

Partnership & Programme Costs & Resources

This document provides overall estimates for costs and resource commitments required to:

1. complete the joint projects under the Customer First Programme
2. on-going revenue costs (including maintaining existing shared Partnership systems)

Details of the Programme (plans and organisation) are also attached as appendices.

The Customer First Steering Group (28/09/04) agreed to seek commitment of budgets and resources to the Programme from each: ring-fenced budget to cover joint Partnership costs and delegate authority for allocating budget to their Steering Group representatives.

1.1 Shared costs

Where necessary, the split of costs between partners has been calculated using number of PCs as an approximation for the number of users or office based staff (see also Appendix A)

	WCC	SBC	DCs (average)	TOTALS
No. PCs	3000	2500	350	6900
Share of Costs (incl. SBC)	43.5%	36.2%	5.1%	100%
Share of Costs (excl. SBC)	68.2%	---	8.0%	100%

1.2 Financial years

Costs have not yet been calendarised: commitments from partners will differ over financial years depending on their plans (although timing of some costs is not related to partner plans).

1.3 Resourcing

Resources for shared and common work have been estimated on the basis of joint working supported by a Partnership 'pool' of temporary contract staff.

2 Summary

2.1 Programme Costs

2.1.1 Capital Costs	TOTALS	Share across Partners		
		WCC	SBC	Each DC
CRM: procurement	£531.2k	£115.2k	£95.2k	£80.2k
Authentication: Gov't Gateway set-up	£70.0k	£30.4k	£25.4k	£3.6k
Shared Contact Points	£312.0k	£212.7k		£24.8k
Partnership resource pool (contract staff)	£148.0k	£64.3k	£53.6k	£7.5k
Programme management & support: year 1	£200.0k	£87.0k	£72.5k	£10.1k
Programme management & support: year 2	£125.0k	£54.3k	£45.3k	£6.3k
TOTALS Programme Capital Costs	£1,386.2k	£564.0k	£291.9k	£132.6k
+ Contingency @ 20%	£1,663k	£677k	£350k	£159k

2.1.2 Revenue Costs	TOTALS	Share across Partners		
		WCC	SBC	Each DC
Existing systems: hosting, support, maint'nce	£225.0k	£97.8k	£81.5k	£11.4k
CRM: ongoing support & maintenance	£62.6k	£18.8k	£14.2k	£7.4k
Authentication: Gov't Gateway charges/year	£10.0k	£4.3k	£3.6k	£0.5k
IT training & support (staff & members)	£50.0k	£34.1k		£4.0k
Members websites: support & hosting	£50.0k	£10.0k		£10.0k
TOTALS Programme Revenue Costs	£397.6k	£165.1k	£99.3k	£33.3k
+ Contingency @ 20%	£477k	£198k	£119k	£40k

2.2 Resources

‘Partner’ resources allocated to joint Partnership work.

2.2.1 Partner Resources (man-days)	TOTALS	Share across Partners		
		WCC	SBC	Each DC
Existing systems	240	40	40	40
CRM: Set-up	60	10	10	10
Hub Services	400	70	70	65
Shared Contact Points	150	30		30
TOTAL RESOURCES (man-days)	850	150	120	145
+ Contingency @ 20%	1,020	180	144	174

3 Customer First Programme

N.B. includes costs for all work in the scope of the Programme, including both ‘Partnership’ and ‘partner’ costs, i.e. there is likely to be some duplication between the costs outlined below and what partners have already included in their budgets.

