

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 (IEG5)

"Meeting the targets for e-government"

Name of Authority: London Borough of Haringey

IEG Contact Name: Richard Barham

Email: richard.barham@haringey.gov.uk

Telephone No: 020 8489 3965

Local Context

Introduction

Haringey Council is pleased to present its fifth Implementing Electronic Government Return. The position reported in this statement is consistent with our expectations from December 2004.

The aggregate result of the PSOs and BV157 is that our IS/IT investment resources have been re-planned away from our strategic priorities towards the government's. The programme is now less strategic in the short term and there will be considerable effort in 2006 and 2007 to consolidate the investment, drive out benefits and invest in our priorities. We are keen to understand what, if any, government guidance there will be for the forward agenda.

We continue to draw your attention that in both IEG2 and IEG3 we flagged a substantial shortfall in resources to deliver e-government. No response was received from government to our representations. We have not indicated a shortfall this year but additional government support is, in reality, required.

Priority Service Outcomes

We have carefully considered and planned for the 54 required and good PSOs. Of these, there are now 5 which we believe are not practicable in the timescales set by ODPM, compared with 7 in December 2004:

- G8 Single Business Account - this is a substantial piece of work. Government interactions with business are substantially wider than the responsibility of local government. We believe that the government should specify the unique identifier for businesses and generate a national framework into which local government can lock to avoid nugatory effort;
- G12 Integrated ICT infrastructure - the Council has a (reasonably) integrated infrastructure but we do not have a Council position on smart cards. However we have contributed to the work London Connects has undertaken on

producing a roadmap for smart card investment. We are not convinced that a smart card (for some) Council services make economic sense and we may prefer to buy into a more generic solution, such as Oyster cards.

- R27 Consistent CRM - the Council has a CRM system and we are implementing our strategy to manage 80% of first contacts and resolve 80% of these at the first contact. It does not make business sense to extend this to all interactions, as implied by the outcome.
- G24 CRM integration - as set out in R27 above we have a strategy and integration has an appropriate place in this strategy. There is not a business case for full integration as implied by this outcome.
- R29 100% Email acknowledgement - we are unlikely to be able to meet the requirements for this outcome for processes where CRM is not used. We can enforce this for Customer Services and will establish corporate guidelines for all of our 3500 accounts but we do not have the monitoring systems that would demonstrate compliance.

Our priorities

The Council's priorities are driven by the Community Strategy (<http://www.haringey.gov.uk/index/council/strategiesandpolicies/communitystrategy.htm>). Our priorities are:

- achieving excellent services
- putting people first
- building stronger and safer communities
- Better Haringey
- raising educational achievement

As we showed last year, these map to and are consistent with the seven shared priorities for e-government, as set out in the following table:

			Shared	Priorities			
HSP Priorities	Schools	Health	Quality of life	Safer and Stronger Communities	Environment	Transport	Economic vitality
Improve Services		*	*		*	*	
East/West divide			*	*	*	*	*
Safer Communities	*	*	*	*	*		
Environment			*	*	*	*	
Education	*			*			*

E-government is an enabler for these priorities, complementing the Council's internal change programme forward. programme @ haringey . Our management of the overall programme is overseen by the member E-government panel (which meets quarterly) and an officer programme board, consisting of all chief officers (which meets monthly).

Within the programme, the change agenda is being driven under the Smart Working banner and the majority of the e-government projects are within the Customer Focus stream. Customer Focus explicitly sets out to ensure that projects are driven by the needs of users.

Benefits management

The overall programme is set up to drive out benefits in three families: performance improvement, customer perception and efficiency savings. A selection of the benefits are set out in the following paragraphs.

Performance improvement

- We have invested in and driven up performance within our call centre. In October 2005 we received over 34,500 calls, answering 95% of them with an average waiting time of 26 seconds. This compares with 25% and four minutes and 35 seconds two years ago; a dramatic improvement of which we are proud. Our new ATP system enabled us to take an additional 77,000

parking payments in the first year of operation without requiring additional staff resources.

- We have started a programme of Business Process Redesign and improvement to tackle areas of poor performance. We have carried out reviews of housing repairs, highways maintenance, personnel, occupational therapy and local taxation, and are now implementing action plans for all of these.
- We implemented our new solution for social care in July. This is integral to our performance programme for modern working methods and enhancing the quality and accuracy of management information..

Customer perception

- In July 2004 we opened our fourth (and final) Customer Services Centre. These cover major services such as housing, benefits and local taxation. In a recent Corporate Reception Points (including call centre) survey 88% of users reported that they were satisfied / very satisfied with the service.
- In January 2004 we launched our AAA website, supported by a full web content management system. Our site received the Clarion award and was the inaugural (site of the month) website nominated by GAWDS (Guild of Accessible Web Designers). In November 2005 we launched an improved website following consultation with the public, including improved navigation and a comprehensive 'Do it online' section.
- We continue to introduce new functionality to our website. We can now offer a range of online services including e-payments, e-planning, webcasting of council meetings and a catalogue of e-forms.

