relate web content to life events & common service needs

! Free Access to Council Websites from Schools, Libraries etc

! Web Info in Ethnic Minority Languages – Is there a need?

! Residents'/users' Electronic 'Problems' and Suggestions boxes

! Controls and Protocols

! Corporate Standards/protocols for response times to answer e-mails (public's perception of fast path)

! On Line Electoral Registration

! E-voting? Or ease access to postal voting applications and other info

! Video conferencing to Replace Committees would Encourage Participation from Groups not currently represented in the Democratic Process

! Use e-services to Distribute the Harrow Magazine and Consultation Questionnaire

! Campaign to promote key priorities which are being e-driven

! Need to involve Service Users in the development to make it user-friendly

! Actions to demystify e-access for reluctant groups

! Overcoming people's resistance to change (Elderly)

! Need to decide corporately how we will involve external partners

! Need to promote ownership of e-agenda

! Engage maximum number of people including hard to reach groups, private individuals, voluntary sector

! E-government Agenda – must address issues of social inclusion

! Availability and access to e-facilities for disadvantaged groups

! M-Government – use of mobile phones for voting, texting service problems (NHProject), downloading website pages, parking info, etc.

! E-government must be accompanied by agreed and adhered to procedures for data sharing

! E-government must be accompanied by good internal systems for records management

! Staff and members Training in New Systems

! Working from Home "Flexibility"

! Cheap Advertising? Using the website to promote local firms that have no other showcase

! Remote Access – Video Telephones – Public Location

! Distribution of information – planning processes/meeting schedules etc

! On-Line Job Applications Forms - Inform successful candidate via internet (interview)

! Management monitoring of calls using digital phones

! Facilities for people without Internet access (availability of touch screen kiosks, free e-mail access) etc

! Free Internet access for all homes in LBH

! Catering Menus on the Intranet

! Mobile Phones rather than Radio (confidentiality)

! Stock checks by frontline staff "bar codes"

! Payments via Internet

! Fast Tracking of services prompted by email enquiry (other methods sidelined – danger inequality and exclusion)

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3. KEY POINTS RAISED AT THE FOCUS GROUPS AND OTHER MEETINGS

3.1 KEY POINTS FROM FOCUS GROUP OF MIDDLE MANAGERS

VISION	BARRIERS/FEARS based on historical culture	WAY FORWARD Potential Projects e.g.
▪ Improved services & access - View eGov as total benefits for public 24/7 ▪ Part of big question – what kind of services Council wants ▪ Corporate approach ▪ Call Centre supported by Comprehensive dbase, linked to Depts/ communications ▪ Dbases - services - property - citizens/ personal info - payments ▪ Single point data entry ▪ Rolling out of good Dept practices ▪ Invest for future demands – holistic forward planning ▪ Replace growth/reduction approach to budgeting with invest to share to save opportunities. ▪ Encompass Partners – consider training/equipment/ software compatibility etc ▪ Use of Website to support the promotion of successes – improvement of Council image	▪ EGov seen as IT function/no fundamental change in way work ▪ Weak in corporate expertise/ approach/planning ▪ Piecemeal approach & development of systems ▪ Poor communication within & across Depts ▪ Cultural issues around way people work & Dept ownership of information ▪ Allocated Govt funding not always ringfenced for Depts ▪ Needs/resources/provision cycle. Lack of investment, insufficient capacity for change ▪ Internal budgetary systems' support of individual services works against Dept transfers ▪ Fear of benefits being clawed back ▪ Pace of change – both of technology & internally ▪ Fear re change of Govt priorities ▪ Public's fears re use of data ▪ Security & Data sharing requirements	▪ Detailed research as to public's requirements (incl minority groups) ▪ Match public requirements against Govt reqs + what is possible/achievable ▪ Corporate Information strategy ▪ Pulling together of Dept plans – seamless, sharing ▪ Corporate ownership of initiatives (eg enablers GIS/NPLG/ DIP/LGfL) + breaking down of Departmental barriers ▪ Develop mutuality of benefits/ Dept incentives ▪ Change management - First contact/ NHP ▪ Dissemination of benefits of eGov to staff, members & public ▪ Training needs, including use of plain English & for Departmental updating of website ▪ Identify where quick wins are possible ▪ Retain options for public contact – 80:20 rule

VISION	BARRIERS/FEARS based on historical culture	WAY FORWARD Potential Projects e.g.
▪ Use Website improve access, link with partners, interact with other Authorities	▪ Not accessible to all – digital divide ▪ Not all partners buy in	

3.2 KEY POINTS FROM CMT

This meeting focused almost exclusively on eGov.

VISION	BARRIERS/FEARS based on historical culture	WAY FORWARD Potential Projects e.g.
▪ Delivering Services ▪ Transfer conceptual view of egov to practicalities ▪ **First Contact BV Review** ▪ Join Services ▪ Access Channels ▪ **People First BV Review** – 1st contact acting as signpost to services ▪ Improved communications ▪ Managing Databases & IT ▪ Recognition of responsibilities at each level of organisation. ▪ Culture Change – Staff and member training & adoption of multi – faceted approach to service provision ▪ Freedom to operate, including across boundaries ▪ Proactive Council approach	▪ Technology – inadequate investment in past ▪ Culture ▪ Absence of national lead for egov eg developing on line authorisations ▪ Lack of strategic planning (Short term approach) & weak approach to holistic planning ▪ Past absence of Council vision & corporate priorities ▪ Limited link between finance planning & strategy formulation ▪ Availability of finance – weak on understanding how to access resources & mechanisms for this ▪ Low priority given to investing to save ▪ Lack of incentives for Chief Officers to save – eg reinvestment ▪ Fragmented approach to risk – investment & risk in eGov is long term ▪ Risk adverse culture ▪ Uncertainty as to the political priority of eGov ▪ Insufficient direction about 'Do not' routes ▪ Inadequate human resources – responsibilities for initiatives are bolted onto existing jobs ▪ Timing for buying into technology. Why now? (overlay IT, future savings, national requirements)	▪ Find ways of articulating vision ▪ Provide clear statement on what trying to achieve & degree of priority to be attached ▪ Invest in infrastructure ▪ Learn from other PathFinders ▪ Realign roles - develop trust on both sides - Members & Officers ▪ Develop new ways of working for increased Member contact – adopt flexible approach to officers/ Member engagement ▪ Maximise benefits of initiatives eg NGfL ▪ Quick wins - use IT to demonstrate success ▪ Use website to inform public ▪ Identify Partner body - underway

VISION	BARRIERS/FEARS based on historical culture	WAY FORWARD Potential Projects e.g.
	- Departmentalised approach - National imperatives results in individual Departmental leads - Some Members trying to re-create old Cllr. role vs. examining strategic issues.	

3.3   KEY POINTS FROM FOCUS GROUP OF FRONTLINE STAFF

VISION	BARRIERS/FEARS based on historical culture	WAY FORWARD
▪ Improved access to info ▪ Robust consultation processes with end users prior to implementation ▪ User group consultations ▪ Provision of appropriate IT equipment backed up by staff and member training – benefits staff, members & clients ▪ Single point data entry ▪ Shared databases ▪ Good systems communications ▪ Improved Departmental (& partner) sharing of information	▪ Lack of strategic direction ▪ Strategic levels absent from staffing structures ▪ Incomplete policies – Intentions vs practice ▪ Lack of forward planning – fire-fighting ▪ Provider led contracts – insufficient demands made for contractors to meet Harrow's requirements ▪ Over resourcing 'pet' initiatives to ensure success to detriment of other services ▪ Tick box mentality to corporate initiatives – issues of responsibility ▪ Initiativitis' – or consulting too late ▪ Ineffective management ▪ Management by reward of ideas – not supported by proper planning or staff input ▪ Differences in perception between managers & staff ▪ Failure to consult staff – not bottom up ▪ Information not disseminated – fear? ▪ Poor communications – within Departments & across boundaries ▪ Frontline staff not involved in BV process/ consultations ▪ Reluctance to give recognition to staff ideas ▪ Insufficient delegation of budgets & responsibilities by management ▪ Blame culture	▪ Agree Priorities ▪ Improve levels & mediums of communication ▪ Review changes implemented – involve staff ▪ Learn from other Authorities ▪ Share good practices ▪ Quick wins – free staff up from chores ▪ Promote fresh view of IT – training & setting up facilitating processes ▪ Seek best use of staff skills

VISION	BARRIERS/FEARS based on historical culture	WAY FORWARD
	- No perception of management's willingness to address issues - Over-dependence on traditional 'Harrow ways' of working - Unrealistic expectations of staff - Changes in work-load – increased pressures, potential job losses - Time - Inadequate resources, including the proper equipment – demoralising - Systems insufficient to support hardware & requirements – inefficiencies	

