

<b>AGENDA ITEM: 4</b>	Page nos. 1 – 30
Meeting	Cabinet ICT Committee
Date	14 September 2005
<b>Subject</b>	<b>E-Government update and activities for next IEG Statement</b>
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](mailto: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](http://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](http://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
<b>R1</b> Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Amber 31/03/2004	Amber 31/03/2004	Amber 31/03/2004	Amber 31/03/2004
	<b>Comment:</b> 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.			
<b>R2</b> 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
	<b>Comment:</b> From June 2005, a new web site at URL: <a href="http://www.barnet.gov.uk/directme">www.barnet.gov.uk/directme</a> provides an expanded service directory including information about these services. There are plans for integration with CMS after October 2005.			
<b>G1</b> Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Amber 31/03/2004	Amber 31/03/2004	Amber 31/03/2004	Amber 31/03/2004
	<b>Comment:</b> 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 <b>E1</b> Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children. Otherwise you may leave this row blank.	<b>Comment:</b>			
<b>R3</b> One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Amber 30/09/2004	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	<b>Comment:</b> 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.			
<b>R4</b> Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Amber 31/12/2004	Amber 31/12/2004	Amber 31/12/2004	Green 31/03/2006
	<b>Comment:</b> 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
<b>G2</b> Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Amber 30/09/2004	Amber 30/09/2004	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> 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 <b>E2</b> Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives. Otherwise you may leave this row blank.	<b>Comment:</b>			
<b>R5</b> 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
<b>Comment:</b> 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.				
<b>R6</b> Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Amber 31/03/2005	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
<b>Comment:</b> The Committee Papers Management System "RDT" provides a set of public web pages with specific information maintained for every councillor.				
<b>G3</b> Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Amber 30/09/2004	Amber 30/09/2004	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> 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.				
<b>G4</b> 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
<b>Comment:</b> 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 <b>E3</b> Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction. Otherwise you may leave this row blank.	<b>Comment:</b>			