Efficiency savings

- Through e-procurement and through the business intelligence generated from our ERM solution, we have planned for efficiency savings of £2million over the next 2 years.
- Through process rationalisation and benefit realisation following implementation of corporate ERM, we have planned for efficiency savings of £1.05 million over the next 2 years.
- We have recently introduced e-payments to the website. This covers rents, council tax, NNDR and sundry debtors and is part of our overall debt management strategy.

Conclusion

This introduction has placed the Council's IEG 5 return within the context of the Council as an ambitious and improving authority. The remainder of the Return follows the format specified by government.

Section 1 - Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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.	Green 25/11/2005	Green 25/11/2005	Green 25/11/2005
	Comment: This requirement is being met for all London Boroughs by the London eAdmissions Project, to which Haringey is actively participating. There is no reason to think that this project will not be completed in time for the September 2006 admissions round. Currently, Admissions forms (in PDF format) can be downloaded from the web site and completed manually. PSO completed and signed off by sponsor 25/11/05.		
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 09/05/2005	Green 09/05/2005	Green 09/05/2005
	Comment: Haringey has published information on services to Looked After Children on its web site. PSO completed and signed off by sponsor 09/05/05		
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	Green 25/11/2005	Green 25/11/2005	Green 25/11/2005
	Comment: An admissions portal is now part of the London eAdmissions Project, to which Haringey is actively participating. There is no reason to think that this project will not be completed in time for the September 2006 admissions round. Haringey has a full range of schools related information on its website including the schools brochure and admissions procedure. Customer Services staff at one centre have been trained to assist parents/carers to find the information they require and other Customer Service Centres will follow. PSO completed and signed off by sponsor 25/11/05.		
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: London Connects will work in conjunction with the London and National eAdmissions project team to provide workshops for agreeing formats. However no action has been taken yet.		
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).	Green 25/05/2005	Green 25/05/2005	Green 25/05/2005
	Comment: The Haringey website includes an A-Z and comprehensive content about services, which conform to LGCL standards. PSO completed and signed off by sponsor 25/05/05		
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.	Green 09/09/2005	Green 09/09/2005	Green 09/09/2005
	Comment: CJIT encrypted email has been implemented in the Youth Offending Team. PSO completed and signed off by sponsor 09/09/05		
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 15/07/2005	Amber 15/07/2005	Green 31/01/2006
	Comment: We intend to implement ENCORE's CASWeb recommended solution, as facilitated via the Your London portal by London Connects		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R3, R4 & G2 above please comment on</p> <p>E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: London Connects is providing workshops for agreeing formats and the basis of a benchmarking club with the Community Information Working Group.</p>		
<p>R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.</p>	<p>Green 27/09/2005</p>	<p>Green 27/09/2005</p>	<p>Green 27/09/2005</p>
<p>Comment: During 2005 the existing meetings and agenda system has been upgraded and access to on-line material extended to cover all meetings. PSO completed and signed off by sponsor 27/09/05 .</p>			
<p>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.</p>	<p>Green 27/09/2005</p>	<p>Green 27/09/2005</p>	<p>Green 27/09/2005</p>
<p>Comment: Every Councillor has a detailed webpage with biographical and other information. A linked postcode/ward search is available on the website to allow easy online identification of Councillors from postcode information. PSO completed and signed off 27/09/05</p>			
<p>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.</p>	<p>Green 13/09/2005</p>	<p>Green 13/09/2005</p>	<p>Green 13/09/2005</p>
<p>Comment: E-forms for consultations are published on the Haringey website. The facility for citizens to receive email alerts on particular consultation topics is also provided using the council's 'Update me' online functionality. PSO completed and signed off by sponsor 13/09/05</p>			
<p>G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).</p>	<p>Green 18/10/2005</p>	<p>Green 18/10/2005</p>	<p>Green 18/10/2005</p>
<p>Comment: Broadcasts of live and pre-recorded material are an important part of communications with the Haringey community. Key council meetings are broadcast live and multimedia material about Haringey is also available on our website. PSO completed and signed off 18/10/05</p>			
<p>If already 'green' on R5, R6, G3 & G4 above please comment on</p> <p>E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: The Customer Service for London group has created a joint customer satisfaction questionnaire for one-stop shops and it is likely that some of these measures can be applied in the same way to e-participation.</p>		
<p>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).</p>	<p>Green 31/08/2005</p>	<p>Green 31/08/2005</p>	<p>Green 31/08/2005</p>
<p>Comment: Online public reporting is available on Haringey's AAA compliant website for environmental services including waste management and street scene, using e-forms. Highways processes and systems have now been modified to meet the detailed requirements specified by the IDeA and a plan is in place to extend this across the rest of Environmental Services. PSO completed and signed off by sponsor 31/08/05</p>			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R8 Online receipt and processing of planning and building control applications.	Green 08/12/2005	Green 08/12/2005	Green 08/12/2005
	Comment: We are currently linked to the Planning Portal with full processing of applications. PSO completed and signed off by sponsor 08/12/05		
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber 13/07/2005	Amber 13/07/2005	Green 31/01/2006
	Comment: Haringey is developing a solution to present property-related data via a GIS on its web-site.		
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Amber 01/06/2005	Amber 01/06/2005	Green 31/01/2006
	Comment: Haringey is working with the e-Trading Standards National Project and plans to use the products that the project produces to deliver this functionality		
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 01/06/2005	Amber 01/06/2005	Green 31/01/2006
	Comment: Haringey is working with the PARSOL National Project and will assess the products along with incumbent systems to deliver this functionality.		
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: Benchmarking of take-up is being handled by the Access Channels & Volumetrics Workstream of the esd-toolkit. Functionality has now been added and the current pilot is open to all. The Customer Service for London group has created a joint customer satisfaction questionnaire for one-stop shops and it is likely that some of these measures can be applied in the same way to e-participation. It is likely that some standards for efficiency savings will also be produced by this group.		
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green 05/12/2005	Green 05/12/2005	Green 05/12/2005
	Comment: Haringey's SAP improvement programme now enables orders to be sent electronically by both fax and email to 40% of our top 1000 suppliers. More than 50% of payments are now made electronically to these suppliers. Haringey receives invoices electronically through partnership working with utilities, temp agencies and office supplies partners. The next stage to this programme will be to fully automate the matching and payment cycle during 2006. PSO completed and signed off by sponsor 05/12/05		
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 01/07/2005	Amber 01/07/2005	Amber 01/07/2005
	Comment: Our cross functional Corporate Business Partnership Group is defining our vision and priorities for supporting local businesses and these will be incorporated into our customer strategy. In parallel, we are proactively involved in the Working with Businesses National Project. We will progress with the implementation of local business support through CRM and will be dependent on the National Standards Project for the delivery of recommendations and good practice relating to business identifiers.		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
G9 Regional co-operation on e-procurement between local councils.	Green 09/05/2005	Green 09/05/2005	Green 09/05/2005
	Comment: Haringey as part of the North London Strategic Alliance is working closely with other councils to identify opportunities to reduce costs by combining needs and negotiating jointly. A specific programme dealing with Agency staff is underway. PSO completed and signed off by sponsor 09/05/05		
If already 'green' on R9, G8 & G9 above please comment on	Comment: This activity is being taken forward by the Regional Centre of Excellence at the ALG.		
E5 Access to virtual e-procurement 'marketplace';			
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: The Council's Trade Local project is well regarded in its approach to SME's		