3.4   KEY POINTS FROM FOCUS GROUP OF NON-EXECUTIVE MEMBERS

VISION	BARRIERS/FEARS based on historical culture	WAY FORWARD
E-GOVERNMENT		
▪ Means of organising paper ▪ Tool for improved communications, internally & with public ▪ Speed ▪ Certain delivery ▪ Improved accessibility ▪ Some improvement to services – not in all areas ▪ 24/7 services ▪ One stop shop ▪ Central Information point ▪ Tool to access information	▪ Tendency to over-communicate – indiscriminate copying of emails ▪ Digital divide – not all public are computer literate ▪ Not all Members aware of the big picture ▪ Little information on initiatives in other authorities ▪ Imposition of national requirements without local input ▪ Not always the most appropriate medium for communication – phone conversation sometimes more useful – fear of missing critical information/not asking the right question	▪ Use of systems as tools, rather than an additional layer, for the benefit of services ▪ Catching up with technologies already in use elsewhere
CULTURE FOR CHANGE		
	▪ Technological systems not ready in time ▪ On introducing new technologies, no accounting provision made for overlap before reducing staff ▪ Inadequate budget ▪ Artificially imposed Central Govt deadlines ▪ Previously not good at putting pieces together ▪ Direction not clear ▪ Funding ▪ Good practices ▪ Not good at working together ▪ IT culture of not sharing information – fears – lacking in trust	▪ Diagonal slicing for views before starting new initiatives – reduces risks ▪ Build in necessary funding at start

VISION	BARRIERS/FEARS based on historical culture	WAY FORWARD
	- Hierarchical organisation – loses benefits of teamwork - Imposed initiatives & vision – staff feel that they are not consulted - Weak on co-ordination, consultation, involvement - Senior officers not making full use of knowledge/ skills of more junior staff. Can result in wrong decisions being made (being addressed through BV work) - Absence of planning for change - Lack of transparency in decision making process - Weak risk assessment – not automatic/built into processes - External providers sometimes dictate contract opportunities	

3.5   KEY POINTS FROM MEETING WITH POLITICAL GROUP LEADERS

SUBJECT	UNDERSTANDING	WHAT LEADERSHIP NEEDS TO DO
What is eGov	All members understood that this meant transforming services, promoting better local democracy, and producing better economic vitality. One member whilst understanding the objectives thought that it was only about the use of IT. It was also felt that if IT was the only aspect then it would not work for a lot of the elderly as they would not understand.	It was felt that there may not be a full understanding of eGov and therefore leadership in the political arena should make a statement of what it means and this should be understood by all political members, officers, workers, stakeholders, local businesses and partners.
Funding	It will require money and resources.	All parties must agree to the principle that once the funding and way forward has been finalized it must be seen through, no matter who is in power.
Leadership in implementation.	Policy must be set by political masters and from CEO down a full knowledge and understanding must be imparted to all levels in the Civic Centre so that the 'song' has the same words for all.	Actively promote understanding by seminar, briefings and one to one if necessary. Test from the bottom up. Is the bottom of the pyramid understanding the top.
Partners & Stakeholders.	Know our partners, what their capabilities are and what we need to give them as an interface to integrate then into eGov, electronic or otherwise. Who do we need to target? Have we thought it through?	Make sure all partners are aware of our plans and where we are intending to go. Check our target groups regularly to make sure they are up to date with our progress. An all informed group will achieve more and quicker.
Feedback	Leadership needs regular feedback from partners, stakeholder groups and front line workers.	This means that if the plan is not working properly then it can be modified knowing that all below will not only understand but will be willing to follow the new path.

3.6   KEY POINTS FROM MEETING WITH CHIEF EXECUTIVE

SUBJECT	UNDERSTANDING	WHAT LEADERSHIP NEEDS TO DO
What is eGov	Access to all. Face to face at the front line. Access to many services by a one to one, via email, telephone or person.	Make sure we know how to go forward.
Funding	Make sure that what officers plans and costs are fully funded.	Must be agreed and continued to project completion by politicians.
Leadership in implementation.	Policy set by political masters in conjunction with CEO	Actively promote understanding at all levels of what the targets are and why we are going there.
Partners & Stakeholders.	Know our partners and actively engage with them.	eGov is only part of the way to provide better services, information and accessibility to all.
Feedback	Leadership need to lead by feed back on progress	If mistakes are made, admit, learn and go forward.
Comments	Brave new world	Civic Centre must understand that it needs to change itself to be able to meet the needs of eGov and move forward.

4. 'QUICK WINS' (& SOME LONGER TERM ASPIRATIONS)
suggested by staff (& a Member) (see also Appendix 2)

! Integrate Departmental databases & corporate database facilities e.g. Telephone systems, Groupwise. Adopt consistent structures, naming systems etc

! Introduce centrally held information on Departmental databases and IT equipment to facilitate cross-Departmental working

! Review all Departmental administrative procedures to seek improvements through the use of new technologies eg replace manual paper sick returns & timesheets

! Proactive dissemination, internally & externally, of achievements from the perspective of the user/person in the street – improves Harrow's image

! Enhancement of the website – attractiveness, content to engage all groups of people (eg young), photos etc Improve searches

! On line web questionnaires for views on & development of Harrow Live

! Agree system for updating website information & show update dates

! Publicise existing eGov facilities eg availability of epayment facilities is 'hidden' on the website – flyer besides each public PC point

! Allocate HITS to place the library catalogue on the web – linked to Harrow Live – funding already approved

! Set up outreach events to demonstrate potential of new technologies eg to community groups

! Identify & develop eGov champions in the workforce support them in this role

! Agree protocols & procedures for dealing with electronic communications eg
  ▪ systematic updating of systems – who responsible, when, how recorded
  ▪ Recording of action upon receipt of an email – timescale for reply
  ▪ Automatic inclusion of email addresses of establishments

! Ensure all staff have access to Groupwise & the intranet and are encouraged to use it and to read all incoming "information mails" & to use all available facilities eg Groupwise calendar

! Improve internal email facilities & introduce standard procedures eg shared address books to send group emails

! Provide sufficient, effective & appropriate hardware & ensure operations are well set up
  - Speed, number, screen size, standardised
  - Access, public drives, shared folders etc

! Standardise headed paper

! Ensure staff are appropriately trained to use new technologies

! Enable remote working for staff – savings on accommodation, knock on effects including reduced traffic congestion, improved access to work opportunities for certain disadvantaged groups

! Introduce public access points which provide opted-in customers with secure links to their cross Departmental personal accounts/files eg rent, council tax, education etc upon input of passwords etc. Provides quick, easy, private & single point access to information, forms, payments etc. A similar telphone automated system could also be provided. Retain the option of more traditional service for those who prefer.

! Introduce a common members' diary, with an automatically created email to all members affected / invited to a meeting when first set up. System to be based on an 'objection period' if a meeting was set (and an email sent to relevant members) of perhaps a day. If an interested member objected in this period then another vacant slot in the Civic calendar would be identified. Onus moved from the secretariat to find a date, on to the Members to object

London Borough
of Harrow

Implementing Electronic Government
Statement 2002

IEG2

The Harrow Partnership

October 2002
Final Version

Endorsement for Implementing Electronic Government 2002

One of the keys to effective government is the ability to communicate clearly, quickly and efficiently.

E-Government is a fundamental part of our communication strategy for the future.

That is why all of us involved in community initiatives in the London Borough of Harrow are excited by the challenges that face us all as we work to adopt the Government's vision in providing public services in the information age.

We already know in Harrow that by working together, public, private and voluntary agencies can achieve progress on many fronts. We place great stress on our partnership initiatives and plan to constantly build on them.

The development of safe and accessible forms of e-government is crucial to strengthening that partnership for the benefit of all our citizens. The schemes outlined here will provide a solid and workable foundation for the flexible and knowledgeable community of the future, and by working together we will ensure that they work.

For this reason the Partnership support and commitment to the Council's e-government strategy is demonstrated by the underwriting of this document by key representatives.

Joyce Markham
Chief Executive

Navin Shah
Deputy Leader

Alex Fish
Chief Superintendent Harrow Borough Commander

Dr Barbara Field
Principal Harrow College

Sue McLellen
Chief Executive, Harrow Primary Care Trust

1.0   Introduction

In last year's Implementing Electronic Government statement (dated July 2001) the London Borough of Harrow outlined a programme of work to improve the operability of systems, develop partnership arrangements and move towards providing better services for its Citizens and the Community.

This programme of work is ongoing and is heavily influenced by the new strategic direction and leadership priorities recently introduced. These are designed to create a better approach in the way that Harrow provides and delivers services.

Named the New Harrow Project and launched in September 2002 following extensive consultations and reviews the project will be directed and managed by the Chief Executive and a team of senior officers.

The emergence of this strategy will cut across all of the Council and have an effect on the way that all departments operate and deliver service. (Appendix 1 outlines the new strategy)

It is the intention of this statement to set out and demonstrate how we will implement electronic services to support both the Council's strategy and to meet the Governments guidelines for the period 2002 – 2005.

1.1   Vision

The overall vision is to bring the Citizen and the Community closer to the Council by making access and service provision available through the use of technology. The objective is:
- a one stop approach easily accessed in person or by telephone, mail, fax and e-mail
- where the Citizen can enquire about, request and pay for Council and other agency services
- through new systems that are linked together to allow business to be transacted in a seamless manner.

To support this vision, a number of initiatives have already been started. These reflect the intention of the Council to fulfil the Implementing Electronic Government directive and provide all services to the public through electronic transactions by the year 2005. In line with this, the Council has also undertaken in-depth reviews of its services and public image both within the Community and through Business contact. The results of these comprehensive reviews demonstrate that change is necessary across all services if the Council is to continue to play a prominent role in the life of the Citizen in the future.

Elected members of the Council will adopt the IEG strategy as part of the overall ICT strategy. Portfolio Holders will be responsible for ensuring that this strategy is implemented and will be held to account by Overview and Scrutiny Committee and sub-committees.

1.2   Approach

Providing the correct infrastructure for better use of technology is paramount in delivering more effective and efficient services. This infrastructure must support communication networks that are capable of transacting data both to and from the Citizen and across all of its application systems at speed and with accuracy. Communication received from the Citizen either by voice, mail, or electronically must be entered only once into the Council's system; it must then be checked for accuracy before being used for information purpose to generate a service provision.

