

ORDER OF BUSINESS

Item No.	Title of Report	Page Nos.
1.	MINUTES	-
2.	ABSENCE OF MEMBERS	-
3.	DECLARATION OF MEMBERS' PERSONAL AND PREJUDICIAL INTERESTS	-
	Reports of Cabinet Member for Policy and Performance	
4.	E-Government update and activities for next IEG Statement	1 – 30
5.	Infrastructure Transformation Project	31 – 38
6.	Modernising Core Systems Project – Post-Go Live Update	39 – 51
7.	ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT	

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AGENDA ITEM: 4	Page nos. 1 – 30
Meeting	Cabinet ICT Committee
Date	14 September 2005
Subject	E-Government update and activities for next IEG Statement
Report of	Cabinet Member for Policy and Performance
Summary	This report provides a summary of the return of the Implementing Electronic Government 4.5 statement and the work in progress to enable Barnet to achieve the council and central government targets for Electronic Service Delivery.

Officer Contributors	Peter Cridland, Corporate Information Manager Mike Kallas, E-Government Manager
Status (public or exempt)	Public
Wards affected	None
Enclosures	Appendix A – IEG 4.5 return
For decision by	Cabinet ICT Committee
Function of	Executive
Reason for urgency / exemption from call-in (if appropriate)	N/A

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1. RECOMMENDATIONS

- 1.1 **That the position achieved on the IEG 4.5 statement be noted and that progress on projects enabling Barnet to comply with government targets be noted.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet, 31 May 2005, approval of Information Systems Best Value Review
- 2.2 Cabinet, 29 March 2005, approval of Information Systems Performance Management Plan
- 2.3 Cabinet ICT, 1 February 2005, IEG4 Return Implementing Electronic Government, resolved to note progress on e-govt and provide comments on activities as planned.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 E-Government projects align with the objectives of the Corporate Plan, delivering 'a better council for a better Barnet' through investment in modern systems, as set out in the Corporate Plan.
- 3.2 The E-Government programme also supports the delivery of the key objectives set out in the Resources Performance Management Plan, above all 'to lead and enable change in the London Borough of Barnet through its systems'.

4. RISK MANAGEMENT ISSUES

- 4.1 The Electronic Service Delivery project will take into account the risks across the council for delivering e-government supported by risk management within other projects delivering e-government.

5. FINANCIAL, STAFFING, ICT AND PROPERTY IMPLICATIONS

- 5.1 Financial, staffing, ICT and property implications will be identified within each e-Government work stream and addressed on a project by project basis. A sum of £4,890,000 is given in section 5 of the statement for 2005/6 relating to expenditure committed primarily to Modernising Core Systems and the Infrastructure Transformation Project.

6. LEGAL ISSUES

- 6.1 None.

7. CONSTITUTIONAL POWERS

- 7.1 The Cabinet ICT Committee has the responsibility "To monitor the implementation of the e-Government and ICT strategies" as stated in Part 3, Responsibility for Functions, of the Council's Constitution.

8. BACKGROUND INFORMATION

National e-government targets

- 8.1 We are required to produce a self assessment to the ODPM through the IEG (Implementing Electronic Government) process. The last return IEG4.5 was posted to the esd-toolkit in July 2005 (the return attached at Appendix A).
- 8.2 The return is in several sections with an introductory contextual statement. Section 1 indicates progress on the ODPM priority outcomes. These are divided into Required and Good outcomes. With the exception of the following two, we have plans to deliver all of these outcomes within the required timescales, depending on the successful conclusion of the Infrastructure Transformation Programme. These further two outcomes, R4 '*Local Authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community*' and '*R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations*', will be delivered in 2006 after the December 2005 deadline.
- 8.3 Section 2 concerns Change Management and is outside the remit of the 2005 target. We are making good progress in most areas. A significant exception is the requirement to use 'Government Connect' to support user authentication for access to services. It is not clear that this would provide a value for money solution at this stage and a more detailed analysis, as part of the development of the Customer Access strategy, will be undertaken in the autumn with a report back to members.
- 8.4 Section 3 is a summary of the BVPI157 indicator which is a measure of electronic service delivery, the 2004/5 outturn figure standing at 55.47% against a target of 70%. Significant work within IS and with service areas has utilised the esd-toolkit to manage the information and status of electronic service delivery within the council. This will inform and support other council projects that are customer facing.
- 8.5 Section 4 concerns access channel take up for particular transactions. This has limited value as it is simply a measure of volumes. The council's Customer Access Strategy will provide a better basis for decision making as this will include value for money and customer satisfaction.
- 8.6 Sections 5 and 6 provide a summary of e-Government expenditure and efficiency. These figures are derived from the major expenditure committed to Modernising Core Systems, Infrastructure Transformation Project and North London Business Park. The council does not have a dedicated e-govt budget, but uses all mainstream IS project related expenditure to address e-govt targets.
- 8.7 The next IEG return will monitor the position as at the end of 2005. The focus for developing e-govt beyond 2005 will shift to ODPM regional partnerships. It is intended that each regional partnership will engage with all local authorities within their region to support the development of capacity for e-government through specific projects and activities.

Projects in progress and planned

- 8.8 The ESD (electronic service delivery) project began this year and has contributed to both IEG and BVPI157. Officers in IS have participated in the esd-toolkit activities to utilise the national standards in managing information on service delivery. We now have a repository of baseline information on service delivery which will allow us to identify gaps in delivery and opportunities for efficiency through best practice across the council. This project alone will not deliver change in itself, but will support other corporate and service projects in realising organisational transformation.
- 8.9 The CMS (Content Management System) project is currently being implemented with delivery of a new public website expected in October 2005. It is using national standards including those for service delivery. The CMS project will use the information from the ESD project to ensure that all services provided by the council are represented on the website. Currently we have identified 92 (out of 404) services that do not provide information on the council website. The creation of the new site will address this gap.
- 8.10 The CMS and ESD projects are creating a network of champions across all services that will broaden the contribution of services to e-government within corporate standards. This will address the information requirements and the presentation of that information via the website and address access to appropriate staff via telephone for non web users through comprehensive directories.
- 8.11 The major gap in service delivery is in delivering '*applications for services*'. On the internet this would be the provision of a form. We currently provide 60 out of 212 services and this is a significant gap. The scope of requirements is being developed and packages that conform with the CMS are being identified. It is intended that the CMS project will implement a forms solution as part of its second phase.
- 8.12 The extension of e-payments will also be developed. The new income management system (AXIS) that was implemented in July provides opportunities to extend the current range of payments that are offered.

9. LIST OF BACKGROUND PAPERS

- 9.1 IEGStatement4.5.pdf

BS – RAB

BT – MG

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 MID TERM (IEG4.5)

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

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Local Context

‘Barnet Council seeks to put the community first, by providing services that meet the needs of our residents and communities. Our activities are continually moving the borough forward and therefore making a real impact in improving the quality of life for the people of Barnet.’

The Corporate Plan

The council has clear priorities for delivering services within the resources available and recognises that it needs to improve rapidly to deliver these priorities within the corporate plan. This means improvement in how it works and the infrastructure it works with.

An important factor is to develop mechanisms to support service areas in developing their efficiency and the corporate capacity of the council. One way that this is being done is by implementing corporate frameworks to allow better ways of working. For example, modern core systems for finance, HR and procurement and a new technology infrastructure to support all technological advances. This dovetails with service planning where the Information Systems service engages with service areas to identify opportunities for development.

The e-government agenda contributes to these ambitions by both improving access to services and delivering efficient ways of working to support the recommendations of the Gershon report.

The national context provides the framework for our e-government work providing access to best practice and peer support, while the council’s e-government priorities are then set with reference to the corporate plan and the benefits to the public in Barnet. To support our strategy work the council is obtaining challenge and advice by seconding staff from the IDeA.

The council is investing to improve the delivery of services both through direct electronic means and by developing systems and processes that support service delivery. Significant investment in a number of building blocks to deliver a better ICT infrastructure and robust core systems is underway. The importance of Information

Management is being addressed. A programme office is in place to manage and monitor the ICT and e-government activity within the council.

The Best Value Review of Customer Care reported in 2004 and the council is currently undertaking a Best Value Review of Information Services to report early in 2005. These reviews have engaged users and stakeholders in formulating plans and strategies and will continue to do so.

The council's intention through the IEG process has been to create a sustainable platform on which to build while mitigating the risks. The ICT investment and review outcomes provide that platform allowing service areas to develop plans for service improvement and efficiency with confidence.

All this activity, current and future, requires a large change programme with associated risks. The work already completed and currently underway will support change and risk management.

Barnet has also participated in partnerships with both private sector and public and voluntary agencies to deliver aspects of e-government. We have worked in LGOL pathfinder projects (eShop CRM project), sub regional partnerships (North London Strategic Alliance (NLSA) crime reduction project) and using outcomes from National Projects (e.g. CRM and LAWS). Through the Local Strategic Partnership (LSP) we have begun work on information sharing and are actively working with the PCT to allow access across our both our networks.

Barnet is committed to continuing improvement and some example of the work underway are given below.

Customer Care

Our Customer Care Best Value Review showed that the most popular methods of contacting the council were the traditional methods, via the telephone, in writing and in person. However the preferred method of contact varied depending on the service required. The council will continue to develop channels to allow users of our services choice of access by a variety of means. New channels of access through email, website and text messaging have been used. Email contact to firstcontact@barnet, which is the prime web contact point, more than doubled over one year with further growth expected.

To support these new channels IEG money has been used to develop a Customer Relationship Management (CRM) system. CRM supports a number of strategic aims in the council. It will support a Better Council for a Better Barnet (the way that the

council will improve to deliver its priorities) by providing opportunities to support the Customer Care Service and other frontline staff to provide improved customer contact and raise customer satisfaction. CRM systems provide the ability to increase the number of customer interactions that can be resolved on first contact.

The council has implemented the latest version, Onyx OneServe, as the first phase of the CRM in November 2004 to support Licensing and Planning enquiries and Planning Appointments.

Websites – Barnet Online (www.barnet.gov.uk)

The CRM project highlighted the need to improve information accessible to frontline staff and the public. Barnet's websites are key to this and it is important that they provide a consistent and up to date source of information. IEG money has supported development of a Content Management System (CMS), which provides opportunities for services to review their ways of working.

The public website will provide a channel that can be used by staff and the public. It will be easier and more cost effective to expand the current range of forms and transactions, which currently include payment of council tax, housing rents and parking fines amongst others.

The CMS will allow content to be used in many channels and allow the public to interact in more ways with the council. It will incorporate the Local Government Service and Category Lists (LGSL, LGCL) to allow links with other information sites.

Core Infrastructure

Barnet is in the process of procuring a partnership to deliver an infrastructure that will support all the technological demands from the public and service areas. It will cover: a wide area networking model that is flexible, scalable and cost effective; internet services to provide resilience to web facing systems and external e-mail; standardised converged voice and data network solution; IP telephony; Storage Area Networks with the ability to share data from any office location in Barnet.

Some of this infrastructure is already in place and more will be delivered in 2005. By creating a resilient and robust infrastructure the council can be confident that electronic systems can be relied upon to deliver the change and efficiencies demanded.

Core Systems

The council has procured and is implementing a new core system based on SAP. This project will affect all processes related to finance, personnel, payroll and procurement. The project will not only create a more efficient back office it will also consolidate information and sweep away many redundant systems. Opportunities for more processes to be re-engineered with SAP will also be available.

Other systems supporting service areas are also being replaced or rationalised providing more effective support for staff and simplifying integration issues.

Flexible Working

There is a corporate priority to transform the way the council works by providing technology and information to improve the capacity of the council and the environment to deliver these objectives. A key to this is flexible working - the ability to access systems and information at locations and times outside the current norms. Several pilot schemes have been implemented to prove concepts.

The Street Enforcement Service is using PDAs to report incidents in real time. They are linked through wireless technology with access to GIS so that action can be taken without a return to base. This project was initially funded through an LGOL partnership bid with the NLSA.

Access to our social care system through a secure gateway allows remote access to care records for partner care agencies and the NHS. There is potential for this to be extended to allow social workers to have access in other secure settings.