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).	Green 09/05/2005	Green 09/05/2005	Green 09/05/2005
	Comment: Electronic payment receipt through Haringey's telephone call centres is currently available (Council Tax, National Non Domestic Rates, Benefits Payment, Housing Rents, e-Planning). ATP is now available for parking payments. Online web payments are now also accepted with optional email receipt. PSO completed and signed off by sponsor 09/05/05		
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 15/07/2005	Green 30/12/2005	Green 30/12/2005
	Comment: Haringey is currently implementing the e-billing solution supported by the National Project for access to Council Tax, Business rate balances and billing. Due to the dependency on the availability of the impending Government Gateway "Open Gateway" solution, we plan to deliver this in two phases. The first phase will utilise a proprietary authentication solution to validate the Service with Haringey employees that are resident in the borough. The second will offer the service to all residents and businesses using the new Government gateway once this is established.		
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber 01/01/2005	Amber 01/01/2005	Green 31/01/2006
	Comment: E-Payment's will be performing a full analysis on completion of the introduction of the e-payments programme.		
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/03/2005	Amber 01/03/2005	Green 31/01/2006
	Comment: In 2005 the local taxation system will be capable of sending Bills out via email to those customers that request this method of receipt.		
If already 'green' on R10, R11, G10 & G11 above please comment on	Comment: London Connects to research the market for a joint procurement of SMS facilities and will publish timescales.		
E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment: London Connects provided a road map for smart card adoption in a London authority context in July 2005. London Connects is continuing to work with Transport for London and the National Smart Card Project in assisting boroughs implement a citizen focussed smart card project		
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment: Benchmarking of take-up is being handled by the Access Channels & Volumetrics Workstream of the esd-toolkit. Functionality has now been added and the current pilot is open to all. Later there are plans to add transaction costs.		
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 26/05/2005	Green 26/05/2005	Green 26/05/2005
	Comment: On-line library facilities, including renewals, reservations and catalogue searches are available via the Haringey Council website. PSO completed and signed off by sponsor 26/05/05		
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 01/07/2005	Green 31/12/2005	Green 31/12/2005
	Comment: Haringey's new sports and leisure system incorporates on-line booking functionality for sports and leisure facilities.		
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 01/12/2004	Amber 01/12/2004	Amber 01/12/2004
	Comment: We are evaluating our corporate position on smartcards and favour a pan-London or sub-regional solution, possibly based on TfL's oyster card. We are dependent on identifying a suitable pan-London or sub-regional solution to achieve the March deadline. It now appears that work on a pan-London system will not take place until 2006/7.		
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: Benchmarking of take-up is being handled by the Access Channels & Volumetrics Workstream of the esd-toolkit. Functionality has now been added and the current pilot is open to all. The Customer Service for London group has created a joint customer satisfaction questionnaire for one-stop shops and it is likely that some of these measures can be applied in the same way to library, sport and leisure services. It is likely that some standards for efficiency savings will also be produced by this group.		
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.	Green 25/05/2005	Green 25/05/2005	Green 25/05/2005
	Comment: Haringey provides an extensive on-line journey planner using deep links to sites such as 'London Journey Planner' and 'Disruptions to the Underground'. However, the council will continue to monitor and review the site. PSO completed and signed off by sponsor 20/05/05		
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.	Green 31/10/2005	Green 31/10/2005	Green 31/10/2005
	Comment: There are an estimated 20 traffic management consultations each year. E-consultations for traffic management are currently being met using e-forms and the results of each of these are published after the consultation feed-back has been analysed. PSO completed and signed off 31/10/05		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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.	Green 20/06/2005	Green 20/06/2005	Green 20/06/2005
	Comment: The "parking contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), is an ALG process. Haringey have an e-form for the initial challenge process. PSO completed and signed off by sponsor 20/06/05		
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Amber 15/07/2005	Amber 15/07/2005	Green 28/02/2006
	Comment: Haringey is developing a solution to present Streetworks information via a GIS on its web-site. If practical, we would also take part in the LondonConnects initiative currently being investigated, to deliver a London-wide solution based on input from London Boroughs.		
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: The Customer Service for London group has created a joint customer satisfaction questionnaire for one-stop shops and it is likely that some of these measures can be applied in the same way to transport services. It is likely that some standards for efficiency savings will also be produced by this group.		
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.	Green 01/06/2005	Green 01/06/2005	Green 01/06/2005
	Comment: One stop resolution of Housing and Council Tax benefit claims is available through the customer contact centres. A process review is currently under way with the objective of enhancing the capability and providing integration with the CRM system. PSO completed and signed off by sponsor 01/06/05		
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.	Green 25/08/2005	Green 25/08/2005	Green 25/08/2005
	Comment: An online benefits calculator is available via the Haringey website. Various Housing and Council Tax Benefit forms are available for downloading. PSO completed and signed off by sponsor 25/08/05.		
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 01/07/2005	Amber 01/07/2005	Green 01/03/2006
	Comment: In future, case workers will be able to visit Claimants homes to review and complete applications for Benefits. Products have been identified.		
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: Benchmarking of take-up is being handled by the Access Channels & Volumetrics Workstream of the esd-toolkit. Functionality has now been added and the current pilot is open to all		
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:		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 13/05/2005	Green 13/05/2005	Green 13/05/2005
	Comment: Comprehensive information on services available and how to apply for them is available on Haringey's web site. These pages are under constant review and enhancement. PSO completed and signed off by sponsor 13/05/05		
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 21/07/2005	Green 21/07/2005	Green 21/07/2005
	Comment: Mediated access out of hours is already available to emergency social workers via the emergency response team who access the new social care system, Framework-i. A second phase development of this system will support the introduction of remote web access. Completed and signed off by sponsor 21/07/05		
G16 Systems to support joined-up working on children at risk across multiple agencies.	Green 30/11/2005	Green 30/11/2005	Green 30/11/2005
	Comment: Haringey's approach to satisfying G16 is to encompass it within its overall strategy for improving the delivery of services to children and young people. This approach consists of agreeing Information Sharing Protocols relating to work with children and young people with our partner agencies, providing and developing an interactive Service Directory and implementing the Integrated Children's System (ICS). An overarching multi-agency Information Sharing Protocol was signed off in summer 2004 and we are currently exploring the need for service/situation specific information sharing protocols in relation to work carried out with children and young people. We hope to enhance this work on protocols with clear accompanying guidance and a multi-agency information sharing training programme. Work on our interactive Service Directory is ongoing. ICS is now part of our new social care application - Framework -I. PSO completed and signed off by sponsor 30/11/05		
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber 01/07/2005	Amber 01/07/2005	Green 01/03/2006
	Comment: The Council's project to upgrade the technical infrastructure and the implementation of the Framework I system for social care provides the foundations for mobile technology for field workers. A pilot for mobile working is planned for early 2006.		
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.	Green 15/04/2005	Green 15/04/2005	Green 15/04/2005
	Comment: All Members and office based staff can have email and internet access. Policies for usage have been established and are published as part of the employee folder and on the Council's intranet. PSO completed and signed off by sponsor 15/04/05		

