

**STAFFORDSHIRE CONNECTS JOINT COMMITTEE**

**Friday 17 December 2010**

**Review of Partnership Work Plan**

**1. PURPOSE OF REPORT**

- 1.1. To discuss how to take forward the actions approved by the Committee at its last meeting. This is done under the subject headings in 1.2 to 1.5 below
- 1.2. To provide more details of the possible linkages between a revised Partnership Work Plan and the work of the Staffordshire Leaders and Chief Executives Group on increased collaboration between councils. The Group has indentified eight Workstreams with named Chief Executive leads and these were reviewed at meetings of the Group on 21 October 2010 and 10 November 2010.
- 1.3. To examine how the governance mechanisms of Staffordshire Connects Partnership can relate to the Leaders and Chief Executives Group with respect to areas of overlap between the Partnership Work Plan and projects emerging from the eight Workstreams of the Leaders and Chief Executives Group.
- 1.4. To discuss potential resource constraints if the Partnership has to handle an increase in the number of active projects in the Work Plan.
- 1.5. To initiate an early stage examination of overall programme and individual project management issues that may emerge as project activity is scaled up.
- 1.6. Please note that a scheduled meeting of the Strategic Advisory Board to discuss the recommendations below had to be cancelled due to adverse weather conditions.

**2. RECOMMENDATIONS**

- 2.1. To approve the suggested revisions to the Staffordshire Connects Work Plan summarised in Section 4 below.
- 2.2. To approve a supplier role for Staffordshire Connects in the Staffordshire One Place Project this is taking forward Workstream 2 of the Leaders and Chief Executives, namely Integrated Services for Customers.
- 2.3. To approve the proposals on governance mechanisms.
- 2.4. To approve the proposal on funding, namely a further call on reserves of £85k with delegation to be given to the Director or to SAB to use the funds as a contingency where resources from external sources cannot be employed via bids sponsored by the Chief Executives Group.
- 2.5. To approve the proposed role for the Strategic Advisory Board in managing an increased number of Work Plan projects as a result of engagement with projects approve by the County Chief Executives Group.
- 2.6. To approve the proposed role for Staffordshire Connects in facilitating the implementation of an information and communications platform for collaborative working.

- 2.7. To note the progress in taking forward the actions agreed at the last Joint Committee meeting and to note where further work is required, especially on project prioritisation and on more thorough business cases for individual projects.

### **3. BACKGROUND**

- 3.1. At its last meeting the Committee asked for initial views about a revised Work Plan and this has been done to take into account the outcome of the Leaders and Chief Executives meeting of 21 October 2010 and the Chief Executives meeting on 10 November, which reviewed scoping exercises submitted by Chief Executive theme leads in eight different Workstream areas.
- 3.2. Leaders and Chief Executives, on 21 October and 10 November, agreed that Staffordshire Connects should support Workstreams 2 and 3 of their initiative, namely Integrated Services – development/building control; environmental health; trading standards; and revenues and benefits – and Customer Access.
- 3.3. Certain Workstream areas are being supported by RIEP funding bids. These bids are for Integrated Services (Staffordshire One Place/Workstream for Integrated Services); Property Rationalisation and Facilities Management; and Procurement. The Integrated Services Workstream has, as a result of a ‘green light’ indication from the RIEP, designated a Project Chairman, Project Manager and named officers from the two District lead stakeholders (Lichfield and South Staffordshire) to assist the project. Staffordshire Connects has been asked to take on a project supplier function.
- 3.4. The role of Staffordshire Connects to facilitate a more general information and communications hub for joint partner working in Staffordshire relates to the Leaders and Chief Executives initiative in two respects.
- 3.5. The Workstream area for Integrated Services has already produced an outline, high level method of operating which envisages shared intelligence gathering and this will need, to be effective, a shared work platform for partners. Depending on value for money considerations and on partner appetite, the Workstream leaders envisage a spectrum of solutions for services that continue to be delivered by Partners (and are not outsourced). The spectrum ranges from co-operative working via forums and peer support at the ‘no integration end’ to full service integration, with a variety of intermediate possibilities. All these would require a collaborative working and information sharing platform.
- 3.6. The Lichfield One Place project (part of Staffordshire One Place) is ready to commit to a product to be developed by Futuregov consultancy, with NESTA funding, to build a ‘light touch’ web-based solution to encourage collaborative working by different public sector agencies in the field of family protection. This product could be further developed for other collaborative working and a proposal to do so has been submitted by Futuregov to Chief Executives. If this is accepted, Staffordshire Connects could play a part in taking the project forward with the contractor.