Geographical Information Systems

Our GIS system supports staff and the public by providing location based access to a wealth of information with the public site being www.maps.barnet.gov.uk. The aim is to link all systems holding geographical or property information through the GIS to increase the value of the information held.

The GIS will also support frontline staff in accessing information and reporting incidents and also allow more public access. For example currently there are links between GIS and our planning system.

Conclusion

The investment that Barnet has made and will make shows the commitment of the council to deliver improved services efficiently. The investment is not only in

hardware and software but also in developing staff and processes to enable the significant change required.

This long term commitment will underpin the achievement of the council's priorities and also support its community partners in the public, voluntary and private arenas to maintain and develop a successful borough.

General notes on following sections

Section 1 and 2: Any date for outcomes or transformations before 2003/4 is entered as 31/03/04 even though the actual date may be before then.

Section 3: BVPI157 methodology changed in 2003/4 so previous years are entered as zero.

Section 1 - Priority Outcomes (self-assessment)

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

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Amber 31/03/2004	Amber 31/03/2004	Amber 31/03/2004	Amber 31/03/2004
	Comment: Barnet is implementing a new education MIS in 04/05. The first phase already completed provides a new admissions system compatible with the pan London admissions project. An online module will be provided. Tribal will be used for the Admissions module and this is to be reviewed and feedback given in Autumn 2005. Scheduled live usage from end-June 2006.			
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Amber 30/09/2004	Amber 30/09/2004	Green 31/12/2005	Green 31/12/2005
	Comment: From June 2005, a new web site at URL: www.barnet.gov.uk/directme provides an expanded service directory including information about these services. There are plans for integration with CMS after October 2005.			
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Amber 31/03/2004	Amber 31/03/2004	Amber 31/03/2004	Amber 31/03/2004
	Comment: The pan London admissions project will deliver a portal with content to be provided and updated by Education service. This portal has been developed via London Connects for the eAdmissions National Project funded by the ODPM. Support for this service will be provided as part of Barnet's website development and future CMS development. Scheduled live usage from end-June 2006.			
If already 'green' on R1, R2 & G1 above please comment on E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.	Comment:			
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).	Amber 30/09/2004	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	Comment: As part of implementing its Content Management System, Barnet will use the Local Government Category List and other standard category lists to develop the website and support its CRM system. The A-Z list of all website pages is presented according to the web site navigation structures influenced by LAWS.			
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Amber 31/12/2004	Amber 31/12/2004	Amber 31/12/2004	Green 31/03/2006
	Comment: Corporate infrastructure replacement project will provide context for secure connections with other agencies with information sharing using Criminal Justice Secure mail system for some communications from Youth Offending Team. This depends on other Agencies being fully setup to send and/or receive these emails. Youth Offending Team users are planned to be fully trained in its use by end December 2005.			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Amber 30/09/2004	Amber 30/09/2004	Green 31/12/2005	Green 31/12/2005
Comment: The Barnet and London Grid for Learning already supports educational community groups and it is open to other community groups. Barnet's website development will support community links.				
If already 'green' on R3, R4 & G2 above please comment on E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. Otherwise you may leave this row blank.	Comment:			
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
Comment: Barnet implemented in June 2005 a newer more efficient "RDT" Committee Papers Management System (including workflow) to provide public access. This system provides information about Barnet Councillors & Wards, names, dates and times of Council Meetings, Council Meeting archives, details and records of Committees, Committee Memberships, Committee Papers and future meetings diary.				
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Amber 31/03/2005	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
Comment: The Committee Papers Management System "RDT" provides a set of public web pages with specific information maintained for every councillor.				
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Amber 30/09/2004	Amber 30/09/2004	Green 31/12/2005	Green 31/12/2005
Comment: The web redevelopment will provide personalisation for the public to receive alerts and opportunities for consultation within the consultation strategy, which is being reviewed. LBB can make use of survey software to publish e-forms on the new website for the public to return comments on specific consultations. The "RDT" Committee Papers Management System will include a facility to request email notification for specific keywords.				
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Amber 30/09/2004	Amber 30/09/2004	Green 31/12/2005	Green 31/12/2005
Comment: CMS Phase 1 will build in capacity to provide these resources. Resource requirements will need to be assessed to avoid excessive use of bandwidth and accessibility requirements will need to be considered.				
If already 'green' on R5, R6, G3 & G4 above please comment on E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. Otherwise you may leave this row blank.	Comment:			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Amber 30/09/2004	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
Comment: Current reporting will be extended and linked to CMS implementation. This will need to be service-led and depends on services signing up to manage and develop their own content including e-forms.				
R8 Online receipt and processing of planning and building control applications.	Amber 30/09/2004	Amber 30/09/2004	Green 31/12/2005	Green 31/12/2005
Comment: Planning systems currently allow view and comment on applications. Planning and BC are separate departments. Extensions of scope via the web include links to Planning Portal to enter Planning applications online implemented from February 2005. Information held on the maps website provides visual information and web links to application details. The CRM system has first contact FAQs and can print out and send PDF forms or give a link to the Planning Portal website for entry online. Tree preservation orders data to be captured and mapped digitally by November 2005.				
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
Comment: GIS system available through public website http://www.maps.barnet.gov.uk/				
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Red 31/03/2004	Amber 30/09/2005	Amber 30/09/2005	Green 31/03/2006
Comment: NLSA partnership project developed a common application, called the LID local intelligence database to allow the exchange of some information within the group (NLSA). This has not been rolled out due to lack of resources and partly because of other developments on a more national scale. Most enquiries are taken via the Consumer Direct Call Centers, the councils own website and a previous National Trading Standards Website www.consumercomplaints.org.uk It is planned that all complaints to Consumer Direct (http://www.consumerdirect.gov.uk/) will go on a common/shared database so that TS Authorities can view this for enforcement and strategic purposes. The DTI has developed a sharing database for matters being dealt with under the Enterprise Act 2002, to provide information and avoid duplication etc, called the Consumer Regulation Website(CRW) which has a public(www.crw.gov.uk) and private area.				
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Amber 30/09/2004	Amber 30/09/2004	Amber 30/09/2004	Green 31/03/2006
Comment: Plantech software in use in Building Control is being implemented in Local land Charges and for LLPG maintenance. Planning constraint data is being captured for use by November 2005. A Business Case for implementing Plantech into Planning will be developed following assessment in September against full Pendleton enquiry criteria.				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
If already 'green' on R7, R8, G5, G6 & G7 above please comment on E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:			
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	Comment: Pcard electronic payment system in place. From August 2005 all purchased items will be processed via SAP to provide better overall visibility.			
G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Amber 30/09/2004	Amber 30/09/2004	Amber 30/09/2004	Green 31/03/2006
	Comment: The SAP Implementation will provide a single reference for business purchases. CRM will be available to support delivery. From August 2005 SAP functionality will facilitate on-contract spend via electronic catalogue for contracted suppliers.			
G9 Regional co-operation on e-procurement between local councils.	Amber 31/03/2004	Amber 31/03/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Barnet participates in the North London Procurement Group where this has been discussed. Opportunities to improve reporting of spend analysis are being taken up across the Group.			
If already 'green' on R9, G8 & G9 above please comment on E5 Access to virtual e-procurement 'marketplace';	Comment:			
E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;	Comment:			
E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	Comment:			
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Amber 31/03/2004	Amber 31/03/2004	Green 31/12/2005	Green 31/12/2005
	Comment: e-payments are available for council tax, rents, leaseholders, business rates, sundry debtors and parking. They will be developed to provide a consistent approach. Percles and Cashier Management are to be implemented before end 2005 and these systems will need to be in to provide the platform for more rapid improvements to meet this Priority Outcome.			
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
	Comment: Replacement of council tax system underway in 2005. e-billing to be developed as subsequent phase.			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber 30/06/2005	Amber 30/06/2005	Amber 30/06/2005	Green 31/03/2006
Comment: Being developed as part of review of benefits of e-government projects.				
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 30/06/2005	Amber 30/06/2005	Amber 30/06/2005	Green 31/03/2006
Comment: Awaiting development of customer security and authentication strategy within the context of the Infrastructure transformation project.				
If already 'green' on R10, R11, G10 & G11 above please comment on E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	Comment:			
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment:			
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment:			
R12 Online renewal and reservations of library books and catalogue search facilities.	Amber 31/03/2004	Amber 31/03/2004	Green 31/12/2005	Green 31/12/2005
Comment: The GEAC system is in place - the Infrastructure Transformation Project will address requirement to email responses to online reservations.				
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: Currently links to GLL leisure trust for information only. They have plans to provide the facility for on line bookings in the future. This is part of a rolling programme of change throughout the 'front end' functions in the centres to be delivered over the following 12 - 24 months.				
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Amber 30/09/2004	Amber 30/09/2004	Amber 30/09/2004	Green 31/03/2006
Comment: Corporate infrastructure replacement project will provide robust and resilient to e-enabled applications and CRM will provide the consistent delivery of services. Smart card use dependent on pan London solution.				
If already 'green' on R12, R13 & G12 above please comment on E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:			
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Amber 31/03/2004	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
Comment: Timetable information and links to TFL available via GIS system.				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Amber 30/09/2004	Amber 30/09/2004	Green 31/12/2005	Green 31/12/2005
Comment: The web redevelopment will provide personalisation for the public to receive alerts and opportunities for consultation within the consultation strategy. Consultation Unit are investigating suitable systems for online consultation. Related information on existing CPZs is held within existing GIS.				
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: Barnet's parking service has links to the London Parking and Traffic Appeals Service. An appeals form has been prepared for publication on the website and it is planned to develop an email response for appeals form receipt and a link to parking appeal procedures. This will require e-forms development or purchase of an e-forms package.				
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: GIS in place but awaiting review of geographical based systems to allow integration with other systems including the CMS. GIS is capable of printing roadworks information, awaiting data flows information from RASWA system.				
If already 'green' on R14, R15, G13 & G14 above please comment on E12 Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:			
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
Comment: Project definition underway to examine opportunities with links to CRM system				
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
Comment: The Web site provides an explanation of eligibility and an example of how council tax and housing benefit is calculated but there is currently no online benefits calculator. The claim forms are available online and can be down loaded and printed.				
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: Infrastructure being put in place during 2005 will support mobile solutions. Currently Benefits staff do not do home visits. Fraud staff do home visits with some information provided to claimants. Home assessments are undertaken by the Welfare Rights department and may also be undertaken by the Fraud department in the future.				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
If already 'green' on R16, R17 & G15 above please comment on E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	Comment:			
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. Otherwise you may leave these rows blank.	Comment:			
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Amber 30/09/2004	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	Comment: From June 2005 this is being delivered via a new web site at the following URL: www.barnet.gov.uk/directme .			
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Green 30/11/2004	Green 30/11/2004	Green 30/11/2004	Green 30/11/2004
	Comment: Citrix Secure Gateway now in use for SWIFT social care system allowing secure access for authorised officers over internet.			
G16 Systems to support joined-up working on children at risk across multiple agencies.	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	Comment: The model developed as part of the IRT initiative. This initiative has been renamed as ISA (Information Sharing and Assessment) and further development is on hold pending further guidance on the requirements of the Children's Act 2004. The web site www.barnet.gov.uk/directme provides a directory for local children's services. It contains details of the services that are available in childcare, education, social care, health, housing and the voluntary sector, who the services are for and how to access them.			
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: Single Assessment Process in place using paper based methodology. A SAP/ICS solution to be procured to enable mobile working in conjunction with NPfIT.			
If already 'green' on R18, R19, G16 & G17 above please comment on E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57). Otherwise you may leave this row blank.	Comment:			
R20 Email and Internet access provided for all Members and staff that establish a need for it.	Amber 31/03/2004	Amber 31/03/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Policy in place that all council desktops provide access to email and Internet. 100% members have access. Infrastructure upgrade will allow access for all staff with established need			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
Comment: Flexible working strategy being drafted and organisation will be reshaped to accommodate this. Dedicated ICT support for members is in place.				
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Amber 31/03/2004	Amber 31/03/2004	Green 31/12/2005	Green 31/12/2005
Comment: Available to members. Support model being defined. Infrastructure will support limited types and arrangements for delivery of these facilities with strategy in place in conjunction with Infrastructure Transformation Project..				
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
Comment: Accredited ECDL training available. Used for People's Network. Learning and development plans being developed for all services.				
If already 'green' on R20, R21, R22 & G18 above please comment on E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working. Otherwise you may leave this row blank.	Comment:			
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Amber 30/09/2004	Amber 30/09/2004	Green 31/12/2005	Green 31/12/2005
Comment: In Customer Care Service action plan with a Customer Access Strategy being developed with CRM project to enable access through multiple channels.				
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Amber 30/09/2004	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
Comment: CMS project is underway and should be implemented by December 2005.				
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Amber 30/09/2004	Amber 30/09/2004	Amber 30/09/2004	Green 31/03/2006
Comment: Compliant with FOI and Data Protection Act. An EDRM system procurement project is underway.				
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Amber 30/09/2004	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
Comment: Planned to be delivered through web development in CMS project to meet level AAA for main Barnet web site. Ability of 'delegated' corporate websites to meet these standards needs to be checked with contractual arrangements drawn up where necessary to ensure accessibility standards are in place and maintained. Also renewed contracts should stipulate the need for triple A compliance.				