3.1 CRM

3.1.1 Capital costs	TOTALS	Share across Partners		
		WCC	SBC	Each DC
Procurement: licences & implementation ¹	£531.2k	£115.2k	£95.2k	£80.2k
Set-up: partnership contract pool resources	£42.0k	£18.3k	£15.2k	£2.1k
A-Z of Services: partnership contract resources	£18.0k	£7.8k	£6.5k	£0.9k
TOTALS CRM Capital Costs	£591.2k	£141.3k	£116.9k	£83.2k

3.1.2 Revenue costs	TOTALS	Share across Partners		
		WCC	SBC	Each DC
On-going: support & maintenance / year ¹	£62.6k	£18.8k	£14.2k	£7.4k

3.1.3 Partner resources (man-days)	TOTALS	Share across Partners		
		WCC	SBC	Each DC
CRM set-up	30	5	5	5
A-Z of Services	30	5	5	5
TOTALS Partner Resources (man-days)	60	10	10	10

3.2 Hub Services

This covers all enquiry and transactional services (including screen forms, guidance scripts and workflow processing): the work to be done would be the same whichever platform was used, the ‘hub’ or the new CRM system. It has been assumed that the work would be done partly by a pool of Partnership staff (on temporary contract) and partly by partner resources.

3.2.1 Capital costs	TOTALS	Share across Partners		
		WCC	SBC	Each DC
Partnership resources (contract staff pool)				
Development standards	£18.0k	£7.8k	£6.5k	£0.9k
Services development	£70.0k	£30.4k	£25.4k	£3.6k
TOTALS services development capital costs	£88.0k	£38.3k	£31.9k	£4.5k

¹ Existing systems includes the hub (£165k/year: see 4.1), which may be partly or wholly offset against the cost of CRM procurement if it is decided to use the CRM system for all service instead of reusing the hub for this

3.2.2 Partner resources (man-days)	TOTALS	Share across Partners		
		WCC	SBC	Each DC
Development standards	30	5	5	5
Training	30	5	5	5
Services development:				
Services scripting 30% FTE/ partner for 3 mnths	100	20	20	15
ICT support 20% FTE/partner for 3 mnths	60	10	10	10
Front-office users 20% FTE/partner for 3 mnths	60	10	10	10
Business experts 20% x2 FTE/partner for 3 mnths	120	20	20	20
TOTALS Partner Resources (man-days)	400	70	70	75

3.3 Authentication

Using the Government Gateway's citizen authentication service.

3.3.1 Capital costs	TOTALS	Share across Partners		
		WCC	SBC	Each DC
DIS box for Gov. Gateway connection + set-up	£70.0k	£30.4k	£25.4k	£3.6k

3.3.2 Revenue costs	TOTALS	Share across Partners		
		WCC	SBC	Each DC
Ongoing Gov. Gateway charges / year	£10.0k	£4.3k	£3.6k	£0.5k

3.4 Contact Points

Programme costs below include coordination of partners call centres and shared Contact Points only ('District Office' Contact Points assumed to be done by each partner separately).

3.4.1 Capital costs	TOTALS	Share across Partners		
		WCC	SBC	Each DC
Design & Build: 20 sites @ £10k	£200.0k	£136.4k		£15.9k
Project Manager: 1 FTE for 1 year	£60.0k	£40.9k		£4.8k
Partnership resources (contract staff pool)	£52.0k	£35.5k		£4.1k
TOTALS Contact Points Capital Costs	£312.0k	£212.7k		£24.8k

3.4.2 Partner resources (man-days)	TOTALS	Share across Partners		
		WCC	SBC	Each DC
Customer Services 20% FTE/partner for 1 year	100	20		20
ICT support: 10% FTE/partner for 1 year	50	10		10
TOTALS Partner Resources (man-days)	150	30		30

3.5 IT Support (on-going revenue costs)

3.5.1 Single Members IT	TOTALS	Share across Partners		
		WCC	SBC	Each DC
Members IT provision	note ²	note ²		note ²
3.5.2 Training & support (staff & members)				
Training 'college' 1 FTE for all Partnership	£50.0k	£34.1k		£4.0k
3.5.3 Members websites				
Support members & host website	£50.0k	£10.0k		£10.0k
TOTALS on-going IT support (Revenue)	£100.0k	£44.1k		£14.0k

² Assumed: cost of providing Members IT equivalent to existing costs

3.6 Programme Management & Support

3.6.1 Year 1	TOTALS	Share across Partners		
		WCC	SBC	Each DC
Programme Manager (<i>interim</i>)	£75.0k	£32.6k	£27.2k	£3.8k
Programme Manager: <i>1 FTE for 2 years</i>	£75.0k	£32.6k	£27.2k	£3.8k
Programme Support: <i>1 FTE for 2 years</i>	£50.0k	£21.7k	£18.1k	£2.5k
TOTALS Year 1	£200.0k	£87.0k	£72.5k	£10.1k