A single source of data capture is vital if the Council is to use seamless systems to manage transactions in an efficient and business like manner. Standards will be agreed and set, information sharing protocols will be established and used to ensure compatibility and that interfacing with other Councils', Partners', Government and other agencies' systems is possible. This will provide better response and harness information that can be used to manage the Council's business and community needs much more efficiently.

The creation of a single point of contact also means that data input into systems through a Customer Relationship Management system (CRM) can be controlled, and corporate standards used to eliminate the need for the wide variety of some 700 forms that make up the Council business. It is anticipated that this will result in less (approximately 100) forms being used. These in turn will be changed from manual into electronic documents, residing on a server and accessed electronically for use by all service applications.

This vision is how the Council intends to develop its business objectives through the use of new technology over the next few years. It will take time and there will be significant milestones. Investment in training, business re-engineering and good technology will be the key to the success of this venture, and the benefits that are visualised will be the driving force that provides both the motivation and determination to succeed.

Delivering more accessible and responsive services to our Citizens and the Community is paramount to the vision of the Council. Table 1 demonstrates that we are taking into account the seven critical tests in the quest to achieve this.

1.3   Management

To ensure that the objectives of the vision can be met and delivered in a timely and structured manner the Council has in place a board of senior officers who form the Information Strategy and Systems Review Group (ISSRG). ISSRG ensures that business plans, standards and project plans are in line with Council policy and objectives. This group plays an important role in managing the corporate requirements of introducing technology change across all areas of Council and Community service.

Table 1 Critical Tests

Test	Current	Planned
Joined up in ways that make sense to the citizen.	The New Harrow Project reshapes and re-organises the Council's departments and services based around the needs of residents.	To extend this approach through further consultations, reviews, and partnership arrangements incorporating technology to improve and rationalise service delivery.
Accessible at times and places most convenient to the citizen.	The Council's Best Value First Contact review outlines how citizens prefer to visit, pay, and contact the Council. Recommendations are currently being considered.	To provide more choice for the customer, implementation of recommendations of this BV Review will be outlined in the Council's business plans.
Delivered or supported electronically, facilitating faster, more reliable and better value services.	The use of on-line-services to contact and pay the Council by telephone, fax, internet is currently being used by the citizen and is continuing to grow annually.	To extend the use of on-line-services across all of the Council's services, and throughout the community through the use of technology (both current and as it evolves)
Delivered jointly, where appropriate, by local and regional partnerships, and connected to a national infrastructure.	Several partnerships are in various stages of development at this time and all will have the facility to interact to both the Council, the community and more widely for access of information and in some instances joint provision.	We see partnerships as the way to assist in the provision of better services, and in particular the creation of networked databases across an infrastructure that will allow the transactions to be conducted in a manner that is both timely and efficient.
Delivered seamlessly, so that customers are not asked to provide the same information more than once and service providers are better able to identify, reach and meet the needs of service users.	The implementation of corporate and national standards for the transaction of data and information gathering will provide a platform on which the Council conducts all of its electronic business.	To enable a one point of contact where data can be captured and transacted across all of the Council's systems for service provision and information purpose.
Open and accountable, so that information about the objectives, standards and performance of local service providers will be freely and easily available	The Council's website is available for information which is updated and regularly reviewed, this service will be further improved when APLAWS is fully operational.	Harrow will conform to standards that will enable all of its citizens and community to access and use a wide variety of local and governmental websites through a single connection.
Used by e-citizens, through the effective promotion of available and accessible new technology. .	LGfL, People's Network and ICT learning centres are being used and training is provided through our education service	As further developments provide more on-line facilities for access and interaction of Council systems to the Citizen training and information will be provided in line with needs.

2.0 Delivering Priority Outcomes and Services

Harrow is making considerable progress towards the development of e-government through the introduction of standards and policy within Council services. However, we recognise that we will require a total change in the way that the Council provides services to the Citizen. In the past corporate investment in the Council's network infrastructure has been minimal. At the same time lack of strategic direction in technology investment has meant that departments have tended to make decisions in isolation when considering investment in technology.

A recent change in the Council's leadership both at Member and Chief Executive level has brought about new thinking. New policies comply more fully with the Government's directives towards partnerships and 'joined up' services enabling more efficient services to be delivered to the citizens of Harrow.

This does not necessarily imply that past service delivery by departments was of poor standard. However, the independent approach meant that departments did not use information, systems, or business processes that could have resulted in more integrated services and more consistent levels of performance.

The **New Harrow Project** is designed to bring the Council's departments together in delivering a comprehensive service to residents based around the different needs of citizens in different geographical areas of the Borough. Customer focus through meetings with Residents, Heads of Service and Ward Councillors will prompt a programme of work in defining areas of the Borough that will cover a variety of pre agreed service activities. Work programmes and resource requirements will be defined along with operational schedules to ensure that the quality and timely conditions are met. The work areas will be underpinned by an infrastructure of technology including Geographical Information Systems (GIS) that will give map-based analysis and presentation of data. In conjunction with these facilities on-line access to residents for customer information will be provided through defined points of contact.

2.1. Expected Outcomes From The New Harrow Project

The project will deliver **for residents**, **visitors and stake holders**: cleaner streets and a safer environment; a greater sense of community and involvement; easier access to the Council and other public bodies; knowing who is responsible for what.

For councillors: promote active links between elected members and their constituents; deliver visible results to show how the Council is working; enable priorities to be clearly defined; increased community involvement.

For local organisations: better access to service providers; more influence on local priorities; promotion of a more involved community; increase in community pride and responsibility.

For council staff: opportunity for more involvement in the services offered; greater sense of identity and status; increased motivation and sense of a job well done; new opportunities for career progression; wider experience.

The New Harrow Project clearly identifies that the council is responding to the collation of information gathered from stakeholders within the community by introducing change in the way services are delivered to improve the quality of life of its citizens. The frontline services will sharpen up their focus on customer needs, partly brought about by change through re-organisation. Technology will enable direct communications to be established from the frontline to the service provider who in turn will rely on application software to provide quick response to the requirement. Effective and responsive action can prevent further problems occurring in the community and lead to a safer and friendlier environment for residents. It also brings the Council closer to the Citizen and with it a greater understanding of community needs. The pilot project is already underway and will be centred in South Harrow with a launch date of November 2002.

This project is key to the future welfare of the community and although only in its pilot stage will have a great bearing on how the Council will re-structure and change to enable its service departments deliver a harmonised service to the citizens of Harrow. As the project is developing the technology required to enable operatives to deliver responsive service will be brought into action.

2.2 Partnership Working

Harrow Partnership

The **Harrow Partnership** is a mature and energetic partnership. Set up in 1998 and spanning the public, private, voluntary and community sectors. It has become central to the planning and provision of public services in Harrow, influencing the work of over 800 local agencies. Its social and institutional inclusiveness is reflected in the multi-sector steering group and 4 sub-groups through which strategy, planning and delivery are achieved: Health & Social Care, Lifelong Learning, Environment & Economy and Strengthening Communities.

The partnership was primarily set up to improve public services and to enhance the quality of life for people working in and visiting Harrow, to be achieved through listening and responding to the views of local people, working to a common agenda and a shared vision, and working in partnership with each other.

Key objectives now include rationalisation and co-ordination of individual initiatives, further development and implementation of Harrow's Community Strategy and development and delivery of a Local Public Service Agreement with a commitment to make a full local contribution to the national target of 100% electronic service by 2005.

One key initiative is the Harrow Partnership Local Government on Line Project.

Local Government On-Line

The **Partnership** has been successful in attracting further funding from Local Government On-Line to develop its e-government initiatives. £300,000 has been made available in the current financial year, with an additional £50,000 to enable a business case to be developed and a further £300,000 for next year subject to a satisfactory business case.

A Steering Group has been established with representatives from the Harrow Partnership, and is meeting in October. The major re-organisation that is taking place in Harrow (mentioned earlier in this report) will have a major impact on the future shape of the service provision. It has been agreed to develop a Community Portal as part of the South Harrow pilot for the New Harrow Project, and this along with other initiatives will then be capable of being of being rolled out to other areas of the Borough to reflect their local needs and priorities.

The Steering Group will develop its programme building on existing successful partnership working and make recommendations for the use of technology to support and develop community involvement. (Appendix 2 shows an extract from the project plan)

Accessible Personalised Local Authority Website (Aplaws)

APLAWS involves 5 London Boroughs that have formed a partnership with funding and backing of Government to provide improved access to Council services and information through the Internet.

The aims and objectives of APLAWS are to provide a 'one stop shop' to residents where they will be able to access one website to find out information and use services provided by Harrow with links to participating Local Authorities. It is the intention of Harrow to import its own website onto APLAWS over the next 12 months and a project plan is currently being progressed.

APLAWS will also furnish direct links into local and government websites along with business interface to provide a comprehensive service to all of its users.

As Harrow has over 50% of its residents with internet usage and this figure is increasing year on year; there is evidence that APLAWS will be used extensively by its citizens. Consultations with residents during BV reviews have also indicated that a comprehensive web based system that provides information relating to borough wide events and services is a requirement.

West London Alliance (WLA)

The WLA was founded in 1998 and is a ground breaking cross-party partnership among the six west London local authorities. It is led at the highest level by regular meetings of the Leaders and Chief Executives of the six Councils.