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Amber 30/09/2004	Amber 30/09/2004	Amber 30/09/2004	Green 31/03/2006
	Comment: Compliance with these standards was specified in systems criteria at procurement and during development of the CMS.			
If already 'green' on R23, R24, G19, G20 & G21 above please comment on E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. Otherwise you may leave this row blank.	Comment:			
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Amber 30/09/2004	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	Comment: LBB standards will be published on redeveloped web site.			
R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Amber 30/09/2004	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	Comment: LBB standards will be monitored on redeveloped web site. Statistics are maintained on website usage.			
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 30/09/2004	Amber 30/09/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Customer Care BVR has set some targets and there is a draft Customer Access Strategy to assess these targets against. Service transactional websites will need to be checked to ensure that they provide these measures.			
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Amber 30/09/2004	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	Comment: Will be delivered through web development as part of phase 1 of CMS project. The navigation structure chosen for the new Barnet Online is based on LAWs using the Poly-Hierarchical System (PHS) and this has now been formally adopted into the ESD: http://www.esd.org.uk/standards/			
If already 'green' on R25, R26, G22 & G23 above please comment on E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings. Otherwise you may leave this row blank.	Comment:			
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Amber 30/09/2004	Amber 30/09/2004	Green 31/12/2005	Green 31/12/2005
	Comment: At present the Charter system holds a customer database for customer complaints in the area of Environment. The Onyx CRM system has been piloted for Environment and Planning. Further development of CRM is being considered and a business case has been prepared.			

Outcome And Transformation Area Description	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber 30/09/2004	Amber 30/09/2004	Green 31/12/2005	Green 31/12/2005
	Comment: This is part of CRM development but not included in Phase 1 of CMS. This can be met by additional e-forms development or purchase of an e-forms package.			
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Amber 30/09/2004	Amber 30/09/2004	Green 31/12/2005	Green 31/12/2005
	Comment: Extension of the CRM systems to other areas will deliver this outcome. Target will be the LBB standard			
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	Comment: Phase 2 of the CRM project will use workflow and BPM to integrate the CRM system with back-office processes.			
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	Comment: A Corporate CRM implementation will deliver the ability to accept electronic input of this information via e-forms and to inform all departments of change of address. The use of the website iamoving.com may assist with submitting the single notification of a change of address.			
If already 'green' on R27, R28, R29, G24 & G25 above please comment on E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology. Otherwise you may leave this row blank.	Comment:			

Section 2 - Change Management (self-assessment)

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

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757): 				
i) Member & officer e-champions	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	Comment: Councillor Mike Freer, Cabinet member for Policy and Performance. Nick Walkley, Assistant Chief Executive			
ii) e-government programme manager	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	Comment: Mike Kallas: e-Government Manager Peter Cridland Corporate Information Manager			
iii) customer services management	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	Comment: Pam Usher – Head of Customer Care			
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning 	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	Comment: Information Systems are working with Human Resources to engage with the ODPM to establish competency requirements around e-Government following an ODPM invitation to become involved in the development of a national core competency framework for local e-government.			
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	Comment: An e-Government Programme has been established. The Programme Board includes IS officers, among whom are the heads of programmes in associated IS functional areas to ensure appropriate integration of programmes.			
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme 	Green 30/09/2004	Green 30/09/2004	Green 30/09/2004	Green 30/09/2004
	Comment: Prince2 based project methodology adopted and rolled out for all IS led projects including those within the e-Government programme.			
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	Comment: Basic risk management methodology in place in respect of projects and programmes (part of Prince2 implementation). Risk reporting in place across IS operational activities. Risk escalation to both Programme Board and IS Senior Management level in place.			

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<p>Comment:The Consultation Plans for the Best Value Review of Information Systems and Customer Care detail the communication and consultation processes for all stakeholders. Internal customers (services) are consulted through the Performance Management Process. This informs the development of wider IS strategy including e-Government.</p>				
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<p>Comment:The e-Government Strategy (part of the IS Best Value Review approved May 2005) addresses social inclusion issues.</p>				
<ul style="list-style-type: none"> Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act) 	Green 30/09/2004	Green 30/09/2004	Green 30/09/2004	Green 30/09/2004
<p>Comment:Peter Cridland, Corporate Information Manager: Programme Manager – Information Management Programme</p>				
<ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer 	Amber 31/03/2004	Amber 31/03/2004	Amber 31/03/2004	Green 31/03/2006
<p>Comment:The Local Strategic Partnership has adopted an Information Sharing Protocol which supports joint delivery of services and information sharing.</p>				
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<p>Comment:Tender in progress for a private sector partner to assist London Borough of Barnet in the procurement and management of network services including broadband. The contract for the Infrastructure Transformation project was signed with Prime in June 2005.</p>				
<ul style="list-style-type: none"> Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal) 	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<p>Comment:The IS Best Value Review process will ensure engagement with local partners.</p>				
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<p>Comment:The Infrastructure Transformation Project will ensure an appropriate infrastructure for Barnet. The Information Management Programme of work will ensure appropriate management of information within that infrastructure. A gap analysis has been undertaken to prepare for connection to the N3 network.</p>				
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<p>Comment:At the project level, each e-government project has identified expected benefits. Users/stakeholders are represented on project boards. A comprehensive benefits realisation approach will be developed as part of the development of the programme environment.</p>				

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgs.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	Comment: Within scope of Electronic Service Delivery project which is currently in progress.			
<ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal) 	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	Comment: The Infrastructure Transformation Project will ensure an appropriate infrastructure for Barnet that supports security and authentication frameworks. The Design phase is in progress.			
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	Comment: Review of e-payments underway which will encompass this issue.			
<ul style="list-style-type: none"> Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp) iv) citizen & business authentication for services for services categorised at security levels 0-3 v) registration & authentication of employees for internal and cross-agency services vi) corporate approach to collection of e-payments vii) cross agency secure transactions (Government to Government) viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place) x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en) xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en) 				
	Red	Red	Red	Red
	Comment:			
	Red	Red	Red	Red
	Comment:			
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	Comment:			

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server) 	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
Comment: Awaiting publication of guidance from ODPM. Implementation and completion dates depend on this.				
<ul style="list-style-type: none"> Connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s) 	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
Comment: Link is in place				
<ul style="list-style-type: none"> Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm) 	Green 31/12/2004	Green 31/12/2004	Green 31/12/2004	Green 31/12/2004
Comment: A publication scheme is in place and being reviewed. LBB is compliant now with further enhancements via a Freedom of Information Act project due for completion by December 2005.				
<ul style="list-style-type: none"> Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) 	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
Comment: Link in place with regular updates being carried out.				
<ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Amber 31/03/2004	Amber 31/03/2004	Amber 31/03/2004	Green 31/03/2006
Comment: Local Land Charges project underway at present to implement Plantech system to be compliant at Level 3. A business case for full integration with Planning is being developed.				
<ul style="list-style-type: none"> Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) 	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment: The web site www.barnet.gov.uk/directme is in place to deliver this outcome.				

Section 3 - BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01 of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	Actual				Forecast
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: ● Total types of interaction e-enabled ● % e-enabled	94 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 252 ● 69.61 %	● 340 ● 93.92 %	● 362 ● 100.00 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	87 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 1 ● 33.33 %	● 1 ● 33.33 %	● 3 ● 100.00 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	78 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 6 ● 100.00 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 10 ● 33.33 %	● 10 ● 33.33 %	● 30 ● 100.00 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	76 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 11 ● 34.38 %	● 20 ● 62.50 %	● 32 ● 100.00 %
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	83 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 60 ● 30.00 %	● 90 ● 45.00 %	● 200 ● 100.00 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	78 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 1 ● 5.88 %	● 1 ● 5.88 %	● 17 ● 100.00 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	80 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 3 ● 15.79 %	● 3 ● 15.79 %	● 19 ● 100.00 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	82 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 35 ● 87.50 %	● 35 ● 87.50 %	● 40 ● 100.00 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	73 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 1 ● 33.33 %	● 3 ● 100.00 %
Total: ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 373 ● 52.39 %	● 501 ● 70.37 %	● 712 ● 100.00 %

Section 4 - Access Channel Take-Up

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

E-enablement & Main E-Access Channel Take-Up	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	21,100,000	22,000,000	23,500,000	25,000,000	27,000,000
• Unique users, i.e. separate individuals visiting website (annual)	865,000	1,000,000	1,100,000	1,200,000	1,300,000
• Number of e-enabled payment transactions accepted via website	40,000	36,500	48,800	65,000	86,500
• Number of change of address notifications accepted via website	650	750	850	950	1,050
	<p>Comment: E-enabled payments include internet and automated telephone payments which do not require officer intervention. The figures for change of address in this table are for council tax only. The systems have recently begun to collect channel information, but 03/04 data is estimated. Generally the Council's systems do not record the access channel for change of address. The current form for change of address for Council Tax will be developed further within the website. The channel strategy and CRM development will also be used to develop systems and to inform priorities.</p>				
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>					
• Number of e-enabled payment transactions accepted by telephone	0	0	0	0	0
• Number of change of address notifications accepted via telephone	4,000	4,000	4,500	5,000	5,500
	<p>Comment: Telephone payments are not currently accepted. Public can use automated telephone system system. There is a review of telephone contact centres which will inform strategy. Generally the Council's systems do not record the access channel for change of address. The current form for change of address for Council Tax will be developed further within the website. The channel strategy and CRM development will also be used to develop systems and to inform priorities.</p>				
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i>					

	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
E-enablement & Main E-Access Channel Take-Up					
• Number of e-enabled payment transactions accepted via personal contact	148,000	120,000	100,000	80,000	60,000
• Number of change of address notifications accepted via personal contact	0	0	0	0	0
	Comment: Generally the Council's systems do not record the access channel for change of address. The current form for change of address for Council Tax will be developed further within the website. The channel strategy and CRM development will also be used to develop systems and to inform priorities.				
Other Electronic Media <i>(e.g. BACS, text messaging)</i>					
• Number of e-enabled payment transactions accepted via BACS					
• Number of e-enabled payment transactions accepted via text message or other electronic form					
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0
	Comment: BACS and direct debit payments are currently the preferred option for electronic payment. Payment systems are under review at the moment. Generally the Council's systems do not record the access channel for change of address. The current form for change of address for Council Tax will be developed further within the website. The channel strategy and CRM development will also be used to develop systems and to inform priorities.				
Non Electronic <i>(e.g. cash office, post)</i>					
• Number of payments accepted by cheque or other non-electronic form	263,000	250,000	220,000	180,000	130,000
• Number of change of address notifications accepted via non-electronic form	14,000	13,000	11,000	9,000	5,000
	Comment: This includes cashiers payments and post. Generally the Council's systems do not record the access channel for change of address. The current form for change of address for Council Tax will be developed further within the website. The channel strategy and CRM development will also be used to develop systems and to inform priorities.				