Outcome And Transformation Area Description	Current Status	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.	Green 02/06/2005	Green 02/06/2005	Green 02/06/2005
	Comment: Personnel and technical policies are in place to support home/remote working for Council Members and staff. PSO completed and signed off by sponsor 02/06/05		
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.	Green 19/06/2005	Green 19/06/2005	Green 19/06/2005
	Comment: Laptops and home/remote working facilities are available to Council Members and staff where there is a demonstrable business need and benefit. These facilities are under constant review and are being upgraded as part of the Council's Technology Refresh programme. PSO completed and signed off by sponsor 19/06/05		
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 20/05/2005	Green 20/05/2005	Green 20/05/2005
	Comment: IT literacy is one of the basic competencies for Council employees and Members. Various training tools are available, including formal courses and desk based Computer Based Training (CBT). Measurement of IT literacy is based on the European Computer Driving Licence (ECDL). Haringey Council has its own ECDL test facility, accredited by the British Computer Society and the benefit of this qualification is being piloted by a group of employees. PSO completed and signed off by sponsor 20/05/05		
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: This forms part of the Council's accommodation strategy and Smart Working Model.		
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).	Green 06/12/2005	Green 06/12/2005	Green 06/12/2005
	Comment: The development of our customer service centre, our e-forms project and delivering BVPI 157 has satisfied this requirement. PSO completed and signed off by sponsor 6/12/05		
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 25/05/2005	Green 25/05/2005	Green 25/05/2005
	Comment: All web and intranet content is managed through a content management system. An organisation of publishers, reviewers and editors is in place and formal publishing procedures are followed to ensure that the quality and standards of the Council web site are maintained. PSO completed and signed off by sponsor 25/05/05		
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 15/07/2005	Amber 15/07/2005	Green 31/01/2006
	Comment: Haringey's Information Management strategy (including Electronic Documents Records management) is currently under development.		
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Green 25/05/2005	Green 25/05/2005	Green 25/05/2005
	Comment: Haringey exceeds this requirement and was one of the first Councils to gain AAA compliance. PSO completed and signed off by sponsor 25/05/05		