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
<b>R7</b> Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Amber 30/09/2004	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
<b>Comment:</b> 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.				
<b>R8</b> 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
<b>Comment:</b> 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.				
<b>G5</b> 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
<b>Comment:</b> GIS system available through public website <a href="http://www.maps.barnet.gov.uk/">http://www.maps.barnet.gov.uk/</a>				
<b>G6</b> 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
<b>Comment:</b> 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 <a href="http://www.consumercomplaints.org.uk">www.consumercomplaints.org.uk</a> It is planned that all complaints to Consumer Direct ( <a href="http://www.consumerdirect.gov.uk/">http://www.consumerdirect.gov.uk/</a> ) 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( <a href="http://www.crw.gov.uk">www.crw.gov.uk</a> ) and private area.				
<b>G7</b> Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Amber 30/09/2004	Amber 30/09/2004	Amber 30/09/2004	Green 31/03/2006
<b>Comment:</b> 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 <b>E4</b> Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	<b>Comment:</b>			
<b>R9</b> Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	<b>Comment:</b> Pcard electronic payment system in place. From August 2005 all purchased items will be processed via SAP to provide better overall visibility.			
<b>G8</b> Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Amber 30/09/2004	Amber 30/09/2004	Amber 30/09/2004	Green 31/03/2006
	<b>Comment:</b> 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.			
<b>G9</b> 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
	<b>Comment:</b> 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 <b>E5</b> Access to virtual e-procurement 'marketplace';	<b>Comment:</b>			
<b>E6</b> Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;	<b>Comment:</b>			
<b>E7</b> Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	<b>Comment:</b>			
<b>R10</b> Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Amber 31/03/2004	Amber 31/03/2004	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> 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.			
<b>R11</b> Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Amber 31/03/2005	Amber 31/03/2005	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> 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
<b>G10</b> 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
<b>Comment:</b> Being developed as part of review of benefits of e-government projects.				
<b>G11</b> 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
<b>Comment:</b> 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 <b>E8</b> Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	<b>Comment:</b>			
<b>E9</b> Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	<b>Comment:</b>			
<b>E10</b> Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	<b>Comment:</b>			
<b>R12</b> Online renewal and reservations of library books and catalogue search facilities.	Amber 31/03/2004	Amber 31/03/2004	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> The GEAC system is in place - the Infrastructure Transformation Project will address requirement to email responses to online reservations.				
<b>R13</b> 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
<b>Comment:</b> 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.				
<b>G12</b> Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Amber 30/09/2004	Amber 30/09/2004	Amber 30/09/2004	Green 31/03/2006
<b>Comment:</b> 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 <b>E11</b> 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.	<b>Comment:</b>			
<b>R14</b> Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Amber 31/03/2004	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
<b>Comment:</b> 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
<b>R15</b> Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Amber 30/09/2004	Amber 30/09/2004	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> 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.				
<b>G13</b> E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<b>Comment:</b> 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.				
<b>G14</b> 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
<b>Comment:</b> 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  <b>E12</b> Agreed baseline and targets for customer satisfaction and efficiency savings.  Otherwise you may leave this row blank.	<b>Comment:</b>			
<b>R16</b> 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
<b>Comment:</b> Project definition underway to examine opportunities with links to CRM system				
<b>R17</b> Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & 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
<b>Comment:</b> 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.				
<b>G15</b> 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
<b>Comment:</b> 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 <b>E13</b> Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	<b>Comment:</b>			
<b>E14</b> Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms.  Otherwise you may leave these rows blank.	<b>Comment:</b>			
<b>R18</b> 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
	<b>Comment:</b> From June 2005 this is being delivered via a new web site at the following URL: <a href="http://www.barnet.gov.uk/directme">www.barnet.gov.uk/directme</a> .			