### **4. DETAIL**

**Revising the work plan in order to deliver projects arising from the Customer Access and Integrated Services Workstreams of the Leaders and Chief Executives Group initiative (See Appendix A and Appendix B for more details).**

### **Customer Access (Workstream 3)**

- 4.1. The Partnership should retain the following projects: Customer Knowledge, CRM Team elements (subject of a separate report), Telephony and Mobile Working. This is justified on the grounds that all of these will be highly relevant to the Customer Access Workstream. Further recommendations for projects should emerge from additional work by the Strategic Advisory Board.

### **Integrated Services for Customers (Workstream 2)**

- 4.2. The Partnership should retain the existing Shared Services work areas but also link to Workstream 8 for Support Services (legal, financial, procurement). Discussions are required with both Workstream leads (Lichfield/South Staffordshire and Cannock respectively). In addition it should be noted that South Staffordshire is also leading on a procurement initiative for the Chief Executives Group). The Connects Public Protection project should be retained because of its direct link to Workstream 8. Further projects should also emerge from Workstream 2.
- 4.3. Committee approval is required for the approach from the Chief Executives of the lead stakeholders for Workstream 2 (Lichfield and South Staffordshire District Councils) for Staffordshire Connects to act as supplier for the initial project of this Workstream, Staffordshire One Place. The role is seen as one of delivering systems infrastructure and ensuring that the project is connected with our own Work Plan - notably Public Protection.

### **Existing Work Plan projects not in Staffordshire One Place but recommended to continue.**

- 4.4. Adult Social Care and Health; Life Events; e payments. These are all projects that relate directly to planned changes to mainstream council services (Staffordshire Cares and a new e payments system) or are widely supported by partners due to service improvements brought for the customer (Life Events).

### **Work Plan areas to be considered for discontinuation**

- 4.5. Streetscene; this is now a separate Workstream for the Chief Executives and Leaders Group and an independent Connects role would conflict with that. Naturally, Connects can assist if required.

### **Work Plan areas to retain pending Partner feedback**

- 4.6. Better Regulation; Business Matters. These have been delayed for various extraneous reasons and have not therefore translated into 'live' projects. It is suggested that a continuing watching brief by designated lead Partners is kept on them before bringing any new recommendation to the Committee.

### **Governance Issues**

- 4.7. With respect to County Chief Executives sponsored projects also taken up by Staffordshire Connects, a twin track reporting and approval process would have to be run, at least for now, subject to Committee approval. An alignment of SAB members with Connects project responsibilities (as a Project Executive) with their Chief Executive's responsibility as lead stakeholder partner for a Workstream would clearly help. This will be taken up, subject to Committee approval. SAB Project Executives would continue to report into the Committee

and seek approvals as necessary for their designated projects. They would, in areas of overlap, also report to the Chief Executive of the lead stakeholder council, who in turn would report in to the Leaders and Chief Executives Group.

- 4.8. If the Committee is content to align its approval for projects entering the pipeline of the Connects Work Plan with corresponding decisions taken by the Leaders and Chief Executives Group, then a twin track reporting system should work. In the longer term, If Staffordshire Connects clearly emerges as the vehicle for a county-wide transformation programme, then the relationship between the Group and the Committee could be re-examined.