Outcome And Transformation Area Description	Current Status	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 11/01/2004	Amber 11/01/2004	Green 31/01/2006
	Comment: Compliance with e-GIF forms part of the IT strategy and standards.		
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.	Green 23/05/2005	Green 23/05/2005	Green 23/05/2005
	Comment: Web service standards are available on the Haringey website. These include monthly reports of current and target performance. PSO completed and signed off by sponsor 23/05/05		
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.	Green 12/05/2005	Green 12/05/2005	Green 12/05/2005
	Comment: The current website monitoring processes meets industry standards and include monthly reports with year on year tracking. PSO completed and signed off by sponsor 12/05/05		
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber 01/07/2005	Amber 01/07/2005	Green 31/01/2006
	Comment: The current monitoring processes will be extended to include all channels.		
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 25/05/2005	Green 25/05/2005	Green 25/05/2005
	Comment: Haringey has developed, and continually updates, its own standards for publishing material on the website. PSO completed and signed off by sponsor 25/05/05		
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: London Connects is providing workshops for agreeing formats and the basis of a benchmarking club.		
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 15/06/2003	Amber 15/06/2003	Amber 15/06/2003
	Comment: We have implemented a CRM system and have an ongoing programme of development to maintain and improve citizens' experience when dealing with the council. We do not plan to extend to all interactions at this stage as the business case does not support this, so have maintained the amber status across the March deadline.		
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Green 22/11/2005	Green 22/11/2005	Green 22/11/2005
	Comment: The Council's e-forms project includes the creation of unique reference numbers which will be stored and tracked in the CRM system. Email addresses on the website have also been replaced by a standard e-form. PSO completed and signed off by sponsor 22/11/05		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
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 01/04/2005	Amber 01/04/2005	Amber 01/04/2005
	Comment: The existing standards within Customer Services meet this requirement and will be deployed across the remainder of the Council. This will not be an automated solution and we rely on a policy mechanism.		
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 01/07/2005	Amber 01/07/2005	Amber 01/07/2005
	Comment: We have implemented a CRM system and have an ongoing programme of development to maintain and improve citizens' experience when dealing with the council. We do not plan to extend to all interactions at this stage as the business case does not support this, so have maintained the amber status across the March deadline.		
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 01/06/2005	Amber 01/06/2005	Green 31/01/2006
	Comment: For the immediate future, an e-forms solution is being developed, while a strategic solution is developed alongside other Corporate development priorities		
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: Benchmarking of take-up is being handled by the Access Channels & Volumetrics Workstream of the esd-toolkit. Functionality has now been added and the current pilot is open to all.		