Section 5 - Local e-Government Implementation Expenditure

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

Programme Resource	Backward Look (£)		Forward Look (£)		
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment:				
• ODPM Local e-Government Support & Capacity Programme capital grant					
	Comment:				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	125,000	0	0	0	0
	Comment: NLSA (North London Strategic Alliance) partnership - Crime Reduction and Public Reassurance project				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
• resources being applied from internal revenue and capital budgets to implement e-government	2,436,000	6,700,000	4,890,000	0	0
	Comment: The above figures include capital improvements including equipping a new council site (NLBP), delivering a new core SAP system for Finance, Payroll, HR and procurement and delivering a modern core infrastructure. Figures for other service led ICT investment are not included.				
• other resources (e.g. training) (please specify)	0	0	0	0	0
	Comment:				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	Comment:				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	558,000	0	0	0	0
	Comment: ISB3 and 4 funding				
TOTAL	3,519,000	7,050,000	5,040,000	0	0

Section 6 - Local e-Government Programme Efficiency Gains

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

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	Comment:							
• e-payments	Comment:							
• corporate services efficiencies not covered above	Comment:							
e-Procurement, of which:								
• Service specific	Comment:							
• Cross-cutting e-procurement efficiencies not covered above	Comment:							
Productive time, of which:								
• Service specific	Comment:							
• Cross-cutting productive time efficiencies not covered above	Comment:							
Transactions	Comment:							
Miscellaneous efficiencies not covered above	Comment:							

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Efficiency Gains								
TOTAL EFFICIENCY GAINS - GROSS	0	0	0	0	0	0	0	0
LESS e-government implementation expenditure	7,050,000		5,040,000		0		0	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	-7,050,000		-5,040,000		0		0	

AGENDA ITEM: 5

Page nos. 31 – 38

Meeting	Cabinet ICT Committee
Date	14 September 2005
Subject	Infrastructure Transformation Project
Report of	Cabinet Member for Policy and Performance
Summary	This is update report on the progress of the Infrastructure Transformation Project.

Officer Contributors	Mahesh Patel, Infrastructure Manager
Status (public or exempt)	Public
Wards affected	None
Enclosures	Appendix A – Programme Structure Appendix B – Risk Register Appendix C – High Level Project Plan Appendix D – Managed Service Transition Plan
For decision by	Cabinet ICT Committee
Function of	Executive
Reason for urgency / exemption from call-in (if appropriate)	N/A
Contact for further information:	Mahesh Patel, Infrastructure Manager (020 8359 7053)

1. RECOMMENDATIONS

- 1.1 **That progress be noted on the Infrastructure Transformation Project since the appointment of the preferred partner Prime Business Solutions in March 2005.**
- 1.2 **That the management and decision governance structure set out in Appendix A to the report relating to this programme be noted.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 ICT Cabinet, 29 June 2005, Infrastructure Transformation Project Progress Report.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Infrastructure Transformation Project is fundamental to the delivery of the corporate priorities in delivering 'a better council for a better Barnet through investment in modern systems, as set out in the Corporate Plan.
- 3.2 The programme also supports the delivery of the key objectives set out in the Resources Performance Management Plan, above all 'to lead and enable change in the London Borough of Barnet through its systems'.

4. RISK MANAGEMENT ISSUES

- 4.1 A formal risk register is managed as part of this project (attached as Appendix B).
- 4.2 The risk monitoring process within the ITP project is a ongoing process and is a fixed reporting requirement at the Project Board.

5. FINANCIAL, STAFFING, ICT AND PROPERTY IMPLICATIONS

- 5.1 90% of the first stage of this project, known as the Assessment Phase, has now been completed. This part of the project will be delivered within the agreed budget of £157,800 as per the costs submitted by Prime in their Best and Final Offer as per the decision by Cabinet Resources 17 March 2005.

6. LEGAL ISSUES

- 6.1 None.

7. CONSTITUTIONAL POWERS

- 7.1 The Cabinet ICT Committee has the responsibility "To monitor the implementation of the e-Government and ICT strategies" as stated in Part 3, Responsibility for Functions, of the Council's Constitution.

8. BACKGROUND INFORMATION

8.1 Assessment Phase

- 8.1.1 The assessment phase of the project began in April 2005 and 90% of this is now complete. This stream of work has set out to assess the entire technical infrastructure across the identified 63 sites that this project will cover.

- 8.1.2 On completion of this piece of work, Barnet will possess a complete set of Asset Information, continually updated on the following:
- 1) Wide Area Network, Local Area Network and Telephony.
 - 2) Storage Area Network and Server Infrastructure.
 - 3) Backup Systems and Devices.
 - 4) The Active Directory Technology Architecture.
 - 5) The Citrix Technology Architecture.
 - 6) Physical and Technical Security of Systems and Computer Rooms.

8.2 Design Phase

- 8.2.1 Started on 22nd August., and following the completion of design principles during negotiations, the current phase will finalise the details of hardware, software and technical configurations of the new infrastructure and its integration with existing Business Systems.

8.3 Upgrade of E-mail System

- 8.3.1 As a value added item, Prime will be upgrading the E-mail system to its latest version, Microsoft Exchange 2003. Microsoft Exchange 2003 has been designed with greatly enhanced mobility and remote access features that will prove to be extremely valuable as we look to enable flexible methods of working across the council.
- 8.3.2 In taking this approach to upgrade the E-mail system, we will no longer invest in the current remote e-mail access solution that have been reported on in previous cabinet reports. Remote E-mail is a fully integrated function of Exchange 2003 and we expect to have this fully implemented by March 2006.

8.4 High Level Project Plan

- 8.4.1 A high level project plan on the delivery of all the technology is shown in Appendix C.

Managed Service

8.5 Bespoke Support Set-Up

- 8.5.1 When contracts of this type are set-up with private partners, a project team tends to be set-up to deliver the technology as a matter of course. Towards the end of its implementation, a managed service team will be brought in to support the new systems.
- 8.5.2 We have taken a radically different approach to this through the partnership with Prime, bringing in a managed service team from the early stages of the project. A highly experienced Service Delivery Manager and two technical experts have been appointed and are based at NLBP on a full time basis. A third person will be appointed at the end of August.
- 8.5.3 By bringing in the team early we have created an opportunity to set up the managed services as an integral part of the internal IS team rather than an added on service.

8.6 Support of Network and Telephony at NLBP

- 8.6.1 As the project begins to position the Network Infrastructure as a single entity with centralisation of its support and management we will be transitioning the current managed service provision of the Network and Telephony at NLBP from the current support providers, 'Xpert Systems', to Prime as of 1 October. Formal notice has been given to Xpert and a transition plan has been set up to facilitate this. High level details of this are set-out in Appendix D.

Communications Plan

- 8.7 As we have now moved out of Recovery Phase and into a Transformational Phase, we will now move to integrate this project into the theme of the Modernising Core Systems project, building on the overall 'transforming the way we work' modernisation programme.

8.8 Awareness Programme

- 8.8.1 Within the same format and framework of MCS, an Intranet site will be set-up. This site will publish detailed information on the status of the project, key milestones and associated newsletters.

- 8.8.2 A series of focus groups will be set-up to raise awareness of the project, capture specific service requirements and ensure that the business can use the benefits of the new technology as it is rolled out. A key area that we will be focusing on is the migration of data from individual's PCs to centralised data storage systems.

8.9 Transparency of the project

- 8.9.1 Regular meetings are being set-up with internal and external Audit to ensure there is high level of transparency in the delivery of the project.

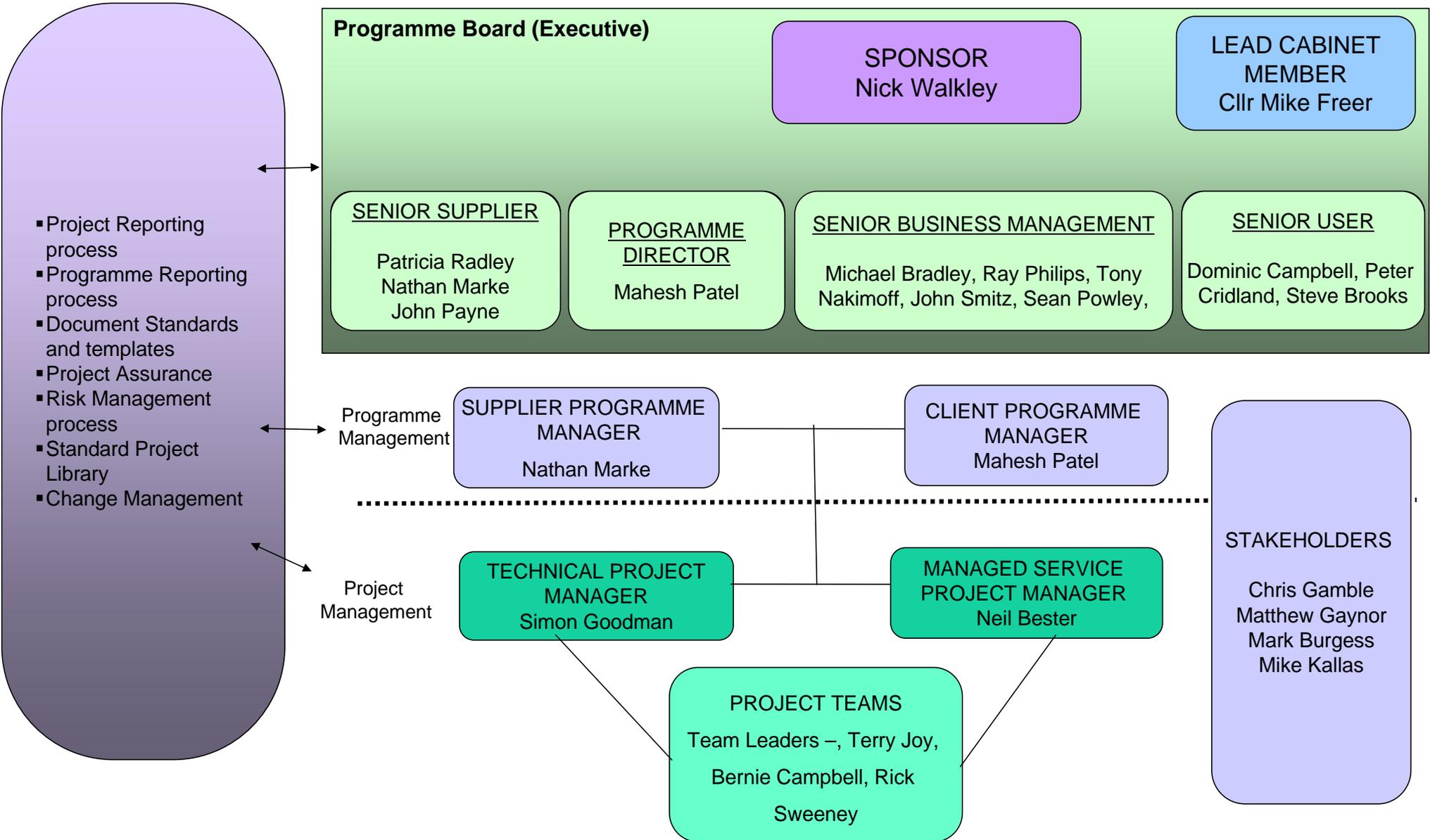
9. LIST OF BACKGROUND PAPERS

- 9.1 ICT Cabinet, 26 June 2003 – Approval of Information Systems Recovery Plan.
- 9.2 ICT Cabinet, 8 November 2004 – Core Infrastructure Project Progress Report.
- 9.3 ICT Cabinet, 1 February 2005 – Core Infrastructure Project Progress Report.
- 9.4 Cabinet Resources, 17 March 2005 – Core Infrastructure Recovery Project.