Underneath this umbrella, there are WLA groups representing key service areas which all meet regularly. E-government is one of these service areas. In this way, the WLA e-government group is backed up by a structure , which encourages and supports this joint working.

Within this structure, the WLA's e-government group's aim, as set out in minutes from a WLA meeting in March 2001, is to 'act as a sub-regional focus for political leadership on the e-government agenda, within the London-wide framework being established via the GLA, ALG and London Connects.

The WLA has made significant progress on four of the projects outlined in the LGOL partnership submission to ODPM as detailed below:

Joint approved list – an electronic list of all local suppliers, which will be, shared by all WLA members. All members have signed up and a supplier has been chosen.

ELSID – a joined up service allowing the easy transfer of service information on clients within the 'health care economy' when they change address. All members are signed up to this and it is on course to deliver by March 2003

Prioritisation of WLA projects – this will systematically assess which projects the WLA should and should not pursue. The WLA has selected consultants to assist in this process and work is already underway to produce a 'route map' to which all members can sign up

West London pilot lettings agency (LOCATA) – allows all landlords in the West London area to advertise their properties and manage the letting process centrally. Five of the six WLA partners have already signed up and the pilot was launched in April 2002 (Appendix 3 outlines)

In addition tp these ongoing projects that are part of the formal partnership, there is further evidence of the intent of the WLA members to work closely and effectively together:

ISB4 funding application for the West London Adult Education and Library Access Portal - although ultimately unsuccessful this project demonstrated the shared strategic interests of the WLA members and their ability to work together to produce a clear plan of action.

The Brent CRM Pathfinder - of the six partners that Brent has been working closely with on this successful Pathfinder, four are WLA members

Harrow ISB Project – HPSOURCE

This project is carrying out ground-breaking work with the Health Sector and the Voluntary Sector in developing shared technologies for health and social care records, access to benefits advice and information and communications. The consolidation and achievement of these initiatives represents the first phase of our e-government development programme and will be completed by 2002/2003.

Harrow e-Benefits System (HeBe) – Has been successfully implemented and created an electronic referral method and common benefits advice through a network of partners. This has been achieved using a secure extranet and Oracle Portal. Details of its offered services can be viewed on the HarrowLive Website

Information Sharing on Mental Health - Implementation of the information sharing project for Mental Health is well advanced. The initial implementation date is November 2002 for Mental Health services. The target date for introducing the system to a wider range of health practitioners is the first quarter 2003.

DEFRA Funded

Green Map Agenda 21 approved by DEFRA - £500,000 with £250,000 Environmental Action funding. The Green Map is an innovative strategic and regional project to promote, enhance and multiply sustainable development by creating a website for the London Green Map. Piloted in Harrow with full and active involvement of local communities and groups as well as regional sustainable partners the project commenced in April 2002 and will run until March 2005. The website will be the prime focus for promoting awareness, education and information on sustainable living and for carrying out successful community-based sustainability projects and activities through a comprehensive web-based toolkit and for sharing and disseminating results and best practices.

2.3 Updated IEG Action Plan

The Council's action plan which was reported in last years IEG statement has been updated and is as follows:

IEG Target	Status
By 2005 a fully operational Harrow contact centre	*First Contact BV theme has reported. Contact Centre recommended, on target*
By 2005 all goods and services purchased via an e-procurement model	*On target*
By 2002 implementation of a fully integrated Council intranet	*Implemented and being reviewed*
By 2002 implementation of a community based Harrow web site portal	*Harrow partnership LGOL funding – implementation 2003*
By 2005 an integrated health and social care records system rolled out over further disciplines and client areas following successful implementation of the pilot in mental health 2002 and integrated with the health and social care support system based on a Harrow PCT model	*Mental Health on target*
By 2003 all Harrow citizens of school age and above allocated a Harrow email address for secure identification to access services and other communications	*School age achieved General Harrow citizen authentication being reviewed*
By 2002 all Harrow citizens have potential for free access to ESD facilities, ICT learning opportunities and the Internet via school/community/library based community access learning centres	*On target through the people's network and other resource centres*
By 2001 all Members have been allocated an email address and portable computing facilities with access to the Council's Intranet and Internet	*70% Member take up*
By 2002 flexible working methods introduced that include home and mobile working and hot desking	*Awaiting Best Value reviews and recommendations*
By 2003 a variety of methods to be introduced for stakeholders to contact the Council	*On target*
By 2005 all Council information and transactions available via ESD methods	*On target*
By 2002 online public consultation, voting and communication with democratic functions and representatives	*Complete except for voting*
By 2002 online community information maintained and managed by respective community groups	*Harrow Partnership portal 2003*
By 2004 full online/e-learning via Broadband communications	*No progress as yet*
By 2005 CRM as the core of the Council citizen centric strategy and integration of the front and back office functions and systems	*On target*
By 2004 online facilities for new businesses extended to 12 units	*On target*
The Council will link into National projects as appropriate	*On target*

Table 2   Relationship Between National And Local Priorities

Harrow's Corporate Priorities	Central-Local Partnership Priorities	Examples of Harrow e-gov initiatives	Cross Cutting Themes		
			Customer Service	Social Inclusion	Democratic Accountability
We will strengthen Harrow's local communities	Promoting healthier communities and narrowing health inequalities Creating safer and stronger communities	ISB Mental Health information sharing with NHS then rolled out to other client areas	X	X	
		Local community portal – APLAWS		X	X
		CRM & e-enabled transactions – information, simple services etc	X		
		e-GIS area analysis, publication – crime etc	X	X	X
		Member e-enablement, on-line committee archive, on-line consultation etc			X
We will promote Harrow as a centre of lifelong learning	Raising standards across our schools	LGfL (London Grid for Learning)		X	
		CRM & e-enabled transactions – school admissions, bookings etc	X		
		e-enabled central information source including Governors, student support and pupils (Capita EMS)	X	X	
		People's Network and NW London Online		X	X
We will improve the quality of health and social care in Harrow	Improving the quality of life	ISB Mental Health information sharing with NHS then rolled out to other client areas	X	X	
		West London lettings agency (LOCATA)	X		
		CRM & e-enabled transactions - information, simple services, etc	X		
		ICT facilities for Children Looked After		X	
We will develop a prosperous and sustainable economy in Harrow	Promoting the economic vitality of localities	Local community portal		X	X
		e-procurement amongst SMEs in Harrow	X	X	
		e-skills		X	
		on-line facilities for new businesses		X	
		authentication	X	X	
We will enhance the environment in Harrow	Transforming our local environment Meeting local transport needs more effectively	Green Map		X	X
		CRM & e-enabled transactions – information, services, payments etc	X		
		e-GIS area analysis, publication – streetscene, contaminated land etc	X	X	X

The updated action plan demonstrates that Harrow is changing the way services will be delivered. By involving citizens in the democratic process and increasingly working with private, public and voluntary sector partners the community will become a better place for people to live, work and visit.

Electronic Government will enable our work with partners and residents to be developed in a structured and seamless manner and we see the New Harrow Project, together with the Harrow Partnership as the centre of the vision for Harrow's future.

Table 2 shows the relationship of this Harrow approach to the national priorities identified in the Central-Local Partnership and the three cross cutting themes.

3.0   Self-Assessment of Local E-Organisation

The Council sees the development of integrated systems, sharing common databases for information, as necessary and vital if its Citizens, Businesses and Community are going to benefit from electronic service delivery. Through consultation, reviews, partnerships and utilising proven techniques the Council is slowly moving towards this goal.

The following section outlines our current and projected position in terms of the areas shown:

- Transactions
- Access Channels
- Enablers
- E-Business
- Organisational Development

3.1   Status Of Electronic Transactions

Electronic interactions are defined as those made via the Internet/Intranet, telephone or other device, or access through a call centre, front office or other means by which the first operator to deal with the interaction has access to information electronically and can carry out a meaningful transaction on behalf of the caller.

We have used the methodology created for our 2001/2 returns to determine our percentage forecast for 2002/3 and are confident that the programme of change that the Council is putting into place will ensure that future targets can be met.

Each service of the Council has been involved in the collection of data about the percentage of interactions that were carried out in both 2001/2 and in setting their targets for 2002/3. The data for each service was combined to arrive at an average for each interaction type and an overall percentage for the Council.

The Council's website www.harrow.gov.uk is an information source that is continuing to build on external customer transactions and the development of APLAWS will serve to enable further information to be held for both Harrow Citizens and the public at large. Internally the Intranet service is being used much more by officers of the Council, both to provide information and keep staff up to date with all Council events.

The recent Best Value Review on Procurement outlines plans to introduce e-procurement in a staged process throughout Council departments and will take into account on-line ordering to suppliers, along with a review of the advantages of e-tendering and e-auctions.

These results and final figures arrived at for use in the Best Value Plan are as follows:

Probable Actual for 2001/2002 33%,
Target for 2002/2003   39%

	Actual	Forecast			
Interaction Type	2001/2	2002/3	2003/4	2004/5	31/12/05
Providing information: Total types of interaction identified %e-enabled	44 %	56%	71%	85%	100%
Collecting revenue: total types of interaction identified % e-enabled	33%	36%	49%	78%	100%
Providing benefits & grants: total types of interaction identified % enabled	41%	46%	67%	87%	100%
Consultation: total types of interaction identified % e-enabled	25%	33%	56%	67%	100%
Regulation (such as issuing licences): total types of interaction identified % e-enabled		39%	56%	78%	100%
Applications for services: total types of interaction identified % e-enabled	32%	39%	44%	71%	100%
Booking venues, resources & courses: total types of interaction identified % e-enabled	27%	31%	46%	79%	100%
Paying for goods & services: total types of interaction identified % e-enabled		36%	49%	78%	100%
Providing access to community, professional or business networks: total types of interaction identified % e-enabled		37%	50%	69%	100%
Procurement: total types of interaction identified % e-enabled		37%	60%	80%	100%
TOTAL: TYPES OF INTERACTION IDENTIFIED % E-ENABLED	33%	39%	56%	78%	100%

3.2   Access Channels

The Council recognises that an Access strategy is fundamental to its being able to deliver the right service at the right time to residents and that definition of the practices to be adopted must be defined at corporate level.