3.6.2 Year 2	TOTALS	Share across Partners		
		WCC	SBC	Each DC
Programme Manager: <i>1 FTE for 2 years</i>	£75.0k	£32.6k	£27.2k	£3.8k
Programme Support: <i>1 FTE for 2 years</i>	£50.0k	£21.7k	£18.1k	£2.5k
TOTALS Year 2	£125.0k	£54.3k	£45.3k	£6.3k

4 Existing Partnership systems

4.1 Direct Costs (from Apr 2005)

Systems implemented by the LGOL Funded Programme 2003-04 are covered to March 2005. From April 2005, the costs of maintaining them are given in the table below.

	Hosting & System Admin	Maintenance & Support	TOTALS	Share across Partners		
				WCC	SBC	Each DC
Hub ³	£75.0k	£90.0k	£165.0k	£71.7k	£59.8k	£8.4k
CMS (Obtree)	£60.0k	<i>direct to partners</i>	£60.0k	£26.1k	£21.7k	£3.0k
TOTALS	£135.0k	£90.0k	£225.0k	£97.8k	£81.5k	£11.4k

4.2 Resources

Partner resources required for the support and administration of existing Partnership systems (e.g. maintaining user accounts, managing data)

4.2.1 Partner Resources (man-days)		TOTALS	Share across Partners		
			WCC	SBC	Each DC
Hub	<i>0.1 FTE per partner</i>	120	20	20	20
CMS (Obtree)	<i>0.1 FTE per partner</i>	120	20	20	20
TOTAL RESOURCES (man-days)		240	40	40	40

5 Recommendations

The Customer First Officer Group (Programme Board) is recommended to:

1. Agree the scope of costs and resources outlined here for the Customer First Programme
2. Agree the split of costs between partners (see also Appendix A)
3. Recommend to each partner's Cabinet that budgets are allocated to the Programme for release as required under the authority of the Customer First Steering Group
4. Decide on the way in which partner resources for the programme are allocated: in a Partnership 'pool' or managed by each partner and coordinated by the Programme
5. Ensure partner resources are allocated and available for specific tasks under the authority of the Customer First Officer Group (Programme Board) and the Programme Manager

³ Hub costs may not be required if decide to use the CRM system for all services instead

Appendix A Differences with & without Swindon BC

Costs and resources in this document have assumed that Swindon BC will be an active member of the Partnership, contributing both budgets and resources to shared work. However, in the event that SBC are not able to participate as fully as other members of the Partnership, the costs and resources will be spread among the five Wiltshire authorities.

For most of the items in this document, SBC have been included in the share of costs and resources, although, where relevant, SBC have not been included in the share of costs (e.g. Contact Points, Members IT). In addition, some of the costs to individual partners would be the same whether SBC participated or not (e.g. CRM procurement). Similarly, there would be a reduction in the resources or costs required for some of the work if SBC's requirements were excluded from the Programme.