BS – PJ

BT – MG

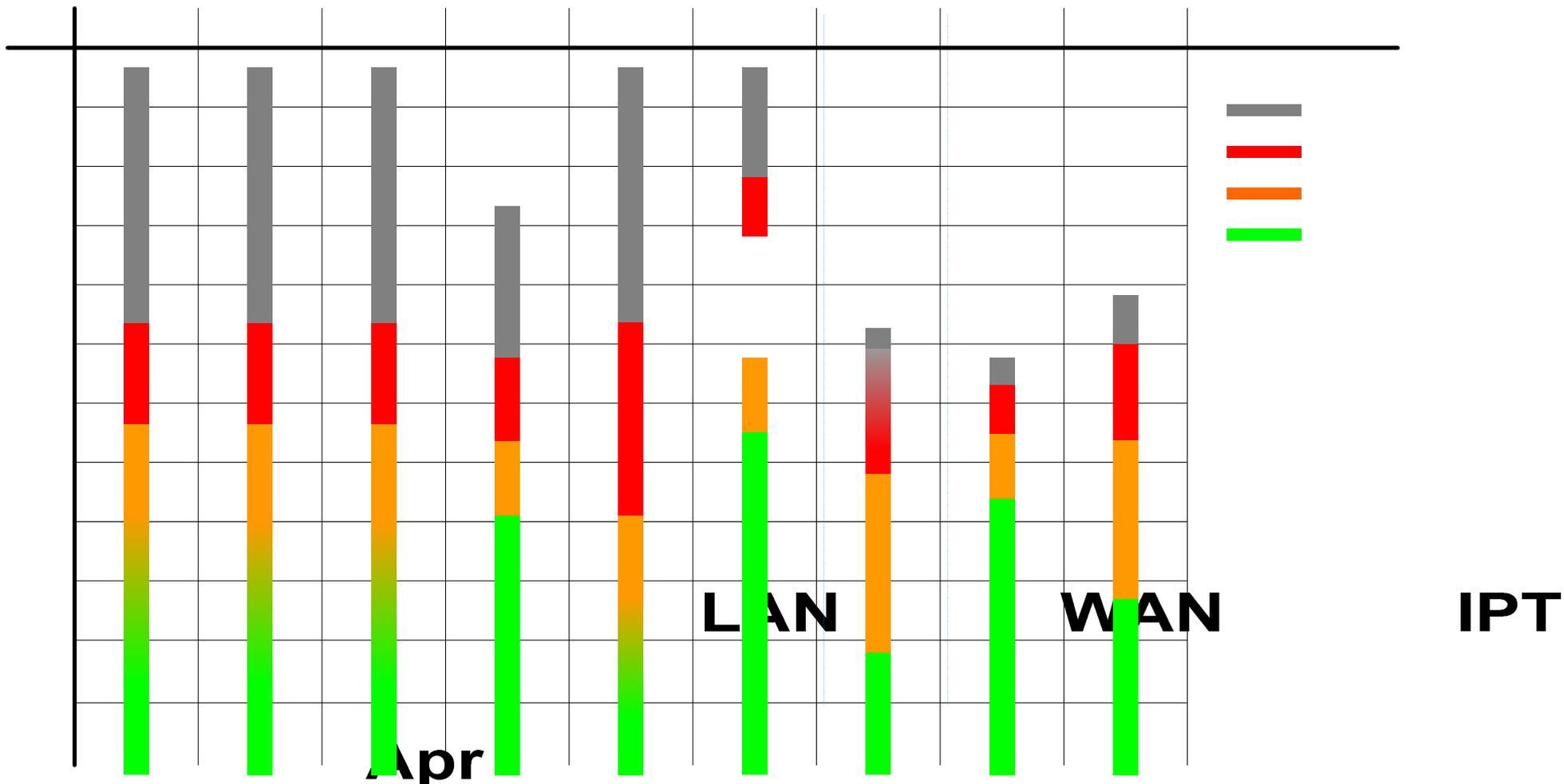
Appendix A: Infrastructure Transformation Programme Governance Structure



ITP Issue Log

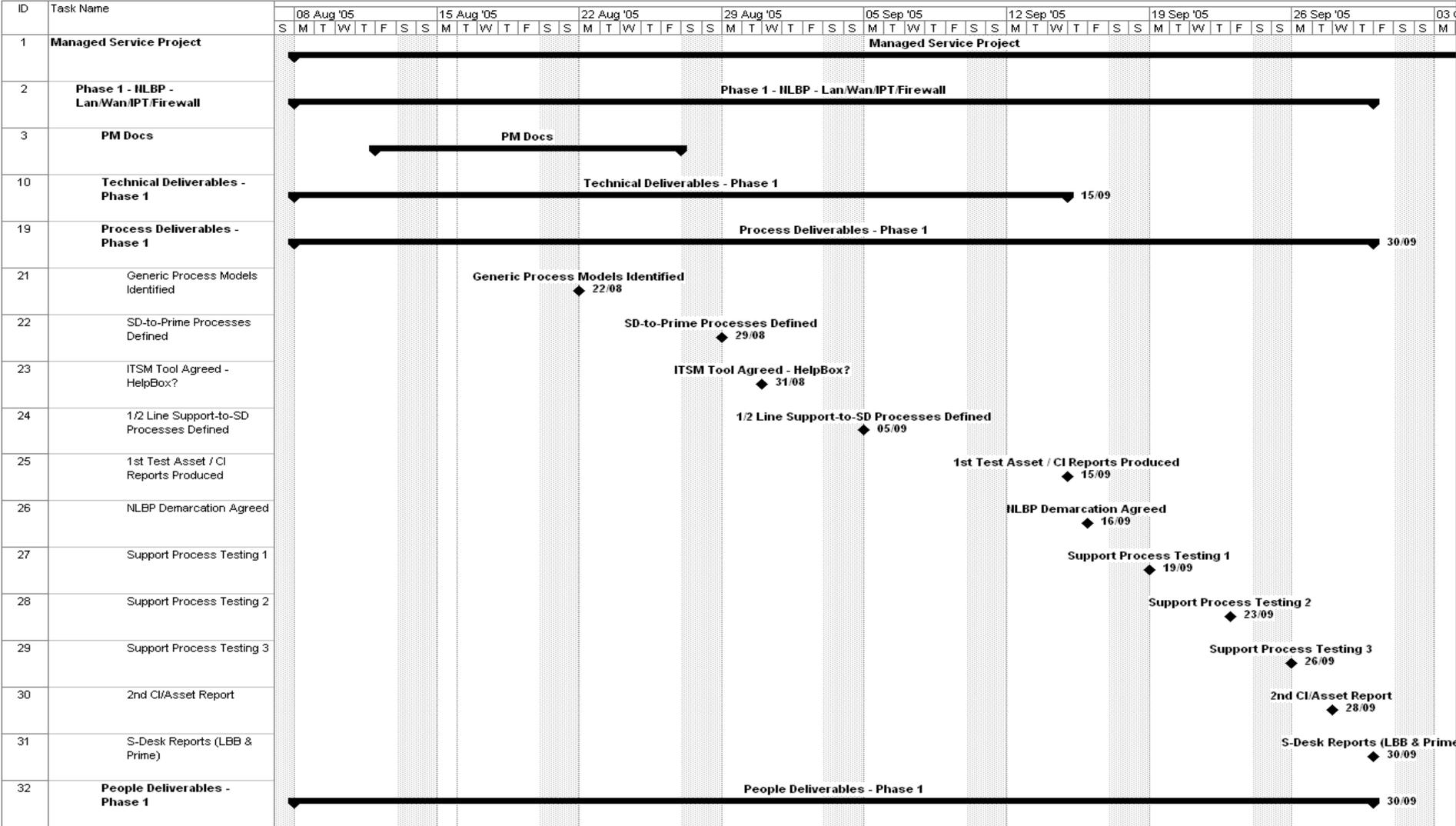
Issue No	Raised By	Date Logged	Title/description	Impact H/M/L	Assigned to	Action	Outcome/Status (open/closed) when closed enter date	Comment
1	Nick Walkley	04/08/2005	ITP not widely recognised across the council and the communication plan needs to be developed.	H	MP	Mahesh to followup with Cliare Johnstone on ITP branding and communications	Open	
2	R Sweeney	04/08/2005	Team feeling vulnerable since Primes appointment and wanting clarity around their roles and responsibilities	M	MP	Mahesh to set-up meeting with staff to discuss further	Open	
3	M Patel	04/08/2005	Prepare and obtain PID approval and sign off	H	SG	Simon to finalise PID for distribution to Project Board	Open	
4	R Sweeney	04/08/2005	Need to formalise dates to move over firewall support to Prime Managed Service.	H	NB	RS and NB to discuss and agree tranision plan	Open	
5	S Goodman	04/08/2005	Application servers are out of scope of this project, but LBB have a stated requirement to desolve the existing NT domains.	H	MP	MP to discuss with JP and agree a way forward	Open	
6	M Patel	04/08/2005	SAN assessment document unreadable to senior management and ommsions have been seen data captured about the servers	M	SG	SG to take back to HDS regarding technical information	Open	
7	M Patel	04/08/2005	LAN/WAN/IPT assessment document incomplete	M	SG	SG to co-ordinate the completion of document and completion of remaining 2 sites.	Open	
8	B Campbell	04/08/2005	There are 2 that were initially included in the orignal site list that are now no longer required. However there are 2 identified new ones.	M	BC	BC to speak to SG about taking sites out and adding these 2 new ones.	Open	
9	M Patel	04/08/2005	Breakdown of engineering time for non ITP project work	H	SG	SG to send Mahesh details for approval and payment	Open	
10	M Patel	04/08/2005	Payment of assessment work	H	SG	As assessment documents are not yet fully complete, MP is unable to make payment on the invoice submitted. SG to speak on how to take forward	Open	
11	M Patel	04/08/2005	Prime have agreed to carry out a POC on a Citrix desktop. This needs to managed and facilitated within our workload	H	BF	MP has Barry to to review the scope of this with a view to managing this with Prime. Applications to be used should be from Housing benefits as we may be able to utilise the solution their DWP homeworking proposal.	Open	

Appendix C: High Level Project Plan



May

Appendix D: Transition plan for Networking and Telephony support at NLBP



AGENDA ITEM: 6

Page nos. 39 – 51

Meeting	Cabinet ICT Committee
Date	14 September 2005
Subject	Modernising Core Systems Project – Post-Go Live Update
Report of	Cabinet Member for Policy and Performance
Summary	This report provides an update on the Modernising Core Systems Project..

Officer Contributors	Mark Webber, Modernising Core Systems Project Manager
Status (public or exempt)	Public
Wards affected	None
Enclosures	Appendix 1: Go-live functionality Appendix 2: Key systems outcomes Appendix 3: Competency Centre Statistics Appendix 4: Attendance at Training Appendix 5: MCS Phase 2 outline Appendix 6: Current risk log
For decision by	Cabinet ICT Committee
Function of	Executive
Reason for urgency / exemption from call-in (if appropriate)	N/A
Contact for further information:	Mark Burgess, MCS Programme Director Manager (020 8359 7013).

1. RECOMMENDATIONS

- 1.1 That the progress of the Modernising Core Systems Project be noted.

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet Resources Committee and Cabinet ICT Committee, 19 August 2004, Modernising Core Systems.
- 2.2 Cabinet ICT Committee, 29 June 2005, Modernising Core Systems Project

RESOLVED – That the Committee note the stage that the Modernising Core Systems Project is at and the major challenges that the business faces in terms of achieving a successful go live on 1 August 2005.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Modernising Core Systems Programme is fundamental to the delivery of the corporate priorities in delivering ‘a better council for a better Barnet’ through investment in modern systems, as set out in the Corporate Plan.
- 3.2 The programme also supports the delivery of the key objectives set out in the Resources and Borough Treasurer Performance Management Plans.

4. RISK MANAGEMENT ISSUES

- 4.1 Risk management, the process for identifying risks in relation to MCS Project, allocating ownership of agreed risks and monitoring how they are being addressed in line with their likelihood and impact, has been embedded in the MCS Project Management process. It is owned by the Project Management team and the existence of an effective process was a critical success factor which contributed to the go-live achieved by the target date. For the current risk register, see **appendix 6**.
- 4.2 External Audit have also recently set out their views on the project pre-go live in their report to Audit Committee on 31 August 2005, identifying 4 specific significant risks which are being managed as part of overall risk management arrangements.

5. FINANCIAL, STAFFING, ICT AND PROPERTY IMPLICATIONS

- 5.1 The original budgeted position as reported to Joint CRC and Cabinet ICT Committee (19 August 2004) was as follows:

Cost/(Saving)	2004/5	2005/6	Ongoing annual base budget cost
	£000s	£000s	£000s
Total Capital	5,662	2,498	0
Revenue			
Preferred supplier costs	0	611	611
Capital financing costs	0	500	500
Savings from legacy systems and mainframe	0	(331)	(662)
Procurement costs	500	0	0
Total Revenue	500	780	449

- 5.2 While expecting to draw upon the budgeted contingency due to unforeseen expenditure on agreed change control procedures and on purchasing PC upgrades for the business, the Modernising Core Systems project will come in under budget with costs minimised within existing budgets and by additional income contributions which are being sought from partners. A detailed budget monitoring for the MCS project is reported to the Programme Board on a monthly basis.