### **Funding issues**

- 4.9. Not all Leaders and Chief Executives Workstream areas have identified funding to take forward early stage project work. This is especially true of Customer Access. Thought should be given to another call on Staffordshire Connects reserves, as a flexible solution where new projects need to commence quickly. The call could be a contingency one, depending on the availability of RIEP funding or internal project managers and whether some of the foregoing is eventually allocated to Customer Access. A figure similar to the last approved call of £85k could be considered. Powers of delegation to draw on the funding could be given to either SAB or to the Director. The forecast reserve position by March 2011, allowing for the call on reserves of £86,700 sanctioned by the Committee at its last meeting, is £232,290. If this additional call is approved as well as the request for £17,500 for CRM purposes, the March 2011 forecast balance would be £129,700.

### **Management issues**

- 4.10. As the number of projects increases within a multi-partner transformation programme, then a tier of senior management beneath Chief Executive level in partner organisations will need to increase its level of operational as opposed to strategic involvement. SAB is probably the most appropriate body to take on this role. Given the time constraints on senior officers the SAB role could be restricted to overall transformation programme management and some project board involvement. Even this would require monthly meetings.
- 4.11. Below SAB officer level, county-wide transformation projects will need to be overseen and co-ordinated on a more frequent basis than monthly – perhaps weekly. Officers below Director level in Partners will be required for the role.
- 4.12. Beyond the two tiers of management, there will be a requirement for project managers that, after March 2011, cannot be externally funded by the RIEP. The pooling of officer resource in Partner organisations, targeted at those with greatest project management skills, would definitely help. If such officers had some availability as part of a ‘virtual’ system for assisting a wider transformation programme that requires multi-partner working, then all partners could benefit.
- 4.13. Above this system, a body with elected member involvement needs to oversee the process and give approval at key stages. In particular it needs to authorise the entry into the pipeline of potential projects which are then developed by managers, as well as to decide when the business case for projects is failing to be achieved and so projects should be withdrawn or fundamentally redesigned. Within Staffordshire Connects this role is undertaken by the Joint Committee. For the Workstreams discussed above this role is undertaken by Leaders and Chief Executives.

- 4.14. A diagrammatic summary appears in Appendix C. This approach is shown for a typical council transformation programme, mirrored for multi-partner working, showing the role of SAB in the latter.

#### **Information and communications platform for collaborative working**

- 4.15. With respect to an Information and Communications platform, it would be helpful if Staffordshire Connects is involved in decisions about developing any platform which has multi-partner applicability. This is true, whatever supplier is chosen for the system. As discussed above, an approach has been made to Chief Executives by Futuregov who are also developing a product (fully funded by NESTA) for a specific project in Lichfield based on family protection. However Connects could work with any supplier chosen by the Chief Executives.

#### **Next steps**

- 4.16. The Strategic Advisory Board should agree how to take forward any enhanced role agreed by the Committee and communicate this to Chief Executives.
- 4.17. Between December and the next scheduled Committee meeting in March 2011, the County Chief Executives Group may develop more projects from its Workstreams and make corresponding requests for engagement to Staffordshire Connects. It is also likely to discuss a collaborative management structure for county-wide transformation projects broadly on the lines of that described above.

#### **Actions agreed at the last meeting**

- 4.18. The previous Joint Committee meeting wished further work on project prioritisation and business cases be carried out than hitherto. Details of how this will be done are still under discussion and will be supplied to the next meeting of the Committee.
- 4.19. Where the Leaders and Chief Executives Group has agreed to start up a project that will commence before the next Committee meeting, it is suggested that Connects accepts the prioritisation inherent in such a decision for our own Partnership purposes and also relies on the business cases developed.
- 4.20. Future proposals to the Committee on methods for setting priorities and constructing business cases will be designed to harmonise with the Leaders and Chief Executives equivalents.