We need to identify options and plan realistically how and when service availability can be offered to Council customers and other public service sectors. It will, however, first be necessary to examine the numbers and locations of offices available to the Borough and other public sector or publicly owned buildings. Account will need to be taken of utilising premises within the private sector, how use of e-mail and

Internet services can be facilitated, community computer facilities for accessing information and service, hours of access, and the staffing of those channels.

To recommend provision of access to meet the requirements of customers and to assess the feasibility of options identified, the strategy will take pointers from all of its public consultation reviews including First Contact, New Harrow Project, Harrow Partnership and other reviews. It will also take into account new opportunities that have now arisen through Internet access at all of the Libraries within the Borough.

Appendix 3 outlines an access strategy to be completed by July 2003

3.3   Enablers

Although the Council has in place a comprehensive range of computer applications that provide current functionality to meet the needs of its Citizens, each of these systems will need to be reviewed against the corporate vision, and consultation findings. Some may need to be replaced and or amended to provide new functionality and all will need to conform to integration standards that will allow data to pass through in a seamless and corporate manner.

To identify the amount of effort, cost and the timescales associated involved in carrying out this work a strategy must first be drawn up that takes into account consultation reviews, corporate policy departmental plans and legislative change that is planned. As the majority of applications are third party owned and have licence agreements and contracts through a range of suppliers, a series of meetings with these suppliers will need to be arranged to update them on the Council's strategic intentions and to outline a plan of action.

The following paragraphs outline the Council's current position with regard to its enabling systems and illustrate action that is either underway or planned during the next 12 months.

Document Image Processing (DIP) is currently being used by the Exchequer Services department within the parameters of the successful PFI project that was implemented in 1998 in partnership with Unisys. This facility is now being reviewed by several departments including Corporate Services and Environmental Services which are lead departments in the New Harrow Project. It is felt that DIP will provide both scope and opportunity for efficiencies to be delivered across several other Council departments and, in accord with this, the ISSRG group will be providing strategic guidance.

Property Information The Council has signed up to the National Land and Property Gazetteer (NLPG) and this will provide links between our local data sources and national data sources as a sub-function of the development of the Council's Corporate Property Database. The BS7666 standard has been adopted and work is ongoing to address the mismatches found. This work is being undertaken by Intelligent Addressing to match key data sets as follows.

- ❏   Ocella Property database (the master database)
- ❏   Council Tax property database

- Non-domestic Rates property database
- Electoral Registration database
- The Street Gazetteer.

The forward plan is for the NLPG to be completed and linked to the above systems. Other property-based systems will be added later. This will provide the New Harrow Project with its area based service delivery a corporate approach to a central property database.

We are committed to signing up for NLIS Level 3 and Ocella are planning to commence development of the software in the first half of 2003. Plans then are to implement NLPG on Ocella during the first half of 2003 with completion for use by the end of 2003.

This integrated approach will provide a management system for Planning, Building Control, Environmental Health, Improvement Grants and Land Charges and can be viewed as a major step towards the provision of corporate information across all of the council.

3.4   E-Business

The Council's core business processes will eventually be totally integrated and fully managed through the adoption of corporate policies that are based upon industry standards. This is the goal that Harrow is setting in order to deliver improved services to its Citizens, Community and public at large.

At this time there is much to be done to meet this goal and ground rules are being drawn up along with the implementation of polices to ensure that the target date set of 2005 can be achieved. The New Harrow Project will rely heavily on all services working together, and this can only be satisfactorily achieved if there is sharing of information and an adoption of common standards that will allow interaction of data between systems. The LGOL Partnership Steering Group will also be working towards agreeing standards and procedures as part of the project.

APLAWS, a Pathfinder project, will be available to both the public and Council officers via the Internet and it is planned to import the Council's own web site onto this portal facility, hopefully to be recognised and accepted throughout Local Government as the standard to adopt. The Council's corporate network is currently being reviewed to meet the demands of new business. It will undergo evaluation and change during the next 6 to 12 months. This is seen as an urgent priority to ensure that e-business which is being planned throughout most of the departments can be accommodated at the speed required to deliver service objectives.

To date the Council's network has been improved in line with the requirements of the Peoples Network, The National Grid for Learning and the NHSnet

- Achieved full code of connection to NHSnet

- Launch of the Peoples Network 4th Nov. 02

- Corporate links with the National Grid for Learning planned for 2003.

Schedule and milestones up to 31/12/2005

Core Business processes Level1=Preparation Level2=Implementation Level3 = Fully in use	2001/2	2002/3	2003/4	2004/5	31/12/05
INTRANET The Council intends to further develop the existing Intranet service to support the single door entry and provide all Council staff in their work an on-line facility from the desktop that delivers up-to-date information on all aspects of Council business. This will include the development of secure links between the Council's Intranet and that of partner organisations including APLAWS, to enable sharing of information between them. It is recognised that up-to-date information and access availability is vital to this service and in this respect both the corporate and departmental wings of the Council will take responsibility for ensuring service delivery and to policy standards that will be approved through the ICT steering group. The current service although fairly comprehensive with the variety of information it provides does require a review to further outline the next steps and provide a programme of implementation to enable additional facilities to be developed Key Milestones Availability of Intranet services to all council employees.	1	2	3	3	3
EXTRANET We see the growth of Extranet services in line with the Council's Partners and Agencies. This will also be in line with the development of APLAWS. Clearly growth in this area will be based upon Best Value Reviews and the objectives of the Council's New Harrow Project, and the requirements of the Harrow Partnership The implemented HeBe project is the first implemented phase of Harrow's Extranet. Subsequent phases will be brought through the LGOL Partnership. Key Milestones - HeBe Implementation, LGOL Partnership Community Portal	1	2	2	3	3
FINANCIALS The Council is currently in the process of moving to Cedar E-Financials in order to use the many facilities it provides through its web-based system. This facility will allow all users for system use and management reporting access through a standard internet browser that can be easily deployed and maintained centrally without the need for complex desktop PC configuration. Key Milestones Online Payments (completed), Online Billing for Council Tax (Completed) and will be extended to NNDR	1	2 / 3	3	3	3
PROCUREMENT Following the appointment of a Procurement officer and a Best Value review the Council is making a number of changes in the way that ordering, purchasing and management of contracts with suppliers is handled. A plan to introduce purchase cards and the use of technology to tender, auction, receive and pay for goods is currently being developed and implemented. Each of these stages will be managed through first pilot projects with results reviewed prior to becoming corporate policy. Expectations are high that savings and efficiencies will be achieved through the new policies that will be introduced. Key Milestones Acceptance of a corporate Procurement Policy Introduction of Purchase Cards Introduction of E-Tendering Introduction of On-line ordering, and Payments	1	2	3	3	3
HUMAN RESOURCES AND PAYROLL The Council currently uses Midland Software Delphi for Payroll and Oracle Applications for Personnel; both of these systems are stand-alone with currently no interface. Current problems with this arrangement are unreliable data in Personnel and duplication of effort in maintaining both systems. Although the intentions are to move to an integrated HR/Payroll system this has been delayed due to resource difficulties and an interim solution of moving Personnel data into Delphi to use its personnel functionality will instead be taken at this time. Future developments are planned for Employee Self Service. Absence Monitoring. Move to full integrated system. E-Filing to Inland Revenue. Key Milestones Move to Integrated system	1	2	2	3	3
ASSET MANAGEMENT Five years ago the Council implemented a comprehensive system which					

Core Business processes Level1=Preparation Level2=Implementation Level3 = Fully in use	2001/2	2002/3	2003/4	2004/5	31/12/05
is supplied by Greenly Asset Management Software and is currently being used to hold information on Land owned, Buildings, Hoardings and Licences. The Environmental Services Department is the custodians of data management and at this time act on behalf of the Council to provide information on request. The system interfaces with the Council's NLPG and it is planned to roll out on-line view only facilities to departments over the next 12 months. 20 other local authorities are also using the system and consideration towards a consortium group being formed to provide shared costs for new functionality is a possibility. The system is capable of being used for additional council assets and these will be disused and reviewed over the next 12 months. Key Milestones Set up Consortium with other users of the system. Provide on-line view facilities for all departments.	2	2	3	3	3
OFFICE SYSTEMS AND TELEWORKING The Council uses GroupWise as their corporate desktop software for communication purpose, the functionality of this system is sound and this year has been rolled out to complete departmental coverage. The First Contact Best Value review noted that e-mail and diary facilities were not available to all officers and has recommended that these are now necessary in day to day working. The review also recognises that the Council's Switchboard should be upgraded to provide automatic call distribution and voice mail facilities and that only one number for the Council should be considered. Although the Council recognises the benefits of introducing mobile technology, detailed reviews have yet to be carried out. In line with the New Harrow Project there is a need to develop communication processes that will enable work to be carried out with speed and efficiency and a review to identify teleworking technology to assist in this operation is under consideration. Councillors have been provided with PC's and have access to e-mail and the council's intranet. Remote access is currently being piloted following network improvements. Consideration of Broadband is in its early stages. Key Milestones How We Work (Best Value Report) Upgrade of Switch Review of e-mail facilities across the council Review recommendations made in BV reports New Harrow Project communications process review Pilot Broadband	1	2	2	3	3

3.5   Organisational Development

As the Council determines the way it wishes to progress and effect organisational change there is acceptance that this must be conducted in line with e-strategy and take into account consultation reviews that have been conducted with Citizens and Partnerships. Of particular significance is the Councils New Harrow Project, which has a senior management group dedicated to organisational change.

