

# Item 6

## REPORT TO CABINET

1 SEPTEMBER 2005

## REPORT OF CHIEF EXECUTIVE AND DIRECTOR OF RESOURCES

### Performance Management Portfolio

#### **PROJECT MANAGEMENT REQUIREMENTS**

#### **1 SUMMARY**

- 1.1 This report seeks Cabinet approval for the fixed-term (12 months) employment of dedicated project management capacity to enable the Council to move at a faster pace in the delivery of the Office of the Deputy Prime Minister's (ODPM's) Priority Service Outcomes (PSOs).
- 1.2 Driven by the Gershon efficiency agenda and the local priority to improve access to local services, the Council is continuing to take e-Government very seriously. In this financial year, it has allocated £1,000,000 from its annual capital budget to fund the delivery of the modernisation programme. This has been supplemented by financial contributions from the ODPM. Since 2001, the Council has received £900,000 in Capital Grant from the ODPM for e-Government implementation through PSOs.

#### **2 RECOMMENDED**

It is recommended that Cabinet ...

- 2.1 Approves the establishment of two posts of e-Government Project Manager graded PO(K) for one year only on a fixed-term contractual basis.
- 2.2 Approves the proposed governance framework set out at paragraphs 3.12 to 3.14

#### **3 BACKGROUND/CONTEXT**

##### E-Government Status

- 3.1 The Council submitted its IEG4.5 statement to ODPM on 18 July 2005. Whilst the Council appears to be succeeding in the delivery of the Priority Service Outcomes, moving from a 20% completion rate in 2004

to a 43% completion rate in 2005, there are fundamental issues that are impacting on progress and that need to be addressed.

- 3.2 Many of the Council's PSO achievements to date have been delivered through the deployment of relatively quick fix solutions that have demanded minimal corporate resource. However, further resources will be required in order to progress the outstanding/remaining PSOs.
- 3.3 Moreover, in the lead up to CPA, the successful delivery of the remaining PSOs demands adequate planning, resources and continuous management to ensure that they are delivered within budget and timescale and are fit for purpose.
- 3.4 To satisfy this outcome, there exists a fundamental need to deploy dedicated project management capacity in a way that supports Heads of Service and Section Heads in delivering service improvement and that enables them to realise the benefits of effective project management.

#### Applicable Priority Service Outcomes

- 3.5 Project management capacity is needed to begin and drive the process of implementation for key crosscutting PSOs. There are 26 PSOs that this requirement applies to. Project sponsors that are either Heads of Service or Section Heads champion all of these PSOs. However, the projects are not currently supported by project management capacity.
- 3.6 A list of the applicable PSOs is contained in **Appendix 1**.

#### Interim Project Management Support

- 3.7 The ISU has recently allocated a budget of £50,000 to the Council to help address modernisation agenda requirements. The ISU and its appointed consultant identified the internal requirement for project management capacity in the Sedgefield Borough Council support plan in May 2005. This study highlighted the need for the Council to build in capacity and capability to respond effectively to the Council's portfolio of change initiatives.
- 3.8 It highlighted that Sedgefield is managing a huge portfolio of change initiatives that will transform both the shape and content of Sedgefield's future organisation. All of this is happening against the Corporate Plan framework of ambitions to radically improve the way Sedgefield serves its local communities. It also emphasises that the situation is exceptionally demanding, even for some of Sedgefield's exceptional managers and recommends that improved change capability is a pre-condition of future success.
- 3.9 In responding to change capability and in the medium-term the Council needs to up-skill personnel through its Organisation Development Plan.

However, in the interim there is a need to address short-term project management needs to effectively address the modernisation agenda and also to enable the Council to meet the Government's targets for the PSOs.

- 3.10 It is considered appropriate to employ two Full-Time e-Government Project Managers for a 12-month period. These posts would be graded at PO(K) (subject to ongoing Job Evaluation) and would be dedicated to project managing Priority Service Outcomes.
- 3.11 The recruitment of these positions will serve to build competence in effective project management in senior management. Through a 'hands on' approach to project management, a knowledge and skills transfer will take place between experienced project managers and some of Sedgefield Borough Council senior managers. This will assist the Council's long-term strategy to build internal project management capability.