### **5. CONCLUSIONS**

- 5.1. The use of Staffordshire Connects to help deliver the Staffordshire Leaders and Chief Executives Workstreams significantly raises the profile of the Partnership and its value to Partners. High level buy-in to Connects projects will be secured and better alignment between projects and core partner corporate objectives may be achieved. Engagement with other public sector bodies will become easier. Resources to manage projects, whether from RIEP funds (in the short term) or directly from partners, should become more readily available.
- 5.2. Most existing Work Plan projects should be retained either because they align with Staffordshire One Place or they retain importance in their own right.

- 5.3. Streetscene is being taken up by the Leaders and Chief Executives but a role for Staffordshire Connects has not yet been identified.
- 5.4. Other potential projects such as Business Matters and Better Regulation need to be retained but kept under review.
- 5.5. The development of a multi-partner information and communications web platform beyond an off-the-shelf product such as Microsoft Project (in use by the CRM Team) should be added to the Work Plan if Chief Executives agree to progress it.
- 5.6. Further work is required on a project prioritisation methodology and earlier development of business cases. This would assist the Committee in its role of approving a pipeline of projects.

Report author: Andrew Street,  
Partnership Director

## APPENDIX A

### Overlap between Staffordshire Connects Work Plan and Staffordshire One Place

No	Workstreams via Leaders and Chief Executives Group	Lead Officers and Leaders	Staffordshire Connects current work plan –related areas	Connects Officer lead	Comment
1	Youth/sport/leisure/ public health	Nick Bell (SCC) Ian Thompson (SBC)	None	N/a	N/a
2	Integrated services for customers: Development Control Environmental Health Trading Standards Building Control Revenues and Benefits	Steve Winterflood, Nina Dawes, Cllr Michael Heenan (SBC)	<p><b>Shared Services and Systems</b>  <b>Best practice</b> :Research partner experience and disseminate on:</p> <ul style="list-style-type: none"> <li>▪ Legal advice</li> <li>▪ Service Level Agreements</li> <li>▪ Business Improvement methodology</li> <li>▪ Working with other partners</li> </ul> <p>Experience of using external agents  <b>Identification of progress and opportunities on shared services/systems</b>  Quarterly updating of partner progress on shared services  Facilitate shared approaches to updating/use of ICT systems including training and support  Enable discussions between partners aspiring to collaborate on specific activities.</p>	Lead: SBC	<p>£275k RIEP bid by Chief Executives titled Staffordshire One Place.</p> <p>Use of Connects Reserves for a Project Manager sanctioned by Joint Committee. Not yet utilised.</p> <p><b><i>Involvement of Lichfield DC and South Staffordshire DC needs more explicit recognition within Staffordshire Connects Work Plan</i></b></p>
			<p><b>Public Protection</b>  New ways of working with regard joint access to partnership CRM system to facilitate 2-tier working (Trading Standards/Environmental Health).</p>	Lead: LDC, ESBC and SCC	Public Protection Project recognised by Chief Executives as contributing to Workstream 2
3	Customer Access: Internet Telephony Contact Hubs	Nick Bell(SCC), Andrew Street (SCP), Cllr Brian Edwards(SSDC)	<p><b>Customer Knowledge</b>: Bringing together the many sources of customer insight and information to influence targets, service design and delivery and achieve enhanced community outcomes.</p> <p><b>Customer profiling</b> (e.g. Mosaic, Acorn)</p>	SOTCC (insight), TBC (overall project), SCC and NBC	<p>SCP project activity relatively narrowly defined in its present state: Customer Insight, Awareness raising, procurement of Customer Insight data and tools.</p> <p>More project activity to emerge but</p>