Service delivery will need to be supported by improved customer access to the Council. The feasibility of a new system of area contact points and a 'one–stop' shop in the town centre utilising call centre and other customer management technologies is being considered. The Council recognises that a high standard of facilities and good quality control will be crucial to make this work.

Since it is essential that the momentum for change be maintained, a branch of the executive will be devoted to organisational change and development. They will plan out the competencies and skills needed by individuals to deliver the service and bring about cultural change. The unit will also develop the change process and be responsible for performance management (including best value) across the whole organisation.

Harrow recognises that the structures outlined above count for little with the public unless they can see an improvement in the services they receive. Tackling this means that there is a need to recognise that new ways of working are required. We believe that this can best be achieved if Harrow is seen, not as a cohesive whole that provides its services uniformly, but rather as a series of areas which need dedicated arrangements. It is proposed that an area structure be put into place based on wards or collations of wards that recognises this diversity and that different approaches are needed to reflect the complex problems found in individual areas. Each area will be the personal responsibility of an assigned chief officer of the executive.

It is intended to develop communication processes, which will allow an opportunity for the Council to reinforce progress and development of key council services to its public and partners. A review of our existing communications strategy will be carried out in the near future

The service delivery model will require reappraisal of the political management process of the Council and the development of a robust budget strategy. Equally consideration must be given to the role of scrutiny and the massive potential offered to provide scrutiny on a local area basis.

As the New Harrow model will have direct executive management and its own strategic support along with a professional core to deliver services, it can be seen that all elements in the provision of services will be clearly linked, increasing the ability to respond to the changing needs of residents and the community

Progress Of The Organisation

The First Contact best value review report is a key document that identifies many areas in which service improvements have been made and highlights many other areas that can be improved by implementing the recommendations made. The scope of this review was to identify solutions that provide the best possible access to services for all people and organisations included within the review, in ways that meet their needs, at a cost that can be afforded and which meet the national modernising agenda.
The review covered first contact in relation to all users of Harrow services, and involved consultation with other local authorities, police, health, and the voluntary sector in order to establish what opportunities there are for joined up working.
Customer consultation was key to the review and several areas were identified on which information needed to be collected. These were as follows:

- ❑ Improve customer satisfaction
- ❑ Cost
- ❑ Percentage of transactions conducted electronically
- ❑ No of complaints/compliments

- ❑ No of transactions dealt with in full at first contact
- ❑ Waiting times
- ❑ Transaction times

Along with the gathering of this information customers were also asked to provide information on how they would like to access services in the future and if they would like to combine more than one Harrow service through the same access.

The results of these surveys have been analysed and will be used to improve the future delivery of services to Harrow residents, as well as to change the way in which the Council organises its services.

Change Management

The recent IDeA Peer Review indicated that Harrow could become one of the best performing Authorities in the country but should become focused in order to meet the management changes that have been identified. The aim for the next 3-4 years is to build positively on the IDeA report and Comprehensive Performance Assessment (CPA) to achieve significant improvements in the Council's performance.

The New Harrow Project will allow change to be introduced in a stepped manner through the regular consultation process with customers, staff, members, and partners. Where at each stage all aspects of the project will be subject to review. These projects will pave the way for technology to be introduced along with opportunity to re-engineer business processes.

However, before this can begin there is recognition that a review of corporate standards, policies and practices will need to be put into place. A body will be appointed to ensure that a business case is always identified, with reasoning, costs, implementation plan and savings, along with identified opportunities for re-engineering business processes before approval is given.

Best Value reviews will continue and start to identify benefits that can be gained from approaching business change in a different light with the introduction of technology. Within each review the issue of delivering services with re-engineered business processes should be a consideration.

A Best Value review (How We Work) designed to assist the Council with change is due to be completed in January 2003 and will provide information in several areas that are important in the future planning of management of change throughout the Borough.

The scope of the project is :

- Use of accommodation
- Technology – how we can make best use of it
- Processes – streamlining (re-engineering) and the use of technology
- What skills and Working practices do we use
- What do we need to do differently?

- Cultural change

How the organisation needs to change

What will this involve?

- Exploring sharing of office facilities and resources
- Working more flexibly
- Getting most out of changing organisational processes
- Reducing paper
- Creating modern flexible office environments
- Enabling and supporting staff to work away from the office
- Equipping the workforce with the skills for the future
- What staff/users want

Possible outcomes

- Restructure the organisation
- Staff working wherever and whenever most effective
- Improving access to work/services for parents, carers, disabled people and other people disadvantaged by conventional working patterns
- Improved utilisation of council's buildings
- Reduced commuting and work related travel
- Reduced costs

Management structure for e-government

Officer and member e-champions	
Name	Title
Cllr. Sanjay Dighe	Member e-champion
Martin Walklate	Officer e-champion

Government Standards and Targets

Level 1 = preparation and planning Level 2 = Implementation Level 3 = Fully in use	2001/2	2002/3	2003/4	2004/5	2005/6
Government Gateway Outlines Progress		1	1	1/2	2/3
UK Online Portal Outlines Progress		1	1	1/2	2/3
Broadband After successfully piloting practitioner access to our systems we will be looking at customer access to our services, but we see this as being some way off in our development plans		1	1/2	2	2/3

Interoperability Framework • We are using XML as the transfer vehicle for ISB funded information sharing projects. This is being developed for live implementation in November 2002 • We are looking to using the metadata standards within the APLAWS framework • All new IT related procurement must be E-GIF Compliant					

4.0 Resource

4.1 Actual and Forecast Income By Funding Source

The following table shows additional funding over and above the mainstream IT expenditure which is currently running at about £4M per year.

Funding source	Actual (£'000s)	Forecast (£'000s)			
	01/02	02/03	03/04	04/05	05/06
IEG money in 02/03 and 03/04		200	200		
Other sources of Government funding, such as Invest to save (ISB), ISB2 HeBe & Information Sharing with Mental Health	700	700			
Local Government On Line		350	300		
LPSA unsupported credit approval (LPSA figure of £1.045M in total is not fully confirmed)			350	350	345
Financial contribution to or from partnership projects Discussions are currently underway with potential Commercial Partners		x	x	x	x
Additional resources under consideration as part of the Council's revenue budget review			1100	1100	1100
Reinvestment of savings produced from early e-government investment					
Total	**700**	**1250**	**1950**	**1450**	**1450**

Funding is critical. Harrow is reviewing its budget to make available revenue expenditure for e-gov investment. However there is still a potential gap. We will be looking at efficiency savings, through lower transaction costs, and asset management savings to offset this shortfall. Nevertheless, funding is a critical risk area.

- We are reviewing our requirements in line with the New Harrow Project
- We are expecting to conclude positive meetings with potential Commercial Partners as the Councils business agenda is developed.
- We would wish to share and take onboard solutions identified within the Governments Pathfinder projects that are applicable to Harrow's business

4.2 IEG Actual and Forecast Spend

PROJECT	2001/02 £'000s	2002/03 £'000s	2003/04 £'000s	2004/05 £'000s	2005/06 £'000s
First Contact Best Value Report.		25			
How We Work Best Value Report.		25			
APLAWS Pathfinder user group support		50	50		
WLA e-gov. support		10	10		
APLAWS Technical Implementation		65	50		
Project Management Skills		10	20		
Other Applications		15			
Unallocated			70		
Total		200	200		

5.0 Risk Assessment

The most significant risks that face the Council in the development of the E-Government Agenda are-:

- Lack of investment to carry out the Council's vision
- Lack of commitment from Members, Chief Officers and staff
- Lack of skills

Lack of investment both in capital and revenue would slowdown the speed that the Council needs to implement change through the ennoblement of technology. It is estimated that around £10 million will be required to meet identified technologies that can provide improvement to service delivery. In the short term The Council intends to identify revenue for technology investment and to progress meetings with commercial companies to assist in meeting its need. This excludes projects for which Government funding is available and being sought, such as ISB funding, NGfL, LGOL.

Risk Assessment Table

Risk:	Impact	Likelihood	Proposed Remedy:
Lack of Clear Vision	High	Low	Strategies outlined and projects agreed, Chief Executive and member driven.
Nominated e-champion at too low level	High	Low	Officer e-champion is member of Council's management team. Member e-champion is acabinet member and portfolio holder
Lack of Member Support	High	Low	Formally endorsed by Council Member panel established
Lack of commitment across the council departments	High	Low	Chief Executive direct involvement with strategy and projects. Discussions with all staff. High level monitoring in place

Lack of skills	High	Medium	Project Training (incorporating Prince 2) Standards outlined for delivery throughout the Council Variety of skills exist Funding for training identified
Keeping Projects on track and to budgets	High	Medium	ISSRG Board for business and technical review and resource allocation. Regular monitoring Post Implementation reviews
Change Management and Organisational	High	Medium	Clear Plans in place identified structures. HR involvement
Lack of business planning	High	Low	Business Plans reviewed through ISSRG
Staffing	High	High	Identify training required Manage training in line with work commitment Skills transfer from Partners Buy in Support
Lack of ownership by Departments	High	Medium	Training in technology change Custodians of departmental data Corporate awareness of data integration
Communications Voice and data	High	Low	Corporate Communications Strategy Corporate Management Member Endorsed Corporate standards applied
Re-engineering	High	High	Best Value Review Considerations

6.0 Appendices

6.1 Appendix 1 New Harrow Project

LONDON BOROUGH OF HARROW

CABINET MEETING

16TH JULY 2002.