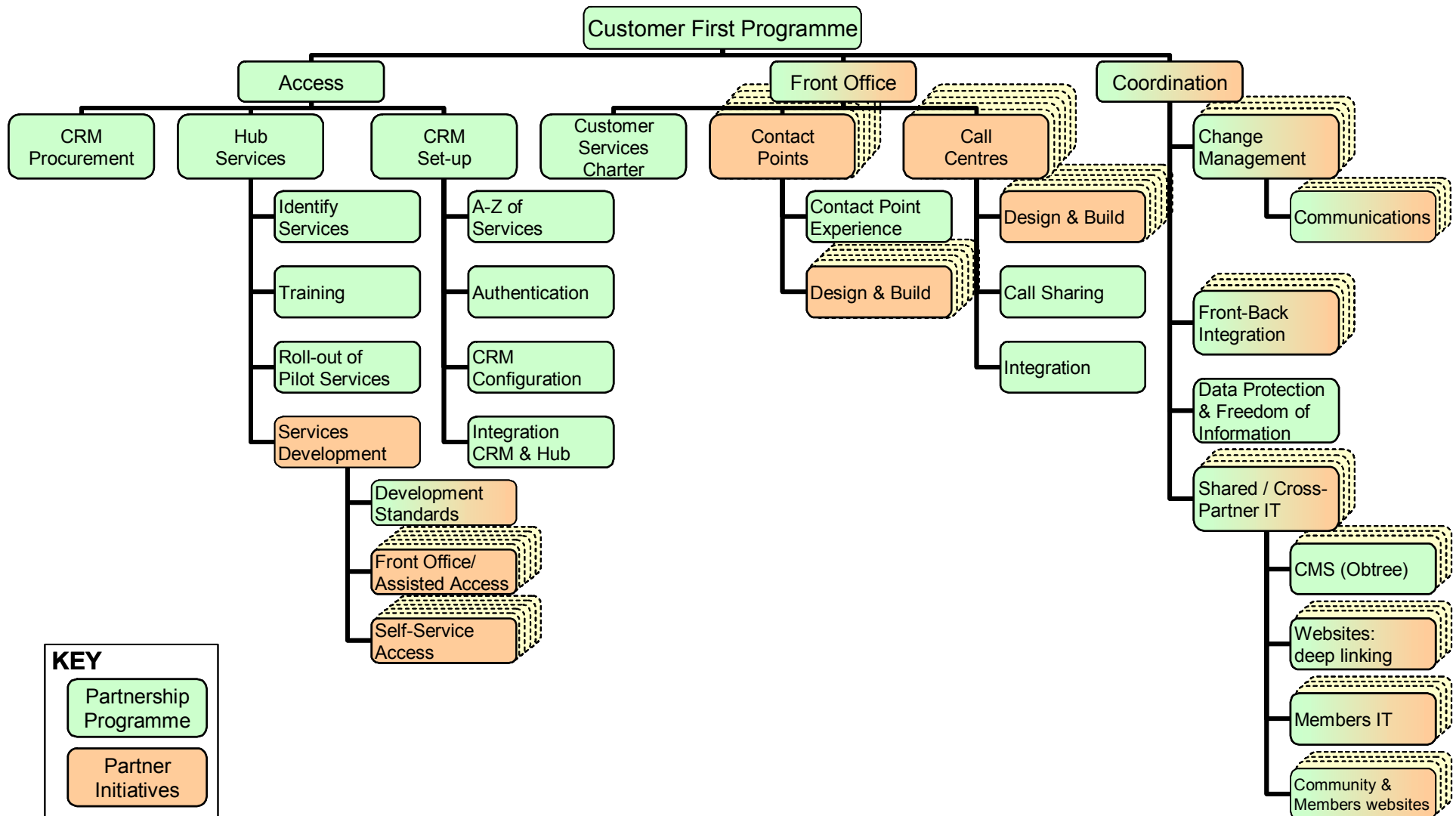
The table below indicates the overall affect on the other partners if SBC were not able to participate, compared to the estimates given in section 2 Summary.

A.1 Capital Costs (no contingency)	TOTALS	Share across Partners	
		WCC	Each DC
Total capital costs, including SBC	£1,386.2k	£564.0k	£132.6k
Total capital costs, excluding SBC	£1,281.0k	£691.3k	£147.4k
Difference	– £105.2k	+ £127.3k	+ £14.8k

A.1 Revenue Costs (no contingency)	TOTALS	Share across Partners	
		WCC	Each DC
Total revenue costs, including SBC	£397.6k	£165.1k	£33.3k
Total revenue costs, excluding SBC	£383.4k	£223.1k	£40.1k
Difference	– £14.2k	+ £58.0k	+ £6.8k

A.1 Partner Resources man-days (no contingency)	TOTALS	Share across Partners	
		WCC	Each DC
Total man-days, including SBC	850	150	145
Total man-days, excluding SBC	750	150	145
Difference	– 100	0	0