6. LEGAL ISSUES

- 6.1 None.

7. CONSTITUTIONAL POWERS

- 7.1 The Cabinet ICT Committee has the responsibility "To monitor the implementation of the e-Government and ICT strategies" as stated in Part 3, Responsibility for Functions, of the Council's Constitution.

8. BACKGROUND INFORMATION

Phase 1 – the System, the Stats and the Support

- 8.1 All aspects of the phase 1 SAP solution implementation went live on Monday 1 August 2005 in line with the key project milestones. For a full list of those aspects of the system now live, please see appendix 1.

- 8.2 As part of the implementation, numerous key deliverables were achieved through the various aspects of the system, from the extensive roll out of those aspects of the system to wage payments to staff members through SAP for the first time. Full details of these deliverables are detailed in appendix 2.

Phase 1 – Training and Support

- 8.3 A fundamental aspect of providing support to phase 1 go live has been the establishment of the competency centre, the central helpdesk that proactively supports and develops users in their use of SAP, ensures full exploitation of the SAP going forward and develops SAP in accordance with changing business requirements, product and service changes going forward. For an update on the current competency centre statistics, see appendix 3.
- 8.4 Clearly, however, the first line of support for users has been the intensive training programme that has been put in place and rolled out across the authority through MCS. Appendix 4 outlines the attendance rates at courses to date. Initial feedback suggests that the training material has been clear, easy to understand and trainers have spent time to explain things using examples from the work place.

Phase 2 – Functionality and Realising the Benefits of the System

- 8.5 Phase 2 of MCS go live will take place on 1 April 2006, with work beginning on this immediately following the closure of phase 1 at the end of August 2005. For an outline position on what is included within phase 2, see appendix 5. This implementation will continue to be supported by both the competency centre and a training programme as delivered in phase 1.
- 8.6 Clearly, while SAP is live, benefits to the authority will not be leveraged automatically and must be managed proactively. As well as marking the move into phase 2 implementation of the remaining aspects of the SAP system, the end of August represents the beginning of a new stage in the development of the organisation enabled by the Modernising Core Systems project outcomes.

- 8.7 The MCS Change Team will lead on the identification and realisation of benefits including savings. Working with all services, the team will facilitate an evaluation of their business processes based on a consistent methodology and approach. Best practice will be adopted to improve processes by streamlining and re-engineering and removal inefficiencies and duplication. The Change Team will work closely with the Competency Centre to ensure that the functionality of the SAP system is fully exploited in order to support and expedite the necessary process improvements.

9. LIST OF BACKGROUND PAPERS

- 9.1 Cabinet ICT Committee, 19 March 2002, Enterprising Resource Planning.
- 9.2 Cabinet ICT Committee, 26 June 2003, Approval of IS Recovery Plan.
- 9.3 Cabinet Resources Committee, 24 July 2003, Modernisation of Payroll Service.
- 9.4 Cabinet ICT Committee, 5 May 2004, Modernising Core Systems.
- 9.5 Cabinet Resources Committee & Cabinet ICT Committee, 19 August 2004, Modernising Core Systems.
- 9.6 Cabinet ICT Committee, 8 November 2004, Modernising Core Systems.
- 9.7 Cabinet ICT Committee, 29 June 2005, Modernising Core Systems Project.

BS – DVP
BT – MG

Appendix 1: Phase 1 SAP Go Live

Key functionality now live includes:

Core Financials: including General ledger, Management accounting, asset accounting, Capital Management, Accounts Payable and Accounts Receivable

Procurement: including e-Procurement, standard procurement and stock management

Works order Management: including defect maintenance, planned maintenance, capital works

HR/Payroll: including the implementation of personnel record and end month payroll

Adobe e-Forms: electronic time-sheeting system for overtime are implemented and awaiting activation when the payroll team wish to release this functionality. A decision is to be taken whether this goes live for end-month employees only or whether we wait for mid month employees to be live as well.

Appendix 2: Key System Deliverables

Users

311 R3 (core function – HR/Finance) users
445 EBP (procurement module) buyers
391 EBP buyers waiting for release once trained.

The criteria for releasing users to use the SAP solution was, business critical users who have been trained in the appropriate functions within SAP in line with the roles defined by the business.

62 000 Customers

The criteria used to import customers into the SAP solution was based on those accounts in the legacy systems where there was an outstanding balance and / or we have transacted in the last 24 months.

4 900 Vendors (Suppliers)

The criteria used to import suppliers into the SAP solution was based on those accounts in the legacy systems where there was an outstanding balance and/or we have transacted more than 3 payments in the last 12 months.

940 Cost Centres

The criteria used to create cost centres in the SAP solution was based on the publication of the Organisational Structure as published by the Chief Executive in the January edition of First Hand and in consultation with the Accountancy Teams and Departmental Managers.

2 500 Stock Items & Material Masters

Stock items and Material Masters were created in the SAP solution through a process of data cleanse from information out of Radius and in consultation with the business where stock was held outside the depot (5 locations).

8 000 Service Masters

Service Masters (i.e. available services for purchase) were created through data cleansing activity of information within Symology asset management solution (interfaced with SAP) and with validation from the business.

1 EBP Internal Catalogue

10 external vendor catalogues feeding through to 1 internal catalogue with about 100 items on it. Each catalogue was created with consultation with the business and pulled together into one internal catalogue for all EBP buyers to access.

Punch Out Catalogues

Punch out catalogues (i.e. bespoke catalogues with external suppliers linked into SAP through the EBP purchasing solution) with Office Depot and Supplies Team with two more going live early next week (County Supplies and SCC). The punch out catalogues were selected in consultation with the Strategic Procurement Team and in line with Contract Procedure Rules.

16 488 Functional Locations (Streets, Buildings and Rooms)

These represent the physical asset hierarchy in SAP as per the corporate gazetteer (system holding all corporate land and property information).

293 Work Centres (Representation of the labour force in WOM eg Fitters, Electricians, Plumbers).

323 Task Lists

Task lists set up in WOM for the work centres to follow. These are a standard set of work instructions which will be copied through to a work order when planned maintenance schedules a job.

31 836 Pieces of Equipment (lamp posts, parking machines).

25 Interfaces

Interfaces with other business critical systems, with a further 7 interfaces with non Business critical systems interfacing to 19 business systems.

6 500 Month End Payroll

End Of Month staff paid by the SAP Payroll.

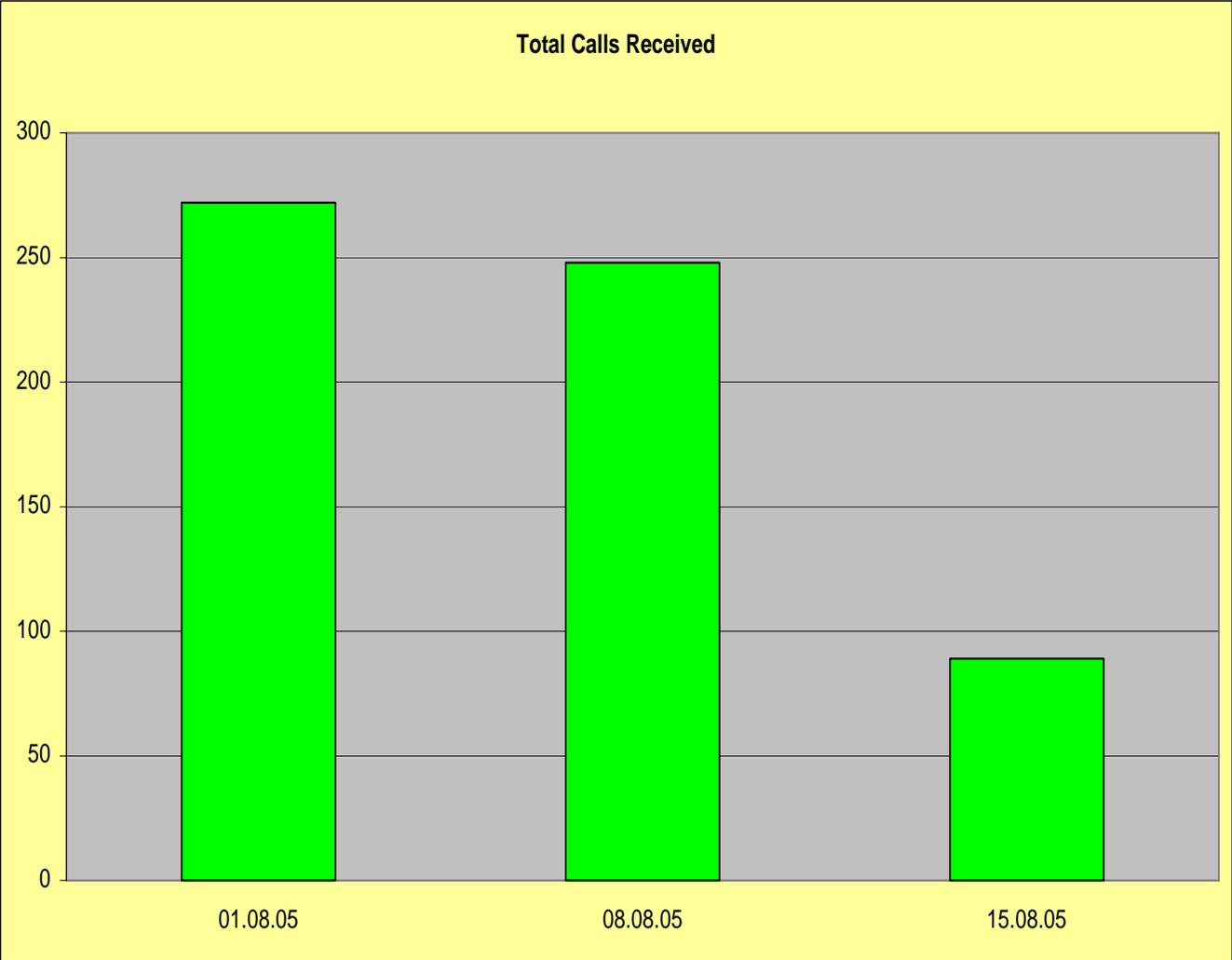
Employee Records

Capturing 52 data entities on every employee.

Appendix 3: Competency Centre Statistics

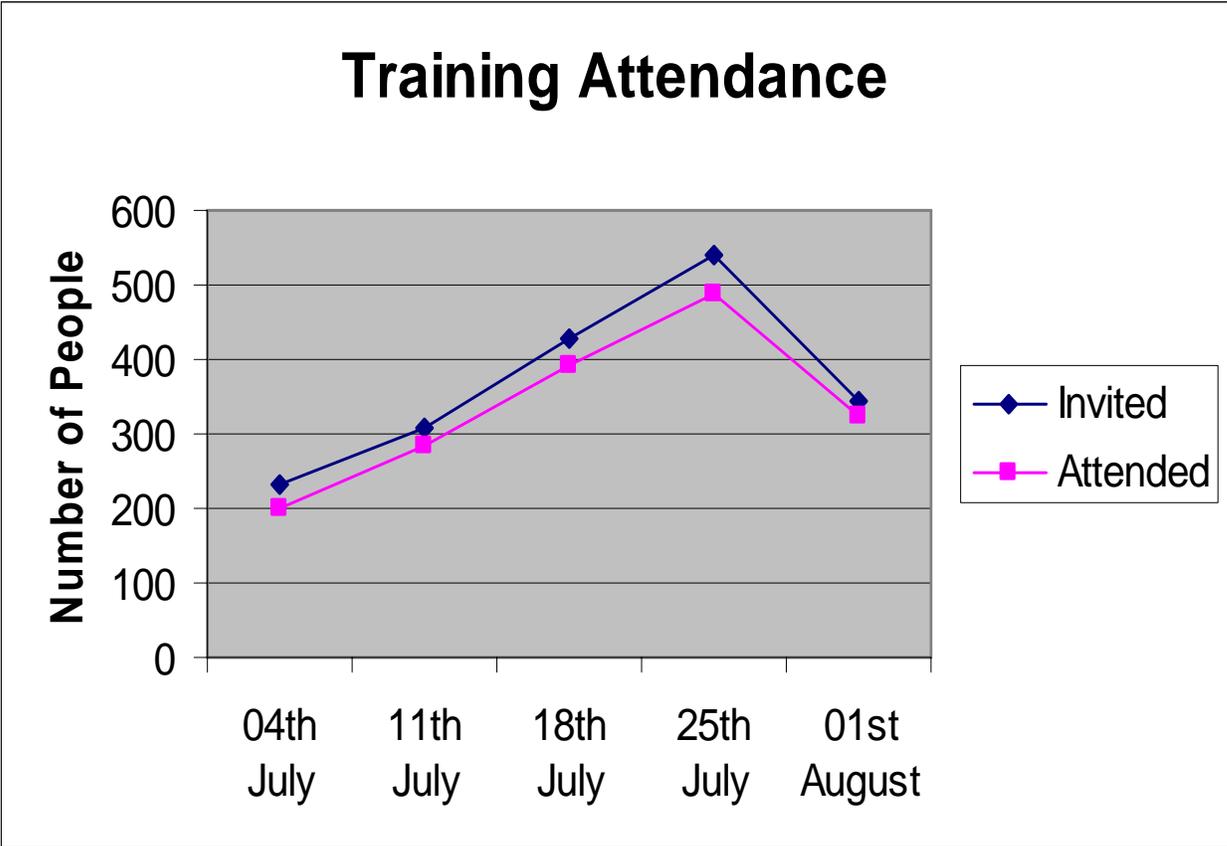
A total of 520 calls were received during the first two weeks of operation of which 87.5% have been resolved.