			<p><b>Customer Engagement</b> Consultation both statutory e.g. the Place Survey and specific pieces of work e.g. LDF's</p> <p><b>Partnership Sharing</b> Understanding what data is held by partners e.g. police and how this can be shared for mutual benefit</p> <p><b>Customer Feedback</b> Complaints, satisfaction with services, surveys undertaken at the point of service delivery, NI14 data</p> <p><b>Customer Records</b> Information held within systems such as the CRM and e-payments that give customer preferences and history. Also thinking across where we collate data e.g. Community Safety partnerships, Sports Partnership</p> <p><b>GIS</b> Linking the data to our spatial knowledge, being post-code based</p> <p><b>Equalities</b> What does our work in communities tell us about areas of specific need e.g. around disability</p> <p><b>Digital Inclusion</b> Understanding Beacon work and how that may be taken forward.</p>		<p>will require funding. Some Connects reserves committed already but scale of overall funding required will exceed Connects reserves.</p> <p><b><i>Tamworth currently Chair Project Board but other Partners need to take more active leadership role. Tamworth's position complicated by their notice of resignation.</i></b></p>
			<p><b>Best Practice on Customer Services</b></p> <p>Connects Customer First Group working on best practice relating to a range of issues. This will include:</p> <p>Customer Access</p> <ul style="list-style-type: none"> <li>▪ Customer Satisfaction (data collection)</li> </ul> <p>Customer Services Training.</p>	Lead: SMDC	Technical Manager to review this work area and membership of CCFG

			<b>CRM Development Vision</b> Review needed of current arrangements and protocols for support and development of the CRM, learning from the experience of the recent upgrade Strategic direction needed for development of CRM looking at supplier development path, benchmarking with others, outcomes expected from system, future risks.	Lead: To be identified	Resourced internally and funded by partners.  Technical Manager to advise on implications of CRM replacement when a course of action approved by partners.(Paper to December Joint Committee)
			<b>Telephony</b> Examine the potential for joint working relating to a replacement for the MacFarlane telephony system	No lead	No designated lead but in effect lead is SCC and procurement underway. Great potential to enhance Customer Access with new system

### Notes to Table

Following projects not included above:

**Business Matters (Lead: Lichfield DC):** suggest retain and await more from Govt on new Business Link model when RDAs abolished.

**Better Regulation (Leads: SCC and Lichfield DC):** suggest decision whether to retain awaits update from Lichfield DC

**Adult Social Care and Health (Leads: East Staffordshire BC and SCC):** active project to be retained, £100k RIEP funding secured, SCC supply project executive and project manager: Latter needs to get more actively involved in Project Board now funding secured.

**Life Events (Lead: South Staffordshire DC):** active project to be retained, £35k RIEP funding bid, SSDC supply project executive and project manager to be resourced from reserves (£36,400).

## **APPENDIX B**

### **Summary of Staffordshire One Place Scoping Papers**

#### **Projects area 1 Youth/sport/leisure/public health**

*Led by:* Chief Leisure Officers/SASSOT/County Council (Working Group)

*Implementation to also involve:*

Sport Across Staffordshire and Stoke on Trent

SLCOF (Staffordshire Chief Leisure and Cultural Officers forum) County Council, Education, Culture and Libraries, Children young people and families

*What is included:* a Staffordshire & Stoke on Trent offer for young people aged 5-19 (21 for the disabled) looking at quality provision based on a range of outcomes, that are around what children and young people can expect, and are entitled to have tried, experienced or had an opportunity to participate, watch or visit. Sport and Culture.

*How delivered:* Schools will be at the centre of making the offer happen as the school is the hub of the community, working together with other schools, feeder to the secondary schools and specialist sports, college etc. This will also link into community groups, governing bodies, voluntary sector. Also links to college and university.

*Timescales:* Development of Local Delivery Plans – Jan – March 2011, Launch - April 2011

#### **Projects area 2 Integrated Services for Customer.**

*Led by:* Districts and County

*Implementation to also involve:* The Observatory (early stage), Staffordshire Connects (throughout), project manager (first 6 months).

*What is included:* explore the potential for shared/collaborative working across Districts and with the County in Development Control, Environmental Health, Trading Standards, Building Control, Revenue and Benefits.

*How delivered:* Collaborative working by councils leading to shared services to be included in their transformation programmes. There is some collaborative working in place, but this project has the potential to achieve a step change. Initial prioritisation through Staffordshire Spectrum criteria.