Customer First Programme – Outline Work Breakdown Structure



Outline Project Portfolio

Workstreams & Projects	Outline
Access	
• CRM Procurement	Joint specification, selection and procurement of common CRM system for implementation by all partners
• Hub Services	Identification and development of common transactional services on the Partnership shared 'hub', for use with CRM system and for self-service access (Internet). Training for partnership staff to develop 'hub' services. Full roll-out of pilot services developed under e-Government Partnership (change of address and abandoned vehicles)
• CRM Set-up	Common activities across the Partnership, including:
○ A-Z of Services	Extension of A-Z of Services for access to all front-office services from CRM system
○ Authentication	Shared solution to verify individuals (on phone and online) <i>NB Potentially SW regional solution under discussion</i>
○ CRM Configuration	Common approaches to setting up customer records, council contacts, telephony, etc.
○ Integration of CRM & Hub	Standard interfaces for exchange of data: CRM access to hub services, reconciliation of customer details & transactions
Front Office	
• Customer Services Charter	Development of common service standards for access, response times, etc. in joint Charter across Partnership
• Contact Points	Set up joint face-to-face service counters across the county, offering access to County & District services
○ Contact Point Experience	Define coverage: range of services & standards for each level of Contact Point, locations & staffing agreed for each level
○ Design & Build	Physical design & build (space, fittings, ICT) for each location
• Call Centres	Set up each partner's phone customer service centre, offering access to County & District services
○ Design & Build	Physical design & build (space, fittings, ICT), business changes & staffing for each partner
○ Call Sharing & Integration	Joining up call handling across Partnership (virtual call centre), access to other partner's services, out of hours coverage
Coordination	
• Change Management	Common approach & timing for business changes to achieve joint standards, call sharing & integration across partners
○ Communications	Partnership information to support 'local' communications
• Front-Back Integration	Common standards & level of integration between front & back offices to enable cross-partner service access & delivery
• Shared Cross-Partner ICT	Ensure joint procurement, development & provision
○ CMS (Obtree)	Coordination of partner's development of websites in Obtree
○ Websites links	Coordination of deep-linking between partner websites
○ Members IT	Combined provision of IT, common information & access
○ Websites	Common (shared) solution for Community & Members sites
• Data Protection & Freedom of Integration	Common approach across partners & for shared delivery of services

W&S: Customer First Programme Schedule

Version: DRAFT 0.1 Date: 21 Sep 2004

Key Milestones:

Now

ODPM Priority Outcomes

		Apr 04	May 04	Jun 04	Jul 04	Aug 04	Sep 04	Oct 04	Nov 04	Dec 04	Jan 05	Feb 05	Mar 05	Apr 05	May 05	Jun 05	Jul 05	Aug 05	Sep 05	Oct 05	Nov 05	Dec 05	Jan 06	Feb 06	Mar 06	2006/07		
Access	CRM	CRM Procurement							CRM Set-up: A-Z Services; CRM/Hub Integration						Authentication													
	Hub Services				Schedule & Approach			1st Priority Services Development						All ODPM Priority Outcomes Services Development								All Services Development						
									Roll-out Pilot Services																			
Front Office	Standards				Draft Customer Services Charter			Final Customer Services Charter																				
	Call Centres								CRM configuration for call centres			Partial Call Sharing: 24/7 cover			Integration: Partner's CRM systems				Full Call Sharing									
										Salisbury DC: implement Call Centre						Salisbury DC: extend range/depth call centre services				Kennet DC: extend range/depth call centre services								
		Existing Customer Services: North Wilts DC							North Wilts DC: change to Call Centre						North Wilts DC: extend range/depth call centre services													
		Pilot: Wiltshire CC							Wiltshire CC: changes to Call Centre																			
		Existing Customer Services: Swindon BC													Swindon BC: changes to Call Centre				WWDC: implement Call Centre									
	Contact Points	Identify Joint Locations							Coordination: Standards & Services										Coordination: Joint Contact Points									
		Pilot: Salisbury Library							SDC: implement District Contact Centre								SDC + WCC: implement Joint Contact Points											
									KDC: implement District Contact Centre								KDC + WCC: implement Joint Contact Points											
		Existing DC Office service: North Wilts DC							NWDC: changes for District Contact Centre								NWDC + WCC: implement Joint Contact Points											
							WCC: implement County Contact Centre								WCC + DCs: implement Joint Contact Points													
Existing BC Office service: Swindon BC																					SBC: changes to Borough Contact Centre							
BPR	Business Changes	Individual Partner Change Projects																										
	Change Management								Coordination: common approach & Communications																			
Front-Back Integration									Integration Approach			Integration Standards			Coordination: Shared Systems & 'Local' Integration													
Shared IT	Members IT			Agreed Approach				Roll-out Single PC + Connectivity																				
	Websites							Coordinate: Members Access to Info						Common Solution (Community & Members)			Roll-out Community & Members Websites											
	DPA & FOI								Agree Common Approach			Implement Agreements																
	Smart Cards										Define Requirements			Procurement					Implementation									