<b>R19</b> Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Green 30/11/2004	Green 30/11/2004	Green 30/11/2004	Green 30/11/2004
	<b>Comment:</b> Citrix Secure Gateway now in use for SWIFT social care system allowing secure access for authorised officers over internet.			
<b>G16</b> 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
	<b>Comment:</b> 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 <a href="http://www.barnet.gov.uk/directme">www.barnet.gov.uk/directme</a> 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.			
<b>G17</b> 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
	<b>Comment:</b> 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 <b>E15</b> Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).  Otherwise you may leave this row blank.	<b>Comment:</b>			
<b>R20</b> Email and Internet access provided for all Members and staff that establish a need for it.	Amber 31/03/2004	Amber 31/03/2004	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> 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
<b>R21</b> 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
<b>Comment:</b> Flexible working strategy being drafted and organisation will be reshaped to accommodate this. Dedicated ICT support for members is in place.				
<b>R22</b> Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Amber 31/03/2004	Amber 31/03/2004	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> 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..				
<b>G18</b> Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
<b>Comment:</b> 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  <b>E16</b> Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.  Otherwise you may leave this row blank.	<b>Comment:</b>			
<b>R23</b> Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Amber 30/09/2004	Amber 30/09/2004	Green 31/12/2005	Green 31/12/2005
<b>Comment:</b> In Customer Care Service action plan with a Customer Access Strategy being developed with CRM project to enable access through multiple channels.				
<b>R24</b> 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
<b>Comment:</b> CMS project is underway and should be implemented by December 2005.				
<b>G19</b> Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see <a href="http://www.pro.gov.uk/about/foi/map-local.rtf">www.pro.gov.uk/about/foi/map-local.rtf</a> ).	Amber 30/09/2004	Amber 30/09/2004	Amber 30/09/2004	Green 31/03/2006
<b>Comment:</b> Compliant with FOI and Data Protection Act. An EDRM system procurement project is underway.				
<b>G20</b> Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see <a href="http://www.w3.org/WAI">www.w3.org/WAI</a> ).	Amber 30/09/2004	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
<b>Comment:</b> 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
<b>G21</b> Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see <a href="http://www.egifcompliance.org">www.egifcompliance.org</a> & <a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a> ).	Amber 30/09/2004	Amber 30/09/2004	Amber 30/09/2004	Green 31/03/2006
	<b>Comment:</b> 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  <b>E17</b> Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.  Otherwise you may leave this row blank.	<b>Comment:</b>			
<b>R25</b> Online publication of Internet service standards, including past performance and commitments on service availability.	Amber 30/09/2004	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	<b>Comment:</b> LBB standards will be published on redeveloped web site.			
<b>R26</b> Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Amber 30/09/2004	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	<b>Comment:</b> LBB standards will be monitored on redeveloped web site. Statistics are maintained on website usage.			
<b>G22</b> 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
	<b>Comment:</b> 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.			
<b>G23</b> Adoption of recognised guidelines for usability of website design (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Amber 30/09/2004	Green 30/09/2005	Green 30/09/2005	Green 30/09/2005
	<b>Comment:</b> 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: <a href="http://www.esd.org.uk/standards/">http://www.esd.org.uk/standards/</a>			
If already 'green' on R25, R26, G22 & G23 above please comment on  <b>E18</b> Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings.  Otherwise you may leave this row blank.	<b>Comment:</b>			
<b>R27</b> Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Amber 30/09/2004	Amber 30/09/2004	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> 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
<b>R28</b> 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
	<b>Comment:</b> 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.			
<b>R29</b> 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.	Amber 30/09/2004	Amber 30/09/2004	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> Extension of the CRM systems to other areas will deliver this outcome. Target will be the LBB standard			
<b>G24</b> Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	<b>Comment:</b> Phase 2 of the CRM project will use workflow and BPM to integrate the CRM system with back-office processes.			
<b>G25</b> Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	<b>Comment:</b> 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  <b>E19</b> Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology.  Otherwise you may leave this row blank.	<b>Comment:</b>			