Total number of call received each week by the Competency Centre



Appendix 4: Attendance at Training

Attendance at training courses continues to improve, with 94% of people invited to training courses attending during the week of go live.



Appendix 5: Phase 2 Functionality

Original Scope of Phase 2

Data Warehouse

Business warehouse is an advanced report writing tool. It allows the user to pull data from multiple sources into a single report. This would be time consuming and clumsy using standard report writing tools. The business warehouse tool should not be looked at in isolation, but rather one reporting mechanism in the suite of tools available to LBB. Only those reports suited to this tool will be written in business e.

E Procurement (e Tendering)

The electronic processing of bid invitations, whereby potential suppliers are identified and can submit responses for the supply of specific goods and/or services.

Two types of bid invitation are available. Public, where the process takes place via an internet portal/marketplace or own web page, and thereby open to a larger number of responses. Private, where the process takes place by e-mail, with the number and identity of the bidders strictly controlled, usually to the currently accredited suppliers for the corresponding type of goods/services.

HR Employee Self Service – holiday, personal detail and expenses using e-forms

This is a solution that via the internet allows LBB employees to enter their own holiday requests, amend their own personal details, such as address and telephone number and enter expense requests. Through the use of workflow these are routed to their manager for approval.

Health and Safety (Occupational Health)

Although this was originally phase 2 this has been implemented in phase1.

HR Performance Management

Employees performance can be tracked and monitored in SAP using PD (appraisals) linked with company objectives. Employee targets can be set for the year and appraised at regular intervals to ensure they are in-line with expected results. Training courses can also be linked with appraisals to ensure the relevant skill transfer is available for the employee to achieve their aim.

HR Training Management

Training & Event Management (TEM) is used to control, track and monitor training of employees – and external people if needed – throughout the duration of the employee or external person lifecycle.

This can also include, if required, the recording and the monitoring of qualifications gained when attending various courses. This has the advantage of matching position requirements against employee qualifications efficiently.

HR Recruitment

HR Recruitment tracks applicants through the various stages of Recruitment and allows correspondence to be produced to aid the end-user with the administration process. This integrates with PA and applicant information is passed from Recruitment to PA, thus avoiding duplication of data.

Phase 2 Scope through Change Control

HR Cost Planner

The personnel cost planning and simulation capabilities of SAP enable cost planners to support both strategic personnel management and overall enterprise strategy. Scenarios can be created based on different assumptions to simulate future developments. The consequences of those developments can then be analysed, and planned-actual comparisons enable deviations to be recognised promptly and acted upon. Furthermore, user-friendly Web applications allow parts of the planning process to be de-centralised to line managers, making managers more aware of costs. This gives the facility to anticipate at a detailed level in-year salary forecasts, nor to model future payroll costs. 'Detailed level' in this context refers to planning over and above simple GL account percentage increases – for example determining the cost of establishment positions, deriving additional cost items (such as changes to employers National Insurance/ Pension contribution), and the cost implications of incremental growth, FTE headcount changes and pay awards.

Works Order Management – Environmental Services

During phase 1 a WOM template was implemented. Certain areas of the business were not in the original scope. The plan of phase 2 is to roll out the current template to these areas of the business and implement additional functionality as defined necessary in the business blueprint to meet their business requirements.

Instalment Payment and Discount Facility

Invoice Write Off on Block

Aged Debt Analysis by Sales Office

Category B Interfaces

Risk Register for: Modernising Core Systems up until 30 August 2005					OPEN RISKS - 30 August 2005							
Ref	Type	Date Identified	Raised by	Area objectives	Risk	Significance (H,M,L)		Control in place (Project Manager- details highlighted need more information on current controls)	Further action proposed (including timetable)	Reviewed By	Date Last Updated	Responsible Officer
						Likelihood	Impact					
31	Staffing/Culture	09/09/2004 15/11/2004 15/01/2005 15/01/2005	MW MB QA QA	To ensure that all staff are receptive to the process changes that will be brought about by the new system. To ensure that the implementation is completed with minimum disruption from outside parties e.g. Unions	Lack of support for process changes or passive resistance to change leading to a failure to maximise the input from all staff involved Failure to identify and address the impact of the new solution on staff leading to delayed implementation and an inability to realise benefits as early as possible. The wider organisation is not engaged / engaged appropriately leading to increased risk that new systems, working practices will be rejected in turn leading to increased risk of organisational continuity issues (4) The staff impacts recognised, understood or planned for (1)	medium	Medium	An External Change Manager is in place and is building up a change plan via a TOR, and will work closely with LCMG & The Business Change experts	Monitoring of the TOR to ensure that communications are focused and support the Change Plan UPDATE 27/10/2004 - An updated communications plan to go to programme board 28/10/2004, and also a series of business based Kick Off sessions planned for 1, 2 & 3 of November 2004. UPDATE 9/12/2004: The Unions have been engaged. UPDATE 20/12/04 - A Series of one off demonstrations throughout the Council buildings are planned for January 2005 to ensure increased awareness of the project by the business. UPDATE 28/01/2005. Further work around communications has occurred. UPDATE: 23/02/05: A revised communications strategy including presentation to CMT & HOS will occur in February 05. UPDATE 23/02/05 REF QA: New Resource Directorate structure is required at the beginning of Realisation such that the system build can start(NW). A business continuity plan is required closer to go live to ensure business continuity in the absence of go live as at the planned date (MCS PROJECT) . There has been a significant change in focus & profile of the MCS change team since the appointment of S Powley as the change manager and there is a far greater feeling UPDATE 11/7/05: Post go live support is being developed with the Service Areas providing resou UPDATE 30/08/05 Risk remains open until greater customer usage can enable a more accurate	MW & AF	30/08/2005	SP
54	Strategic	08/12/2004	G. Topp	To ensure that income reconciliations for cash receipts can be performed properly and promptly	Inability to correctly identify and address cash receipting errors or anomalies promptly	medium	Medium	Actions were identified in a detailed plan of the AXIS implementation including purchase order and functional requirements for the IR module.	UPDATE 25/02/05: An aggressive resolution is being sought to resolve the Axis problem by co-operation between the MCS Project & IS. UPDATE MW: This risk has now been reclassified due to the significant work in respect of specifying & understanding UPDATE 11/7/05: This will be part of the unit and integration tests with AXIS. UPDATE 30/08/05 Remains open until AXIS Interface has been run on a regular basis	MW & AF	30/08/2005	MK
57	Strategic	08/12/2004 15/01/2005 15/01/2005	I. Speirs QA QA QA	To ensure that LBB users are adequately trained at go-live to ensure that they are able to operate SAP effectively.	Lack of working knowledge of SAP at go live leading to an inappropriate front line service delivery, delayed input of data and key information not being available early. The scope of training is not understood Lack of appreciation of planned work and project and organisational impact Development of the required materials, courses and environment cannot be achieved in the planned timescales The workload cannot be met in the planned timescales	medium	Medium	N/A - process to be implemented	The LBB Training Manager will be working within the team from mid Jan 05 onwards. The initial phase will be to develop a Training Needs Analysis (TNA) that will cover the requirements of end users. UPDATE 28/01/2005 : The LBB training manager has commenced the secondment to the MCS team. A high level training needs assessment will be prepared over the next 3 weeks (around 18 February) with more detailed needs being identified as the "to be" organisation unfolds with the development of procedures and roles and responsibilities during the Realisation stage. UPDATE 23/02/05: As Part of Blueprint Finalisation a Training Needs Analysis was issued and signed off as part of Blueprint Finalisation on 17/02/05 - this TNA contained a training Strategy. UPDATE: Training and the end training using remains a concern, a request was made at Board on 12/5/05 for LCMG to come forth with assistance to ensure that training and the team can have greater assistance.	MW & AF	30/08/2005	A Phelan
72	Project Management	10/03/2005	I. Speirs	To ensure that data being migrated is properly cleansed in the Business area prior to the submission of the data object files to the Data Migration team for validation and ultimately, upload to SAP	Incorrect data uploaded into SAP leading to resources being required to cleanse data in SAP, the inability to process data in SAP, the processing of incorrect data and the generation of incorrect output. Data inappropriately changed during the data cleansing process	Medium	High	All data loads prior to Loading into the SAP are being loaded into a test database to ensure accuracy of files etc and data requirements. Plus a Data Cleansing strategy is in existence and being applied.	Compliance and enforcement of the data cleanse strategy. Data Cleansing Owner needs to ensure that only responsible officers have access to the data cleansing process (and therefore files), additionally clearly defined duties should be agreed with all resources engaged. Checking procedures should also be employed to try to minimise risk of inappropriate data being added. UPDATE thy Data Migration Manager is ensuring that all Data Objects have an agreed cleanse owner in the business and all data files transferred are going through testing cycle before finally being loaded into SAP, this risk has been reclassified as Medium impact UPDATE 11/7/05 - Processes are in place to qualify data prior to loading, however this remains a risk. PD Update 25/08/05 - This risk has been upped to a high high and MW/MB e-mailed for a containment plan. "This is on the basis that we have knowingly loaded 'less than suitable date to project systems. This in itself is logged as 2 issues. This is still arisk as there is a lot of data to be loaded into finance still and unless greater care	PD	25/08/2005	The Data Entity Owners
78	Strategic	04/05/2005	Richard Coldwell	To ensure that physical asset data is consistent across LBB systems	As a result of planned changes to the NSG/LLPG elements of the Barnet GIS system, an interface between SAP and GIS was deemed impossible for this phase of the MCS implementation. Level 3 highways gazetteer data is being used for the SAP road/street source data. There is currently a process to keep this information up to date every month. Plan needs to be put in place to ensure that all SAP data is kept up to date (streets/sites/buildings etc.) since GIS is likely to be the master source of this data. There is an additional risk here, in that the highways asset management (HAM) replacement system currently under investigation, may start to define data requirements in such a way that limits interfacing with MCS (See also risk 38). UPDATE 30/08/05 Assigned to D Hunt, a containment plan is required for this risk	Medium	Medium	Currently there is no control in place. D Hunt to develop	UPDATE 11/7/05 - This needs to be addressed by Lisa Stannard PD Update 25/08/05 - Lisa Stannard e-mailed for update. MW Update DH mailed on 30/08/05	PD/MW	30/08/2005	D Hunt
85	Project Management	20/05/2005	Andy Foster	Feedback from testing to be established	The quality of the post go-live materials may be compromised by the changes that are being made to procedures not being reflected in BPPs	Medium	Medium	A protocol needs to be developed by the PM Team to ensure this occurs	Scripting errors to be filtered from the error log and where the error is material, business experts to correct the errors. UPDATE: Assurance needs to be given that the testing cycle did result in changes being made	MW & AF	30/08/2005	L Anslow
88	Project Management	20/05/2005	Susan Lowe/ Tim Tyler	Issue raised with Susan Lowe by Mike Connolly re Temporary Housing - nightly purchases. These are spot purchases up to 70 per week with 600 users that are currently recorded on an access database. Mike concerned as to how this information would be passed on/incorporated into SAP.	Issue discussed with Tim Tyler who was aware of this database and spoke to Mike Connolly and stressed that data must be cleaned in order to be incorporated in SAFFRON when access database removed. Abishek Lekshmanan is aware of this and responsible for data cleansing work.	Low	Medium	An assurance that in the decommissioning strategy care is applied to ensure this database is both decommissioned and the data cleaned before being passed to SAP	UPDATE 15/07/05: In the decommissioning strategy and thus in all date migrated to SAP it will be cleaned before migration to SAP UPDATE: 30/08/05: Tim Tyler to respond to this	MW & AF	30/08/2005	Procurement Team Leader
92	Staffing/Culture	27/05/2005	Mike Conolly - procurement workshop	To ensure that the new purchasing process introduced by SAP is understood and followed.	Purchasing Group structure is not understood by service areas therefore the role required is not performed.	Medium	Medium	NA	27/05/2005: Change management need to fully understand the role, SAPO's need to be identified, workshop for SAPO's in June need to cover this area. UPDATE: M Conolly is reviewing the Purchasing Groups Etc through the Org Plan Review with the business	AF & MW	30/08/2005	SPT
93	Compliance	27/05/2005	Tony Dale-Low	Management of Catalogues	Post go-live management of data, including catalogues, org structure, material / service data etc	Medium	Medium	NA	27/05/2005: Team members need to be identified for competency centre, SPT need to be aware and focused on this. 26/08/05: Tim Tyler e-mailed to update risk description.	AF & MW	30/08/2005	SPT