Section 2 - Change Management (self-assessment)

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

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> 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 31/03/2002	Green 31/03/2002	Green 31/03/2002
	Comment: The Council's Member e-champion is Councillor Takki Sulaiman, Executive Member for Organisational Development & Performance and Chair of the e-government Advisory Committee. The Council's Officer e-champion is Justin Holliday, Assistant Chief Executive (Access).		
ii) e-government programme manager	Green 01/05/2004	Green 01/05/2004	Green 01/05/2004
	Comment: Our e-government programme manager is Justin Holiday (justin.holliday@haringey.gov.uk)		
iii) customer services management	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
	Comment: Head of Customer Services is Jane Waterhouse (jane.waterhouse@haringey.gov.uk). The Council manages a Call Centre and four Customer Service Centres.		
<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 (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1) 	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
	Comment: The Council's workforce development programme includes competency development within its 360 degree Leadership Programme		
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 01/09/2003	Green 01/09/2003	Green 01/09/2003
	Comment: Haringey has established a Programme Board, chaired by the Chief Executive, that oversees all e-programmes, management processes and ICT architecture strategy		
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003
	Comment: Haringey has developed and is using a Project Management Framework, which is based on PRINCE 2.		
<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
	Comment: A Risk Register has been developed that includes e-government issues. This informs the work of our Internal Audit Division, and is being firmly embedded in the Council's business planning and monitoring arrangements.		

Change Management Area	Current Status	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 	Green 31/03/2003	Green 31/03/2003	Green 31/03/2003
<p>Comment:As part of the Council's annual residents and telephone surveys we have researched the local availability of internet access and residents preferred methods for accessing services. Consultation examples include surveys by Customer Services, and community user labs to inform design of the website.</p>			
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
<p>Comment:Haringey's Community Strategy 2003 - 2007 (http://www.haringey.gov.uk/data/YC/communityStrategy.asp) seeks to address Social Inclusion issues, working together with local communities and other parties.</p>			
<ul style="list-style-type: none"> Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialexclusion.gov.uk/page.asp?id=583) 	Amber 01/01/2004	Amber 01/01/2004	Amber 01/01/2004
<p>Comment:The Council is committed to helping the needs of disadvantaged groups through various ways. Examples include our website, which is specifically designed to be accessible to people who are visually impaired, and a scheme we have recently introduced with a local recycling company to offer free reconditioned council PCs to local community groups.</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), including information sharing and data quality audit procedures 	Green 23/04/2004	Green 23/04/2004	Green 23/04/2004
<p>Comment:Our Information Management Stream Board, chaired by the Officer e-champion, provides the lead on corporate governance of information assets and information legislation, including information sharing and data quality audit procedures.</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 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
<p>Comment:An Information Sharing Protocol framework covering both generic and specific examples of sharing data was agreed in March 2004. Multi-agency work groups have now been set up including NHS, Mental Health Trust, Metropolitan Police and other agencies. Completion of this work relies on agreement with other partners, hence amber status at March 2006. Our Information Sharing Officer is Stephen Cornell (stephen.cornell@haringey.gov.uk)</p>			
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Red 31/03/2004	Red 31/03/2004	Amber 31/03/2006
<p>Comment:Haringey's Economic Regeneration service will be working with broadband suppliers to develop a long term ICT development strategy for the new Haringey City Growth Strategy pilot area to encourage businesses to adopt ICT/broadband technologies, potentially including bulk purchase of broadband rental, low cost loans and other initiatives. We are also working with ADIT and LGFL.</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) 	Red 01/12/2005	Red 01/12/2005	Amber 01/01/2006
<p>Comment:Haringey will be exploring engagement with intermediaries once the Web portal and integration to our CRM has been established</p>			






Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Green 09/12/2004	Green 09/12/2004	Green 09/12/2004
	Comment: Haringey IT Services has received BS7799 certification for information security management.		
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Green 01/12/2005	Green 01/12/2005	Green 01/12/2005
	Comment: The overall programme is managed through a benefit realisation process.This is a (relatively) new approach for the Council and is undermined by the ODPM approach to PSO's and BVPI 157.		
<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) 	Green 15/10/2005	Green 15/10/2005	Green 15/10/2005
	Comment: Haringey has participated in the national project to agree consensus on mapping of LGSL transactions against approved security levels (0-3).		
<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) 	Green 01/12/2005	Green 01/12/2005	Green 01/12/2005
	Comment: Haringey is adopting HMG Standards and building them into existing IT security policies and guidelines.		
<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 01/12/2005	Amber 01/12/2005	Green 01/01/2006
	Comment: Tscheme approval process will be built in to our e-business transaction strategy.		
<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 			
	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
v) registration & authentication of employees for internal and cross-agency services	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
vi) corporate approach to collection of e-payments	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
vii) cross agency secure transactions (Government to Government)	Green 01/04/2005	Green 01/04/2005	Green 01/04/2005
	Comment: Incoming tax forms from the Inland Revenue, and e-filing of year-end tax returns have been processed via the Government Gateway since April 2005.		
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
● Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Red 01/04/2005	Red 01/04/2005	Red 01/04/2005
	Comment: Haringey has subscribed as a member of the Government Connect programme, and is awaiting further guidance prior to likely adoption in 2006.		
● Enable Directgov (see www.direct.gov.uk) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see http://www.localegov.gov.uk/localdirectgov/ieg5)	Amber 15/12/2005	Amber 15/12/2005	Green 31/03/2006
	Comment: Haringey will be providing requested information to enable Local Directgov to deep link through to service pages.		
● Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)	Green 01/05/2004	Green 01/05/2004	Green 01/05/2004
	Comment: Connection to Directgov established.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Introduction of Digital Interactive TV services (see http://www.digitv.org.uk) 	Red 01/04/2006	Red 01/04/2006	Red 01/04/2006
	Comment: Haringey is monitoring developments in digital community tv but has no current plans for introducing a service.		
<ul style="list-style-type: none"> Establishment of dedicated telephone contact centre(s) services 	Green 30/10/2001	Green 30/10/2001	Green 30/10/2001
	Comment: Haringey introduced a dedicated telephone contact centre in October 2001, using a CRM to record requests for services.		
<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 01/01/2005	Green 01/01/2005	Green 01/01/2005
	Comment: Haringey's Information Stream Board have put procedures in place for responding to requests from individuals.		
<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 01/09/2004	Green 01/09/2004	Green 01/09/2004
	Comment: Haringey's data set has been deemed one of the best in audit health checks, which is important as both metropolitan police and London Ambulance Service use the data.		
<ul style="list-style-type: none"> Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems 	Amber 01/11/2005	Amber 01/11/2005	Amber 01/11/2005
	Comment: Haringey are in the process of linking the LLPG to our CRM. Project due to be completed early 2006/7.		
<ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Green 01/09/2004	Green 01/09/2004	Green 01/09/2004
	Comment: Haringey is one of a small number of London boroughs to date to have achieved NLIS Level 3 connection.		
<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 02/01/2004	Green 02/01/2004	Green 02/01/2004
	Comment: The "Directory of services for children, young people and their families in Haringey" is a multi-agency publication, including services provided by the voluntary sector and is published on Haringey's web site.		

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 IEG4.5 % e-enabled position at 31 December 2005	Actual				Forecast
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: ● Total types of interaction e-enabled ● % e-enabled	99 %	● 95 ● 16.87 %	● 119 ● 21.14 %	● 145 ● 25.75 %	● 408 ● 72.47 %	● 563 ● 100.00 %
Collecting revenue: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 3 ● 42.86 %	● 3 ● 42.86 %	● 5 ● 71.43 %	● 6 ● 85.71 %	● 7 ● 100.00 %
Providing benefits & grants: ● Total types of interaction e-enabled ● % e-enabled	96 %	● 1 ● 50.00 %	● 1 ● 50.00 %	● 1 ● 50.00 %	● 2 ● 100.00 %	● 2 ● 100.00 %
Consultation: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 1 ● 14.29 %	● 1 ● 14.29 %	● 1 ● 14.29 %	● 6 ● 85.71 %	● 7 ● 100.00 %
Regulation (such as issuing licenses): ● Total types of interaction e-enabled ● % e-enabled	94 %	● 0 ●	● 0 ●	● 0 ●	● 0 ●	● 0 ●
Applications for services: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 48 ● 25.13 %	● 50 ● 26.18 %	● 57 ● 29.84 %	● 133 ● 69.63 %	● 191 ● 100.00 %
Booking venues, resources & courses: ● Total types of interaction e-enabled ● % e-enabled	93 %	● 11 ● 91.67 %	● 11 ● 91.67 %	● 11 ● 91.67 %	● 12 ● 100.00 %	● 12 ● 100.00 %
Paying for goods & services: ● Total types of interaction e-enabled ● % e-enabled	95 %	● 3 ● 17.65 %	● 4 ● 23.53 %	● 4 ● 23.53 %	● 15 ● 88.24 %	● 17 ● 100.00 %
Providing access to community, professional or business networks: ● Total types of interaction e-enabled ● % e-enabled	97 %	● 4 ● 2.35 %	● 4 ● 2.35 %	● 7 ● 4.12 %	● 118 ● 69.41 %	● 170 ● 100.00 %
Procurement: ● Total types of interaction e-enabled ● % e-enabled	95 %	● 0 ● 0.00 %	● 1 ● 100.00 %	● 1 ● 100.00 %	● 1 ● 100.00 %	● 1 ● 100.00 %
Total: ● Total types of interaction e-enabled ● % e-enabled	98 %	● 166 ● 17.11 %	● 194 ● 20.00 %	● 232 ● 23.92 %	● 701 ● 72.27 %	● 970 ● 100.00 %