## Section 2 - Change Management (self-assessment)

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

Change Management Area	Current Status	Anticipated status at 30/09/2005	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> <li>Appointment of people to the following key local e-government functions in your Council (see <a href="http://www.idea-knowledge.gov.uk/idk/aio//206757">http://www.idea-knowledge.gov.uk/idk/aio//206757</a>):</li> </ul>				
i) Member & officer e-champions	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	<b>Comment:</b> 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
	<b>Comment:</b> 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
	<b>Comment:</b> Pam Usher – Head of Customer Care			
<ul style="list-style-type: none"> <li>Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning</li> </ul>	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	<b>Comment:</b> 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"> <li>Establishment of an e-delivery programme board</li> </ul>	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
	<b>Comment:</b> 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"> <li>Use of formalised programme &amp; project management methodologies (e.g. PRINCE2) to support e-delivery programme</li> </ul>	Green 30/09/2004	Green 30/09/2004	Green 30/09/2004	Green 30/09/2004
	<b>Comment:</b> 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"> <li>Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures</li> </ul>	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	<b>Comment:</b> 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"> <li>Use of customer consultation/research to inform development of corporate e-government strategy</li> </ul>	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<p><b>Comment:</b>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"> <li>Establishment of policy for addressing social inclusion within corporate e-government strategy</li> </ul>	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<p><b>Comment:</b>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"> <li>Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act)</li> </ul>	Green 30/09/2004	Green 30/09/2004	Green 30/09/2004	Green 30/09/2004
<p><b>Comment:</b>Peter Cridland, Corporate Information Manager: Programme Manager – Information Management Programme</p>				
<ul style="list-style-type: none"> <li>Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see <a href="http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf">http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf</a> &amp; <a href="http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf">http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf</a>) and designation of an Information Sharing Officer</li> </ul>	Amber 31/03/2004	Amber 31/03/2004	Amber 31/03/2004	Green 31/03/2006
<p><b>Comment:</b>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"> <li>Establishment of partnerships for the joint (aggregated) procurement of broadband services</li> </ul>	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<p><b>Comment:</b>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"> <li>Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see <a href="http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf">http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf</a> &amp; <a href="http://www.govconnect.gov.uk/ccm/portal">http://www.govconnect.gov.uk/ccm/portal</a>)</li> </ul>	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<p><b>Comment:</b>The IS Best Value Review process will ensure engagement with local partners.</p>				
<ul style="list-style-type: none"> <li>Compliance with BS 7799 on information security management</li> </ul>	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<p><b>Comment:</b>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"> <li>Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives</li> </ul>	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<p><b>Comment:</b>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"> <li>Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see <a href="http://www.esd.org.uk/standards/lgs/lgs.doc">http://www.esd.org.uk/standards/lgs/lgs.doc</a> &amp; <a href="http://www.authentication.org.uk/levels.asp">http://www.authentication.org.uk/levels.asp</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc</a>)</li> </ul>	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	<b>Comment:</b> Within scope of Electronic Service Delivery project which is currently in progress.			
<ul style="list-style-type: none"> <li>Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal">http://www.govconnect.gov.uk/ccm/portal</a>)</li> </ul>	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	<b>Comment:</b> 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"> <li>Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see <a href="http://www.tscheme.org">www.tscheme.org</a>) and which will work with Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>)</li> </ul>	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
	<b>Comment:</b> Review of e-payments underway which will encompass this issue.			
<ul style="list-style-type: none"> <li>Use of Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>) to support: <ul style="list-style-type: none"> <li>i) personalisation &amp; registration for services categorised at security levels '0' and '1' through the citizen account</li> <li>ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect</li> <li>iii) the bereavement journey &amp; closing of accounts (see <a href="http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp">http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp</a>)</li> <li>iv) citizen &amp; business authentication for services for services categorised at security levels 0-3</li> <li>v) registration &amp; authentication of employees for internal and cross-agency services</li> <li>vi) corporate approach to collection of e-payments</li> <li>vii) cross agency secure transactions (Government to Government)</li> <li>viii) account structures for citizens, businesses, property, voluntary &amp; community bodies, schools and parishes</li> <li>ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)</li> <li>x) GC Register (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a>)</li> <li>xi) GC Exchange (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a>)</li> </ul> </li> </ul>				