#### Governance

- 3.12 Effective Governance is key to achieving the benefits of the Council's modernisation programme and should be used to integrate with leadership, stakeholder management and communication. The proposed governance framework to oversee the delivery of the PSOs and Customer Service Modernisation Programme will involve Cabinet, Management Team, Overview & Scrutiny, Performance Improvement Group, Heads of Service Group and the corporate Modernisation Taskforce.
- 3.13 The overall responsibility for ensuring that the programme meets its objectives and delivers the projected benefits will rest with the Performance Improvement Group, which is made-up of decision makers at member and officer level.
- 3.14 Specific to the e-Government agenda, the role of the Performance Improvement Group will be to provide:
  - ❑ Strategic oversight e.g. monitor progress towards delivery of PSO objectives
  - ❑ Priority Setting e.g. manage priorities and interdependencies as well as making informed, forward-thinking decisions on resourcing
  - ❑ Risk Management e.g. provide assurances based on real knowledge of current capacity
  - ❑ Model Programme/Project Management behaviour

## **4 RESOURCE IMPLICATIONS**

### Financial Implications

- 4.1 Internal and external funding have been allocated within this financial year to finance project management. A further £50,000 was recently allocated by the ODPM Executive Steering Group to specifically assist the Council with business process re-engineering, change management and project management to assist the delivery of the Priority Service Outcomes. The Council has also allocated £50,000 for PRINCE2 Project Management in this year's capital budget.

### Staffing Implications

- 4.2 The cost of employing two dedicated Project Managers for a twelve-month period within the Service Improvement Section of the Resources Department is £86,470 including on costs. This sum can be met from the funds already allocated and referred to above.

## **5 CONSULTATION**

This report has been produced in consultation with the Director of Resources, the Heads of ICT and Service Improvement and the Council's Modernisation Taskforce.

## **6 LIST OF APPENDICES**

Appendix 1 – List of applicable PSOs

## **7 BACKGROUND PAPERS**

ODPM 'Defining e-government priority services & transformation outcomes in 2005 for local authorities in England' (April 2004)

Office of Government Commerce - Managing Successful Programmes (2003)

Eden Insight - An Organisation Development Support Study (June 2005)

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**Ward(s)** Proposals are not ward specific

### Examination by Statutory Officers

	Yes	Not Applicable
The report has been examined by the Councils Head of the Paid Service or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The content has been examined by the Councils S.151 Officer or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The content has been examined by the Council's Monitoring Officer or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
The report has been approved by Management Team	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## APPENDIX 1 – Applicable PSOs

Priority Service Outcome & Transformation Area Description	Sponsor
<b>R4</b> Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Alan Blakemore
<b>G2</b> Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events	Graham Wood
<b>R7</b> Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Alan Suggett
<b>G5</b> Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Charlie Walton Lyn Smith
<b>G6</b> Sharing of Trading Standards data between councils for business planning and enforcement purposes. ( <i>where applicable</i> )	Alan Suggett Charlie Walton
<b>G7</b> Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Charlie Walton, Alan Suggett, Denis Scarr
<b>R9</b> Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Julie Nicholson
<b>G8</b> Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Andrew Quain
<b>G11</b> Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Azhar Rafiq, Colin Jennings
<b>R13</b> Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Andrew Evans
<b>G12</b> Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Siobhan Walsh, Andrew Evans
<b>R16</b> E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Colin Jennings
<b>G15</b> Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes.	Colin Jennings
<b>G16</b> Systems to support joined-up working on children at risk across multiple agencies.	Modernisation Taskforce
<b>R22</b> Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Anita Maxwell
<b>R23</b> Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Modernisation Taskforce
<b>G19</b> Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see <a href="http://www.pro.gov.uk/about/foi/map-local.rtf">www.pro.gov.uk/about/foi/map-local.rtf</a> ).	Jerry Miller
<b>G21</b> Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS).	Anita Maxwell
<b>R25</b> Online publication of Internet service standards, including past performance and commitments on service availability.	Modernisation Taskforce

Priority Service Outcome & Transformation Area Description	Sponsor
<b>R26</b> Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Modernisation Taskforce
<b>G22</b> Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Modernisation Taskforce
<b>R27</b> Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customer's records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Siobhan Walsh & Anita Maxwell
<b>R28</b> All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Modernisation Taskforce
<b>R29</b> 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies	Siobhan Walsh, Jerry Miller
<b>G24</b> Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.	Modernisation Taskforce
<b>G25</b> Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.	Siobhan Walsh, Jerry Miller

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