*Timescales:* Drawing up a PID which would include a brief for a project manager to support the leads end of October [assumed September start?]. 6 months project management 3 days per week + CIPFA Toolkit  
Forming a Programme Board to direct the work streams - November  
Overall, 3-4 Years but will include some early achievements

### **Projects area 3 Customer Access**

*Led by:* County and Districts, individually and through Staffordshire Connects.

*Implementation to also involve:* increasing involvement of Fire and Rescue, Health, Police. Project management resource must be identified at early stage.

*What is included:* telephony (including mobile devices), contact hubs (define as face-to face), internet, correspondence.

*How delivered:* Collaborative working by councils and other public sector linked to transformation programmes and other scoping areas such as asset rationalisation.

*Solutions geared to:* Total Place and to shared services between councils, Improved customer access in a commissioning environment, Scope to review (for longer term) branding of 'bundled' public sector service access, Scheduled replacement of assets (besides property rationalisation and refurbishment): telephony and call centre systems, new generation broadband (public sector network), websites, hardware (options for hosted solutions?) and bespoke software systems underpinning services, new common CRM system to replace Oracle LG45 (which can be integrated with existing services' software).

*Timescales:* Timescales will depend on the business case and appetite for change in each of the partners. Major changes in partners' operations could be implied in some areas. Close links with other workstreams: especially integrated services for customers, integrated management and asset rationalisation are implied and must feed into business cases. However, early adoption of some services by clusters of partners could be identified. Depending on project management resources, business cases can be achievable within 3 months (from November). Business cases for early adoption would be available faster.

### **Projects area 4 Integrated Management**

*Led by:* Initially County and one or more Districts as a pilot and resourced via officer time.

*Implementation to also involve:* Other districts, PCT's, police and fire service as appropriate after appraisal of pilot process.



*What is included:* legal, financial, procurement.

*How delivered:* pilots as above then wider collaborative working. Possible links to asset rationalisation.

*Timescales:* will depend on local circumstances but pilot could in be in place April 2011.

### **Projects area 5 Asset Management**

*Led by:* Staffordshire County Council (Assert Mapping project), project board named. Staffordshire County Council (Efficiencies from Facilities Management project) with wider leadership from Facilities Management Group, Project sponsor: Andy O'Brien (East Staffs BC).

*Implementation to also involve:*

Asset mapping: Stoke on Trent City Council, all Districts and other public sector partners.

Facilities Management: Work being commissioned by the Staffordshire Asset Management Group (Staffordshire County Council plus Stoke City Council and the eight District Councils) on behalf of the WMPA programme

*What is included:*

Scoping based on the two above projects, for which there have been RIEP bids: Staffordshire Asset Mapping Project: mapping of property data in Staffordshire will help to identify rationalisation, on co-location and collaboration opportunities. Efficiencies from Facilities Management: a collaborative model for delivering facilities management to be identified and procured as part of the project; greater ability to influence exposure of local SMEs to the supply chain.

*How delivered:* Collaborative working using officer time with initial, external funded, project managers

*Timescales:* n/a

### **Projects area 6 Waste Disposal/Collection**

n/a

### **Project area 7 Streetscene**

*Led by:* County, City (?) and District Councils

*Implementation to also involve:* could be expanded to other publicly-owned assets – hospitals, clinics etc



*What is included:* examine the opportunities to create a single grounds maintenance service for all local authority- owned sites in each district, Shared assets/equipment, Shared management, Operational efficiencies, Joint procurement.

*Timescales:* Business case 3-6 months.

*Implementation:* Within 12 months of agreeing outline of new service arrangements. (Based on integration of waste collection at Tamworth/Lichfield).

### **Projects area 8 Support Services**

*Led by:* All Districts and County.

*Implementation to also involve:* private sector partner? Not initially.

*What is included:* Could be built on work already done by Stafford Borough and Cannock Chase. Financial, HR and Legal frameworks already exist for sharing.

*Timescales:* Project Board to be agreed and Project Manager to be appointed from RIEP monies, by end of 2010

Full implementation by 1 April 2012

**APPENDIX C**