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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"> <li>Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>) back office connection in place (Department Interface Server)</li> </ul>	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005	Green 31/03/2006
<b>Comment:</b> Awaiting publication of guidance from ODPM. Implementation and completion dates depend on this.				
<ul style="list-style-type: none"> <li>Connection to Directgov (see <a href="http://www.direct.gov.uk">http://www.direct.gov.uk</a>) from corporate website and partnership portal(s)</li> </ul>	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
<b>Comment:</b> Link is in place				
<ul style="list-style-type: none"> <li>Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see <a href="http://www.lcd.gov.uk/foi/foidpunit.htm">http://www.lcd.gov.uk/foi/foidpunit.htm</a> &amp; <a href="http://www.pro.gov.uk/recordsmanagement/access/default.htm">http://www.pro.gov.uk/recordsmanagement/access/default.htm</a>)</li> </ul>	Green 31/12/2004	Green 31/12/2004	Green 31/12/2004	Green 31/12/2004
<b>Comment:</b> 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"> <li>Regularly-maintained link from Local Land &amp; Property Gazetteer (LLPG) to National Land &amp; Property Gazetteer (NLPG) (see <a href="http://www.nlpg.org.uk">http://www.nlpg.org.uk</a>)</li> </ul>	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
<b>Comment:</b> Link in place with regular updates being carried out.				
<ul style="list-style-type: none"> <li>Connection to National Land Information Service (NLIS) at Level 3 (see <a href="http://www.nlis.org.uk">http://www.nlis.org.uk</a>)</li> </ul>	Amber 31/03/2004	Amber 31/03/2004	Amber 31/03/2004	Green 31/03/2006
<b>Comment:</b> 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"> <li>Introduction and maintenance of an online service directory for Children's services for professionals working with children &amp; young people, and allowing public access where possible (for further information see <a href="http://www.dfes.gov.uk/isa">http://www.dfes.gov.uk/isa</a>)</li> </ul>	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<b>Comment:</b> The web site <a href="http://www.barnet.gov.uk/directme">www.barnet.gov.uk/directme</a> 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](http://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
<b>Providing information:</b> ● Total types of interaction e-enabled ● % e-enabled	94 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 252 ● 69.61 %	● 340 ● 93.92 %	● 362 ● 100.00 %
<b>Collecting revenue:</b> ● Total types of interaction e-enabled ● % e-enabled	87 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 1 ● 33.33 %	● 1 ● 33.33 %	● 3 ● 100.00 %
<b>Providing benefits &amp; grants:</b> ● Total types of interaction e-enabled ● % e-enabled	78 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 6 ● 100.00 %
<b>Consultation:</b> ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 10 ● 33.33 %	● 10 ● 33.33 %	● 30 ● 100.00 %
<b>Regulation (such as issuing licenses):</b> ● Total types of interaction e-enabled ● % e-enabled	76 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 11 ● 34.38 %	● 20 ● 62.50 %	● 32 ● 100.00 %
<b>Applications for services:</b> ● Total types of interaction e-enabled ● % e-enabled	83 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 60 ● 30.00 %	● 90 ● 45.00 %	● 200 ● 100.00 %
<b>Booking venues, resources &amp; courses:</b> ● Total types of interaction e-enabled ● % e-enabled	78 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 1 ● 5.88 %	● 1 ● 5.88 %	● 17 ● 100.00 %
<b>Paying for goods &amp; services:</b> ● Total types of interaction e-enabled ● % e-enabled	80 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 3 ● 15.79 %	● 3 ● 15.79 %	● 19 ● 100.00 %
<b>Providing access to community, professional or business networks:</b> ● Total types of interaction e-enabled ● % e-enabled	82 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 35 ● 87.50 %	● 35 ● 87.50 %	● 40 ● 100.00 %
<b>Procurement:</b> ● Total types of interaction e-enabled ● % e-enabled	73 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 0 ● 0.00 %	● 1 ● 33.33 %	● 3 ● 100.00 %
<b>Total:</b> ● 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
<b>Local Service Websites</b>					
• 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><b>Comment:</b> 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>				
<b>Telephone</b> <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>					
• Number of e-enabled payment transactions accepted by telephone	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><b>Comment:</b> 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>				
<b>Face To Face</b> <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops &amp; home visits)</i>					

	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
<b>E-enablement &amp; Main E-Access Channel Take-Up</b>					
• 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
	<b>Comment:</b> 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.				
<b>Other Electronic Media</b> <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
	<b>Comment:</b> 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.				
<b>Non Electronic</b> <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
	<b>Comment:</b> 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		
	<b>Comment:</b>				
• ODPM Local e-Government Support & Capacity Programme capital grant					
	<b>Comment:</b>				
• 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
	<b>Comment:</b> NLSA (North London Strategic Alliance) partnership - Crime Reduction and Public Reassurance project				
• financial contribution from public-private partnerships	0	0	0	0	0
	<b>Comment:</b>				
• resources being applied from internal revenue and capital budgets to implement e-government	2,436,000	6,700,000	4,890,000	0	0
	<b>Comment:</b> 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
	<b>Comment:</b>				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	<b>Comment:</b>				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	558,000	0	0	0	0
	<b>Comment:</b> ISB3 and 4 funding				
<b>TOTAL</b>	<b>3,519,000</b>	<b>7,050,000</b>	<b>5,040,000</b>	<b>0</b>	<b>0</b>

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

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

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

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