THE NEW HARROW PROJECT

1.   Background

1.1   The performance indicators demonstrate that Harrow does many things well and is one of the better performing London authorities. However, it is possible, as shown in the IDeA Review, that Harrow could become one of the best performing authorities in the country. Harrow is a good organisation but it is insufficiently focused and robust to deliver the necessary changes. It has to be reformed to ensure:

> It is able to deliver good frontline services
> It can meet members' expectation
> It puts citizens first

1.2   I believe that these objectives can only be met by a complete rebuild of the organisation so that any changes become permanent and are fully embedded in the culture.

1.3   Harrow has a right to be proud of its achievements, particularly those carried out in consultation with its communities, but its approach to keeping the citizen at the heart of service delivery lacks impact. Harrow must develop a changed relationship with its citizens. Staff and managers at all levels need to continually remember that the quality of service delivery and the impact of small-scale service failures have a major effect on people's lives.

1.4   The headline report from the IDeA review demonstrates that many of the components for change exist in Harrow albeit in a not very robust framework. The Comprehensive Performance Assessment that is taking place at the moment will be a much sterner test and will no doubt highlight deficiencies in the organisation that are already known to members and officers. The aim of the next 3-4 years must be to build positively on the IDeA report and CPA to achieve significant improvements in the council's performance and capacity for change.

2.   Recommendations

2.1   Members are asked to approve:

The strategies that are core to each executive area.
The executive management structure.
Starting recruitment to the senior management structure in September 2002.
The costs of the executive management structure.
The allocation of funds as described in section 7.
Secondment of an officer to the pilot scheme.
Agree that the pilot starts on 1 November.

2.2   This is the first of a series of reports. Others will be needed to complete the detail of the structures, the phasing methodology, setting service delivery standards, the new communications strategy and the full financial implications.

3.   The Proposed Structure

3.1   The New Harrow Project demands a clear structure where service delivery to the citizen is paramount. Accordingly, I propose that the work of the authority is managed within three executive functions:

> Business Connections- managing internal and external business relationships
> Urban Living - managing the built and natural environment
> People First - managing services for people.

Attached are some of the strategies, programmes and plans associated with these broad areas.

3.2   Service delivery will need to be supported by improved customer access to the Council. This will be managed by a new system of area contact points, a 'one-stop' shop in the town centre and utilising call centre and other customer management technologies. I recognise that a high standard of facilities and good quality control will be crucial to make this work.

3.3   It is essential that the momentum for change be maintained. Therefore, a branch of the executive will be devoted to organisational change and development. It will also plan out the competencies and skills needed by individuals to deliver the service and cultural changes. This unit will develop the change process and be responsible for performance management (including best value) across the whole organisation. The top-level management team structure is shown in Appendix 2.

4.   The Service Delivery Model

4.1   The structures considered above count for little to the public unless they see an improvement in the services they receive. Harrow is a highly diverse borough that

spans the green belt with Hertfordshire at its northern boundary, suburban areas and elements similar to inner London in its central and southern areas. Tackling the problems this brings means the need to recognise diverse solutions. This can be achieved if Harrow is seen not as a cohesive whole that can have its services delivered uniformly but rather as a series of areas which need dedicated arrangements. It is proposed that an area structure be put in place based around wards or collations of wards that recognises this diversity and that different approaches are needed to reflect the complex problems found in individual areas. Each area will be the personal responsibility of an assigned chief officer of the executive.

4.2 Initially, focus will be given to streetscape issues but this will be expanded in later phases to encompass wider issues. I am NOT describing a system of delegating budgets to the areas. It is important that L.B.Harrow maintains management control and is able to see the areas delivering value for money. There will therefore be a system of devolved budget accountabilities to the areas.

4.3 Communications processes need to be developed which will allow an opportunity for the council to reinforce progress and development of key council services to its public and partners. This will need a reappraisal of our existing communications strategy.

This model of service delivery will require a reappraisal of the political management processes of the council and the development of a robust budget strategy. Equally, consideration must be given to the role of scrutiny and the huge potential offered to provide scrutiny on a local area basis.

4.5 The New Harrow Project model envisages that each executive management grouping will have its own strategic support, its own professional core and the responsibility to deliver services to three geographic areas. Professional and strategic management will be both inextricably linked to service delivery and service units will have immediate access and involvement with that professional/strategic resource.

4.6 The choice of area boundaries can be determined by a series of criteria. These could include:

Ward boundaries/Aggregations of wards.
Social inclusion issues.
Deprivation indices.
School cluster areas.
Community nursing rounds
Historic associations and boundaries.
Partnership.

5.   Developing improved service delivery.

5.1 The pilot project will have four particular components that need to be implemented in roughly the following order:

Information and planning
Intensive service delivery

Maintenance of service standards
Development of long-term strategic planning

5.2   Information and Planning

One of the most important elements of this project is to combine careful planning with rigid project planning disciplines. The initial planning stage must include:

An analysis of the current resources available to that area
Blights which lead to poor local esteem and anti-social behaviour
Simple opportunities for progress
Honest appraisal of the current standards achieved
Resident consultation arrangements and opportunities
Opportunities for external funding
Opportunities for partnership contributions
Analysis of effects on surrounding areas

5.3   Intensive Service Delivery

Much of the problems of any area in Harrow stem from the provision of superficial answers to entrenched problems. A good example is the removal of weeds by chemicals rather than the removal of the silt in which the weeds grow. Similarly, anti-social behaviour problems are resolved by one-off police visits rather than police patrols or longer-term community intervention. The New Harrow project envisages intensive service delivery designed to deliver longer-term solutions. The following list provides examples. It is not an exhaustive list:

Grounds Maintenance
Refuse collection
Litter picking
Anti-social behaviour
Abandoned vehicles
Paving and kerb maintenance
Highways

5.4   Maintenance of Service Standards

Whilst the intensive work described above will, no doubt, improve the area temporarily it is of no value if the area simply regresses to its former state in a matter of months. The ongoing maintenance of the area must be the real aim of this project. This will be achieved by:

Local opportunities to access services across the whole partnership
The setting of affordable standards which reflect the needs of the area
Improved working methods (use of mechanical sweepers etc)
The development of an area workforce
A workforce that is responsive to many local problems not just one function
Co-operation contracts between residents, shopkeepers and local business to enable them to support the area in which they live and work
Effective monitoring

Local area scrutiny

5.5 Long Term Strategic Development

Every individual unit will have historic, environmental or social issues that affect the quality of life in that area. Each has to be examined individually and the combined resources of the Council focused to achieve longer-term solutions. Each unit will need to develop a long term plan for that area which will give rise to an action plan that may well stretch over a long time frame. The plan will include:

Regeneration
Social Care
Education attainment
Infrastructure review
Access to health & other services
Policing plans

6. Managing the Transition

6.1 Achieving these structural and service delivery changes will take up to three years. There is a need to achieve some quick wins that bring about demonstrable impact on the public's perception of improvement in service delivery. I recognise that maintaining standards is easier than bringing an area up to standard. I propose that permanent area teams are supplemented with additional staff in the early part of the area implementation plan.

Issues that would be immediately suitable for this type of approach could include:

Street cleaning/refuse collection
Fly tipping
Abandoned cars
Housing benefit backlog
Graffiti
Anti-social behaviour
Environmental health
Housing maintenance

6.3 Clear political leadership will be necessary in the choice and delivery of these pilot programmes. Other political decisions will include the phasing of bringing all services into the area model, in particular social services and the schools. The service standards need to be consistently achievable and adequately resourced. During the start up phase, it is possible that service standards in other areas may fall. This will be an important issue to manage.

Achievement of such a radical change to service delivery necessitates the need to move quickly to resolve uncertainty and cynicism among existing management and workforce. It is vital that the council moves rapidly towards settling these top appointments and provides a transition structure to maintain existing services outside the pilot area. Recruitment to the senior structure will commence in September 2002 to minimise these difficulties.

Throughout the organisation, a number of individuals who have neither the skills, nor the stamina, to be involved in the New Harrow Project will emerge **and an** organisational change agreement will need to be agreed with the Trades' Unions to manage these individuals through the transition. Perhaps more excitingly, very capable people will be motivated by these changes and seize the opportunity and rise to the surface.

An officer will need to be seconded on a full time basis to plan, resource and begin implementation of the pilot area.

7. Financial Implications

7.1 It has not been possible to fully cost out the impact of these proposals at this stage. The only aspect that is costed is the senior management structure. The costs are shown in Appendix 3 where they are compared to the existing senior management costs.

7.2 There are three further key areas that will need major costing exercises as the project unfolds: -

The provision of the IT needed to support these processes. There is £200k available in the current year and £200k next financial year to 'seed' the IT change process plus access to part of the £650k grant (from UK online funding).