Section 4 - Access Channel Take-Up

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

E-enablement & Main E-Access Channel Take-Up	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	2,241,000	10,918,000	13,102,000	15,722,000	18,866,000
• Unique users, i.e. separate individuals visiting website (annual)	162,000	336,000	403,000	484,000	581,000
• Number of e-enabled payment transactions accepted via website	0	300	2,000	4,000	8,000
• Number of change of address notifications accepted via website	3,200	3,300	13,600	18,800	24,000
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	35	70	140
	<p>Comment: Page impressions and unique visitor user sessions taken from website analysis tool data. Major rebuild of website in early 2004 with accompanying security infrastructure has more than doubled visitor figures. Introduction of e-payments, e-forms and other e-govt initiatives expected to result in 20% annual visitor growth Web e-payment facilities introduced December 2004, with all e-payment types online by May 2005. 100% growth pa expected. Currently change of address on website limited to Electoral Register. Generic website change of address facility to be introduced in 2005.</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	40,900	90,900	100,000	110,000	120,000
• Number of change of address notifications accepted via telephone	11,600	15,000	17,000	20,000	22,000
	<p>Comment: Increase of payments via telephone from 2004, due to introduction of ATP facilities. ATP payments have shown strong growth since introduced for parking services. This is expected to continue as other ATP services are added. Change of address via telephone expected to grow slowly due to availability of alternative channels from 2005.</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		
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
• Number of e-enabled payment transactions accepted via personal contact	1,059,100	1,061,670	1,082,100	1,108,400	1,146,700
• Number of change of address notifications accepted via personal contact	0	0	0	0	0
	Comment: General reduction of face to face e-payments as web based payment facilities and ATP are introduced. Processes for collection of Face to face Change of address notifications have yet to be developed.				
Other Electronic Media (e.g. BACS, text messaging)					
• Number of e-enabled payment transactions accepted via BACS	364,000	382,000	401,000	421,000	442,000
• Number of e-enabled payment transactions accepted via text message or other electronic form	0	0	0	0	0
• Number of change of address notifications accepted via other electronic media	0	0	0	0	0
	Comment: e-payments anticipated to increase 5% per year due to marketing campaign and introduction of online payments. Plans to offer change of address via text messaging or other electronic media depend on authentication issues being addressed.				
Non Electronic (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	98,600	72,600	67,600	62,900	58,600
• Number of change of address notifications accepted via non-electronic form	121,000	174,500	170,000	165,000	160,000
	Comment: Payments by cheque etc expected to fall as customers switch to e-payment options. Data for payments includes cheques in post and handittills. Cashiers payments received are included in Face to face section. Change of address notifications via post likely to fall as website facility is introduced.				

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	0	0	0	0	0
	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: IEG funds have been used to date to support the following initiatives: CRM upgrades Implementation of e-ordering system within our SAP application e-payments Libraries online catalogue Website development including content management system Introduction of innovative Wardens mobile working solution from Partnership Programme grant.				
• 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	4,358,000	3,659,000	4,412,000	2,500,000	2,000,000
	Comment: Capital programme agreed in July 2003 focusses on mobile working, web content management, e-payments, system integration with CRM, data management, BPR and programme management.				
• other resources (e.g. training) (please specify)	70,000	77,000	85,000	90,000	95,000
	Comment: New internal training programme effective from 2003/4. It is planned to offer e-learning alternatives to traditional methods from 2004/5 (Future cost estimates based on expected take-up).				
• 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	47,500	0	0	0	0
	Comment:				
TOTAL	5,000,500	4,086,000	4,647,000	2,590,000	2,095,000

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	68,000	68,000	45,000	45,000	45,000	45,000	0	0
	Comment:							
• e-payments	15,000	15,000	60,000	60,000	75,000	75,000	0	0
	Comment:							
• corporate services efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
e-Procurement, of which:								
• Service specific	45,000	45,000	30,000	30,000	30,000	30,000	0	0
	Comment:							
• Cross-cutting e-procurement efficiencies not covered above	172,000	172,000	178,000	178,000	128,000	128,000	0	0
	Comment:							
Productive time, of which:								
• Service specific	0	0	0	0	0	0	0	0
	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								
• Cross-cutting productive time efficiencies not covered above	0	0	13,000	13,000	0	0	0	0
	Comment:							
Transactions	113,000	113,000	110,000	110,000	119,000	119,000	0	0
	Comment:							
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
	Comment:							
TOTAL EFFICIENCY GAINS - GROSS	413,000	413,000	436,000	436,000	397,000	397,000	0	0
LESS e-government implementation expenditure	4,086,000		4,647,000		2,590,000		2,095,000	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	-3,673,000		-4,211,000		-2,193,000		-2,095,000	