Separate Access & Service Delivery

CRM 'islands'

Stable 'plateau' (consolidation)

Joined-up Service Delivery

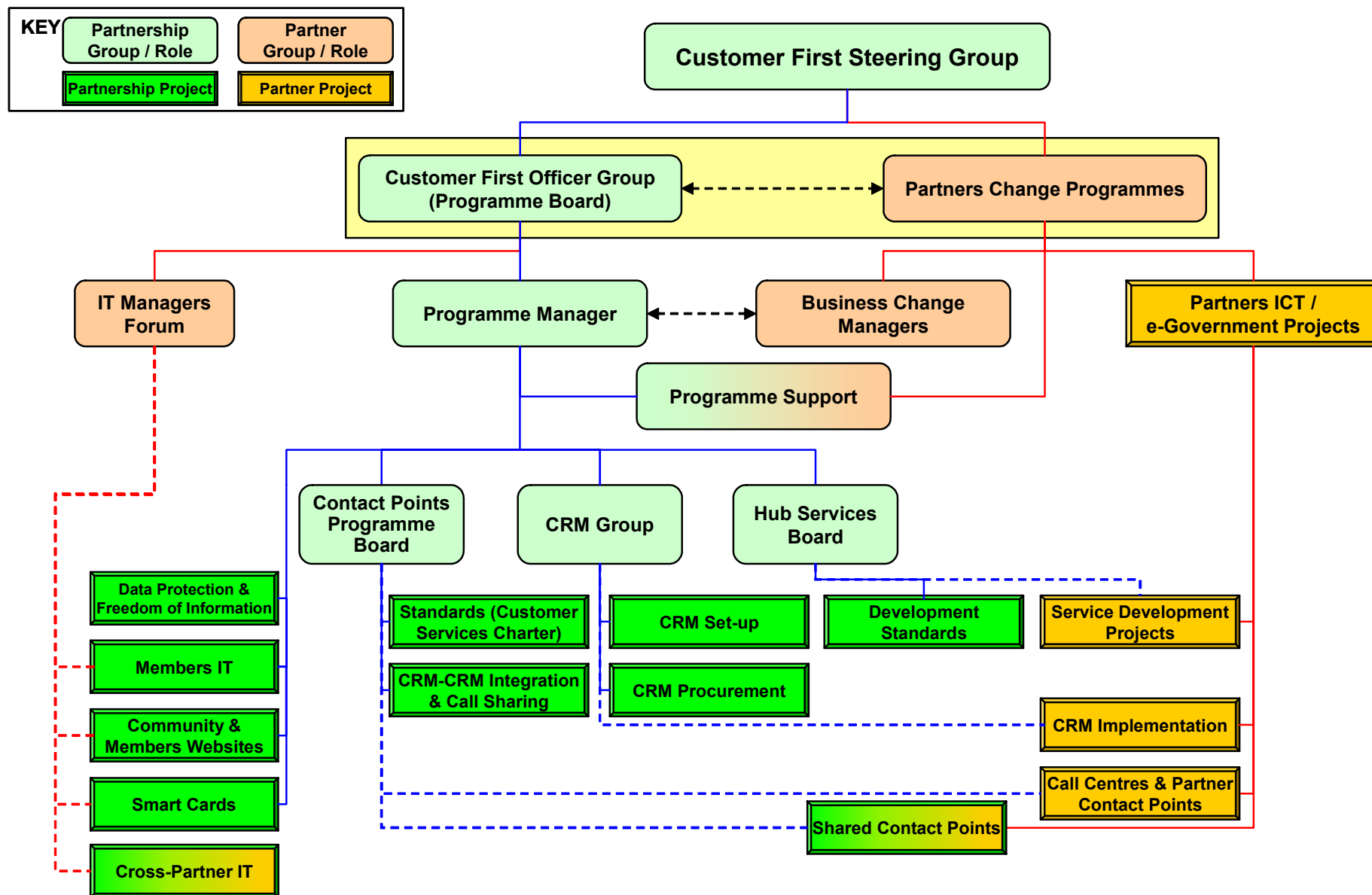
Dependencies

Members IT: single PC roll-out to be completed by May 05 elections

Members IT: access to information & rights by end Feb 05

KEY:	Partnership Programme:			
	Partner Initiatives:			

Customer First Programme – Organisation



1 Summary

This section outlines key aspects of the programme management groups and roles for effective governance and control of the programme; more detailed descriptions [to be added] in section 2. In particular, the organisation is designed to take into account the complex relationships between the Partnership Customer First Programme & each Partner's own initiatives (e.g. 'local' customer services and e-Government programmes).

1.1 Customer First Steering Group

- Sponsoring Group for the Partnership programme
- Overall authority and accountability for the programme
- Overall leadership and direction of the programme
- Quarterly meetings
- Composition: from each partner authority:
 - at least one Member (e-Gov Champion, Cabinet e-Gov Portfolio Holder, and/or Leader)
 - at least one senior Officer (e-Gov Champion and/or Chief Executive/Deputy)

Representatives on the Steering Group ⁴:

	Members	Officers
WCC	Cllr. Jane Scott (Leader) Cllr. Mark Baker (e-Gov Champion)	Janet Rolfe (Deputy Chief Executive) Stephen Gerrard (e-Gov Champion)
SBC		Mike Lay (e-Gov Champion)
KDC	Cllr. Christopher Humphries (Leader) Cllr. Tony Molland (e-Gov Champion)	Frank Marshall (e-Gov Champion)