Investment will be needed in the service delivery pilot. This will be needed to support the appropriate staffing levels, training, new equipment and uniforms. Part of the pilot process will be establishing a financial process that can be rolled into the model. £150k is available in the risk management contingency, £100k from directed maintenance and £200k from response maintenance to 'pump prime' the pilot.

The introduction of new management delivery models will also need up-front investment.

The New Harrow Project

Strategies Chart

Business Connections	Organisational Change	Urban Living	People First
Medium Term Budget	*Equalities*	*Transportation*	*Children & Young People*
Funding	*Organisational Change & Development Policies*	*Housing strategies*	*Mental Health*
I.E.G. Statement	*Performance Management*	*Asset Management & Investment*	*Education Development Plan*
Town Centre Development	*Project Management*	*Regeneration*	*Health Partnerships*
Communications	*Human Resources Strategy*	*Local Agenda 21*	*Adults & Elderly People*
Community	*Human Resources Development Strategy*	*UDP*	
BVPF		*Cultural Strategy*	

The New Harrow Project
Proposed Senior Management Structure

Chief Executive

Executive Director
(Organisational Development)

Area Chief Executive

Borough Secretary

Executive Director	*Executive Director*	*Executive Director*
(Business Connections)	(Urban Living)	(People First)

Head of Strategy	*Head of Professional Services*	*Area Chief Executive*	*Head of Strategy*	*Head of Professional Services*	*Area Chief Executive*	*Head of Strategy*	*Head of Professional Services x2*	*Area Chief Executive*

6.2 Appendix 2 Harrow Council's Vision And Corporate Strategic Priorities 2002-2006

The Vision

In Harrow we will strive for a community
- where everybody is able to enjoy healthy and happy lives in an environment which is clean, safe and secure
- which cohesive and strong
- where all have the widest range of opportunities to succeed and the capacity to achieve their aspirations
- where no-one feels excluded
- where young people have a strong voice and are heard

Corporate Strategic Priorities

To achieve our vision, we will focus on the following key corporate strategic priorities that will make a real difference to living and working in Harrow:

- **We will enhance the environment in Harrow** by keeping the Borough clean and attractive, by promoting higher environmental standards and by bringing about more sustainable transport activity.

- **We will strengthen Harrow's local communities** by promoting social inclusion amongst all our residents both young and old, by seeking to eradicate poverty and by reducing the fear of crime.

- **We will promote Harrow as a centre of lifelong learning** by offering the highest quality education services, by raising aspirations and outcomes of achievement, and by providing activities for cultural, artistic and leisure pursuits which reflect the profile and the interests of all local communities.

- **We will improve the quality of health and social care in Harrow** by improving the life chances of young people, by promoting and maximizing the independence of disabled, frail and chronically ill people, by ensuring appropriate levels of safe care and support for those not able to live independently, and by enabling choice and access to good quality housing.

- **We will develop a prosperous and sustainable economy in Harrow** by promoting investment, encouraging diversity, combating economic disadvantage, addressing skills needs and supporting regeneration through active community and business involvement.

6.3 Appendix 3 Local Government On-Line Extract Plan

ID		Task Name	2nd Quarter				3rd Quarter			4th Quarter			1st Quarter			2nd Quarter	
			Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
14		Contribute to preparation								KC							
15		Review APLAWS with Le								KC							
16		Assess other e-gov shem								KC,DC							
17		Assess links to WLA and								KC,DC							
18		Meet with Project Leader								KC							
19		First meeting of Project T								KC,Project Team							
20		Agree terms of reference								KC,Project Team							
21		Set up working groups fo								KC							
22		Establish mechanism for								KC							
23		Workshops for working g								Project Team,Working Groups							
24		Review and update Soutl								IT							
25		Prepare outline business								Project Team,KC							
26		Present report to Informa								KC							
27		Working Groups to prepa								Working Groups							
28		IT Forum meeting								SK							
29		Agree priority areas								SK							
30		Review resources								All							
31		**Project Delivery**															

6.4 Appendix 4 Access Strategy

Title: **Access strategy**	Expected start: **April 2003**	Expected end **July 2003**
Brief description: Development of a strategy for providing the various methods of access which the public will require for Council information and services. This will include existing traditional methods of access such as telephone, letter, office visit, home visit, completing forms, but will also embrace the new methods of access identified from the customer surveys, staff surveys, including the use of Smart cards, the use of the local authority web sites, digital TV and from best practice examples in other local authorities. This strategy will take into account the opening up of various points of access to Council services, and will consider the use of computer kiosks in town centres, supermarkets or leisure centres, to enable people to access the Council and other public services as conveniently as possible (and cost effectively for the Council)		
Inputs required: First Contact – Best Value Review Results of customer surveys and consultation undertaken for the development of the vision. Results of the staff surveys undertaken for the development of the vision and for the customer service strategy Draft customer service strategy Legislative and other constraints which may impact on the options available Cost and other practical considerations, which may impact on the options available. Vision and ICT strategy	Resource needed: Senior-level corporate management working group to examine options for access across all service areas of the Council, develop preferred list of options, undertake brief feasibility analysis (as required), and propose preferred options. Heads of Service Managers to contribute thinking on access options both in a departmental and corporate service manner. Working group, possibly with consultancy assistance, to develop strategy for achieving the recommended options - addressing the resourcing, change management, quality control.	
Required outputs: Fully documented description of the methods of access, which the Council proposes to provide to customers, and a plan for implementing these.		

Stages/components:	
1	Review current policies and practice
2	Define at corporate level the standards of access to be applied (based on consultation review carried out)
3	Identify potential options for access, based on feedback from customer surveys and consultation, staff surveys, best practice experience
4	Document these, and to assess the costs and benefits of each, taking due account where appropriate of shared provision, public/private partnership, and other issues of relevance to the Council's policies and objectives.
5	Develop, from the feasibility analysis above, recommendations for the means of access to be provided or developed for the Council and its services, taking due account of people with special needs.
6	Prepare a detailed, costed plan for achieving the preferred options
7	Trial examples on pilot basis where costs and benefits may be unclear

Performance Measures

The corporate standards to be defined by July 2003, with evidence that they take due account of the Public consultations.

The overall plan for access to define the expected or relative cost per transaction for each means of access, type of transaction (where appropriate) and location, in such a form as to enable regular monitoring of improvement and benchmarking comparisons.

6.5 Appendix 5 Integration Strategy

Title: **Integration strategy**	Expected start: **Jan 2003**	Expected end **January 2004**
Brief description: Development of a strategy for integrating the numerous individual computer applications in use by the council. To ensure that they are all accessible through the Intranet, Internet and have links to corporate systems for customer relationship management, document management and workflow management where applicable, and are in a form which enables information relevant to individual customers to be drawn together in summary form. For example, to summarise for a given a customer their council tax payment status, that they have submitted a planning application, and are awaiting a response to an enquiry about possible internal modifications to their property. This strategy will focus initially on a descriptive level - focusing on what information needs to be drawn together from the individual applications, but will also require to examine the technical options for achieving this, in consultation with the application manufacturers and suppliers. This strategy will be put together with Harrow's chosen strategic partner.		
Inputs required: Identification of the individual applications in use (or planned), and assessment of their suitability for e-government Procurement/replacement of computer applications which are identified as unsuitable for development for e-government The information management strategy (a further review to be carried out) Vision document, identifying the nature of the integration required Network considerations to be taken into account Cost and other practical considerations, which may impact on the options available. Input from the application manufacturers or suppliers on the technical options for achieving the integration	Resource needed: Technical level group to examine the options for achieving the integration required. Working group, possibly with consultancy assistance, to develop strategy for achieving the recommended options Technical and senior level group to manage the procurement of replacement systems	
Expected outputs: Fully documented description of the degree of integration required, the technical options for achieving this, and any obstacles or risks, which may be faced on the way.		

Performance Measures

The review of current systems will be undertaken by late 2002 and will include all identifiable systems.

The plan for integration will be completed by January 2004, bearing in mind new legislation and standards that may need to be taken into account.

Each system will need to be reviewed individually for costs of amendment with the suppliers.

The work would be tied into a definition of response times for data to be passed through systems and would require stringent test plans to be drawn up.

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6.   EXTRACT FROM MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE – 12 FEBRUARY 2003

57.   **Take a Chance on 'e':**   The Committee received a joint report of the Executive Director (Organisational Development) and the Head of Financial and Exchequer Services which set out the scope of the scrutiny review of e-government.

Members of the e-government scrutiny review group gave a verbal update on the progress of the review. Focus groups had been held earlier in the day with middle managers and frontline staff, and members of the review group had also met with the Corporate Management Team. There had been a surprising degree of unanimity between the groups in terms of the issues identified. It had been found that there was a lot of enthusiasm for e-government from staff at all levels, and there was an awareness that e-government was not just about IT but about using technology to improve services. It was felt, however, that there was a lack of planning of how to implement e-government in Harrow. It had also been found that there was a willingness among the Political Group Leaders to take e-government forward, and consensus that once a budget was agreed for implementing e-government, it should not be changed.

The review group had had consultancy support in determining the scope for the review, which was being carried out using a 'peer' style review process within a 3-week timescale. As a result, the review had been a very steep learning experience for Members, and very challenging for members of staff supporting the review. The Scrutiny Support Officer was thanked for the immense amount of work she had put into the review, and the Committee Secretary was also thanked. The final report of the review would be submitted to the Cabinet and circulated to all those involved.

RESOLVED: To note and endorse the Nominated Members' actions in approving the scope for the report.