94	Staffing/Culture	27/05/2005	Susan Lowe	Staff compliance to New Procedures	Staff compliance to the new Sap process / procedures	High	High	NA	27/05/2005: HR Policy needs to address actions when process not followed, Union needs to be in agreement, board needs to approve, a monitoring process needs to be in place. UPDATE: The CC Need to apply a monitoring process where rogue practises are being applied in SAP, Actions outside SAP need to be monitored by Audit	AF & MW	30/08/2005	CC & Internal Audit
95	Compliance	27/05/2005	Tony Dale-Low	Vendor Compliance	Vendors not complying to new SAP process	Medium	Medium	NA	27/05/2005: T's and C's need to be updated, code of conduct and internet info needs to be updated, comms to suppliers reviewed and sent	AF & MW	30/08/2005	Katerina
96	Strategic	27/05/2005	Mark Burgess	Contract Compliance	Conflicts between constitution/contract process & SAP	High	Medium	NA	27/05/2005: Legal & Risk made aware, engagement required by Nick Walkley UPDATE: Katerina to provide update	AF & MW	30/08/2005	Katerina
97	Strategic	27/05/2005	Susan Lowe	Control of P Card Usage	Continued use of Pcards, limits not refined, EBP catalogue suppliers paid via Pcard	High	Medium	NA	27/05/2005: Use Pcard controls, policy reviewed and communicated, Direct comms and agreement with suppliers that have been receiving P Cards i.e. Office depot, suppliers team. UPDATE: Katerina to update	AF & MW	30/08/2005	Katerina
98	Strategic	27/05/2005	Piers Dove (Workshop - Project Management team)	To ensure the automated production of key outputs e.g. cheques, orders and BACS files.	Inability to automate and generate the production / printing of cheques, orders and BACS remittances.	High	High	NA	27/05/2005: Modify SAP output per m/f. Explore M/F solution. Continue with existing, use manual orders, post remittance. UPDATE: M Kallas to provide update on the Bottom Lines solution availability	AF & MW	30/08/2005	Steve Brooks/M Kallas
99	Strategic	27/05/2005	Mike Kallas (Workshop - Project Management team)	To ensure that suppliers provide the required interfaces	Failure by suppliers to develop the required interfaces leading to the required legacy information not being available in SAP promptly.	High	Medium	A process to monitor the progress of interface development exists. This will be monitored in line with the daily monitoring process agreed.	27/05/2005: Create orders with delivery dates and engage with suppliers. Develop plans for manual processes. Resolution date: 31/7/05 UPDATE: Open pending review of Swift Interface availability	AF & MW	30/08/2005	Mike Kallas
101	Strategic	27/05/2005	Mike Kallas (Workshop - Project Management team)	To ensure that users are properly mapped to user roles.	Quality of users to user roles inadequate	Medium	Medium	Revisits to the business has occurred to determine accuracy of user roles	27/05/2005: QA users and user roles. Create generic users and roles and control security. Resolution date: 30/6/05 UPDATE: Ongoing process in place	AF & MW	30/08/2005	Sue Richter
102	Strategic	27/05/2005	Mark Webber / Piers Dove (Workshop - Project Management team)	To ensure that an effective competency centre is established promptly.	Inappropriate consideration given to developing an effective competency centre	High	High	The advert for Competency Centre manager was issued on 1/6/05	27/05/2005: Recruit manager, recruit staff, train staff, develop procedures. Roles and responsibilities. Resolution date: UPDATE: A Strategy Paper for taking the Competency Centre to a Steady state was issue to The Operational Board at its sitting on 24/25/08/2005 this paper needs to be developed into reality	AF & MW	30/08/2005	A Phelan
105	Strategic	27/05/2005	Piers Dove (Workshop - Project Management team)	To ensure that Business Experts are able to support SAP after go-live	Business experts unable to address SAP issues after go live leading to disruption to service	Medium	High	Ensure maintenance of business experts in alignment to the Project post Go Live	27/05/2005: Knowledge transfer process to put in place for each business expert. Resolution date: 15 June 2005 UPDATE: The Business experts are being assisted by External Consultants where necessary	AF & MW	30/08/2005	PMT
106	Operational Payroll & HR	31/05/2005	Tony Lampert (Workshop - HR/Payroll Team)	Ensure accurate & ongoing maintenance and monitoring of the Positions spreadsheet	Position spreadsheet is not maintained by Business	Medium	High	Weekly monitoring (at HR/Payroll meeting) and sign-off in place.	Create positions manually for live load (contingency) UPDATE: T Lampert to provide update	AF & MW	30/08/2005	Andrew Simpson
107	Operational Payroll & HR	31/05/2005	Tony Lampert (Workshop - HR/Payroll Team)	Ensure that email addresses are provided by the business for data migration	Business do not provide email address needed for data migration	High	Low	Chase Business UPDATE: T Laampert to provide Update	Input manually, post go-live (contingency)	AF & MW	30/08/2005	Simon Whittle
108	Operational Payroll & HR	31/05/2005	Tony Lampert (Workshop - HR/Payroll Team)	Ensure that Cost centres for the finance workstream are confirmed in a timely manner	Cost Centres for Organisation Units not confirmed in time from Finance workstream	High	Medium	Raise/monitor at integration Meeting	Use a dummy cost centre for live load (contingency) UPDATE : T Lampert to Provide Update	AF & MW	30/08/2005	Julie Oldale
110	Operational Payroll & HR	31/05/2005	Tony Lampert (Workshop - HR/Payroll Team)	Ensure that all legacy payroll data is cleansed by Go Live	Data cleanse of legacy payroll data not completed by go-live	High	Medium	Follow data cleanse plan as proposed by Chandra. Data owners should sign off.	Manually correct in SAP before/after go-live UPDATE: Completed for Month End P/Roll but left open for Mid Month	AF & MW	30/08/2005	P Dempsey
111	Staffing/Culture	31/05/2005	Tony Lampert (Workshop - HR/Payroll Team)	Ensure that Organisational changes are completed in readiness for go live	Organisation may not have right staff in the roles needed to successfully run the system (i.e. organisational changes may not be completed before go-live)	Medium	High	Change Team	UPDATE: T Lampert to provide update	AF & MW	30/08/2005	T Lampert
113	Strategic	31/05/2005	Piers Dove (Workshop - Project Management team)	To ensure that processes exist to address gaps arising should key staff leave the MCS team	Key staff, particularly those responsible for key deliverables, leave the the SAP implementation.	Low	Medium	The Project Management team monitor this as part of their project management role and will request resource where necessary.	UPDATE: A Phelan to provide update ref succession plan based on Knowledge transfer and phas	AF & MW	30/08/2005	A Phelan
118	Finance	27/05/2005	Craig Brawn (Workshop - Finance Team)	To ensure that the SAP implementation by 1 August is not delayed by any issues surrounding the vendor master database.	Failure to resolve issues around Vendors leading to the inability to load vendors..	Low	Low	A contingency plan needs to be established as part of the cut over approach, to ensure go live can be achieved with the loading of this data	UPDATE: Outstanding action to update the Vendor Masters UPDATE: Tim Tyler to comment on.	AF & MW	30/08/2005	T Tyler
119	Finance	27/05/2005	Craig Brawn (Workshop - Finance Team)	To ensure that the SAP implementation by 1 August is not delayed by any issues surrounding CC mapping.	CC (Cost Centre) mapping not complete	Low	High	Assurance that contingency and planning occurs to ensure that CC mapping occurs	UPDATE: Refer To J Oldale for an Update	AF & MW	30/08/2005	J Oldale
120	Computer Systems	27/05/2005	Craig Brawn (Workshop - Finance Team)	To ensure that the IT infrastructure can support the SAP	Inadequate IT infrastructure leading to the inability to support SAP.	Medium	High	As the infrastructure replacement project is underway assurance can be given that the new infrastructure will be in place and will support SAP	UPDATE: Confidence exists that the infrastructure can through stress testing etc, but the greater validation will be in September when system usage increases	AF & MW	30/08/2005	Mike Kallas
121	Finance	27/05/2005	Craig Brawn (Workshop - Finance Team)	To ensure that all accountants are properly trained by go-live.	Lack of knowledge of SAP by Accountants	Low	Medium	The training of accountants will be dealt with as part of the training strategy	UPDATE: refer to J Oldale, in addition such training may have slipped due to lack of Bottonline solution and The MCS Finance teams greater time absorbtion with Payment runs	AF & MW	30/08/2005	J Oldale
122	Project Management	27/05/2005	Craig Brawn (Workshop - Finance Team)	To Ensure that Internal Orders are migrated	Internal Orders Not Migrated	Medium	Medium	As at 14/06/05 Internal Orders are being compiled	Update: Refer to J Oldale to confirm total migration	AF & MW	30/08/2005	J Oldale
126	Operational Payroll & HR	23/06/2005	Chandra Shekar	To ensure that HR position spreadsheet - data collection and cleansing is achieved to agreed standards (refer to "HR Payroll Data Cleansing Strategy V2.doc") and in time for go-live.	Andrew Simson is very stretched and is under pressure to: - Deliver position spreadsheets for parallel run (which is already behind schedule) - Weekly process for position spreadsheets - Delphi Cleansing There is a serious risk to the project if he were to fall sick as he is currently the sole person handling all position spreadsheets independently. He is also the only person who can produce the initial report out of Delphi. This risk is compounded by the fact that much of his tasks involve using tacit and complex routines which are difficult to document.	Medium	Medium	Regular monitoring of positions spreadsheet accuracy by MCS HR Team and devolve HR	Identification and appointment of a back-up for Andrew Simson - a person who has indepth LBB HR knowledge and MS-Excel skills, who can start sharing Andrew's tasks proactively and be prepared to take on his role in the eventuality of his absence from the project. UPDATE: Remains open for mid month Payroll	AF & MW	30/08/2005	T Lampert

Risk Evaluation

This sheet summarises the total number of risks that have the same **Impact** and **Likelihood** ratings

	H	M	L
	High	Medium	Low
Likelihood	12	25	6
Impact	17	24	2
Total	29	49	8

High	<i>Further action needs to be immediately considered/taken</i>
Medium	<i>Further action needs to be considered/taken</i>
Low	<i>Requires monitoring and regular review</i>