NWDC	Cllr. David Evans (e-Gov Champion)	Nick Fenwick (e-Gov Champion)
SDC	Cllr. John Collier (e-Gov Champion)	Debbie Dixon (e-Gov Champion)
WWDC	Cllr. Roy While	Tim Darsley (e-Gov Champion)

1.2 Partnership Customer First Programme

1.2.1 Customer First Officer Group (Programme Board)

- Sub-group of Steering Group, acting on behalf of the Steering Group for more frequent and closer leadership and direction of the programme
- Delegated authority from the Steering Group for initiating new actions and projects
- Communication within partners of Steering Group agreements and Partnership objectives
- Composition: e-Government Officer Champions from Steering Group
- Includes individuals responsible for each partner's change programmes
- Monthly meetings (except for months with Steering Group quarterly meeting)

Representatives on the Officer Group (Programme Board) ¹:

WCC	Stephen Gerrard (e-Gov Champion)
SBC	Mike Lay (e-Gov Champion)
KDC	Frank Marshall (e-Gov Champion)
NWDC	Nick Fenwick (e-Gov Champion)
SDC	Debbie Dixon (e-Gov Champion)
WWDC	Tim Darsley (e-Gov Champion)

⁴ Customer First Programme Manager also attends meetings, plus additional Officers when invited

1.2.2 Programme Manager

- Responsible for day-to-day management of the programme and Project Portfolio for delivery of outcomes agreed by the Steering Group
- Liaison and coordination between Partnership Customer First Programme and partners 'local' initiatives (Business Change Managers, partners change programmes & projects) to ensure alignment of programme outcomes and timing with partners plans

1.2.3 CRM Group

- Responsible for evaluation and procurement of common Partnership CRM system
- Cross-partner coordination for set-up and 'local' implementations of CRM (common deliverables, shared activities, managing dependencies)
- Composition: representatives from each authority covering Customer Services, e-Government and ICT

Representatives on the CRM Group for procurement:

	Customer Services	e-Government / ICT	Procurement
WCC	Jacqui White	Andrew Osborn	Mike Swabey
SBC		Mike Lay	
KDC	Nicky Tasker	Karen Perrett	Sandra West
NWDC	Frank Coleman	David Lovelock	
SDC	Helen Frances Jo Munday	Malcolm Lewin Tom James	Tony Beer Diane Melville
WWDC		Tim Darsley	
C1st Partnership	Piers Newton (Customer First Programme Manager)		

The membership of the CRM Group is currently being reconsidered to meet the change in role, from procurement to implementation.

1.2.4 Hub Services Board⁵

- Responsible for efficient, shared development of services on the partnership's central 'hub'
- Planning and resourcing developments across the partners
- Cross-partner coordination for services development and with CRM set-up project
- Composition: representatives from each authority covering Customer Services and ICT

Representatives on the Hub Services Board:

WCC	Andrew Osborn (e-Government Programme Manager)
SBC	
KDC	Frank Marshall (e-Gov Champion)
NWDC	Pete Barnett (ICT Manager)
SDC	Tom James (e-Gov Officer)
WWDC	Tim Darsley (e-Gov Champion)
C1st Partnership	Piers Newton (Customer First Programme Manager)

The membership of the Hub Services Board has not been formalised and may be combined with the CRM Group if services that would have been developed on the hub are developed on the CRM system instead and the work is taken on as part of CRM implementation.

⁵ Possibly combined with CRM Group, depending on decision whether to use CRM system instead

1.2.5 Contact Points Programme Board

- Responsible for delivery of joint customer service projects (standards, shared Contact Points, joining up customer services between partners)
- Cross-partner coordination for 'local' set-up of partner call centres and Contact Points (common deliverables, shared activities, managing dependencies)
- Composition: Customer Services Managers from each authority (the individuals responsible for each partner's customer services set-up/changes)

Representatives on the Contact Points Programme Board:

WCC	Jacqui White (Customer Services Manager) Joan Davis (Libraries Customer Services Manager)
SBC	Eve McTighe (Customer Services Manager)
KDC	Nicky Tasker
NWDC	Frank Coleman (Customer Services Manager)
SDC	Helen Frances (Customer Services Manager)
WWDC	Tim Darsley (e-Gov Champion)
C1st Partnership	Piers Newton (Customer First Programme Manager)

1.2.6 Programme Support

- Management information and administrative services for the Partnership programme and partners change programmes:
 - maintenance of programme & project controls (plans, risks & issues logs)
 - collation of management reporting information across partners
- Composition: partner programme/project team members with specific Partnership programme support responsibilities ('virtual' programme office)

1.2.7 IT Managers Forum

- Responsible for ensuring joint procurement and developments wherever possible
 - joint approaches to ODPM Priority Outcomes, including deep linking between websites
- Provision of ICT resources & expertise to partnership projects
- Members IT: implementation of single PC & connectivity for dual members

Representatives on the IT Managers Forum:

WCC	Les Snelgrove
SBC	Barry Thomas
KDC	Nicky Tasker Karen Perrett
NWDC	Pete Barnet David Lovelock
SDC	Les Wright Malcolm Lewin
WWDC	Stuart Elger Anna Burgess
C1st Partnership	Piers Newton

1.3 Partner Programmes

The roles required, responsibilities and organisation are for each partner to determine: the points below are intended only to outline where they need to fit in with the overall Partnership programme.

1.3.1 Partners Change Programmes

- Coordination of direction and timing with overall Partnership programme
- Partnership & partner dual roles: partners change programmes led by members of Customer First Steering Group

1.3.2 Business Change Managers

- Coordination and liaison with Customer First Programme Manager to ensure alignment of partners business changes and plans with programme outcomes and timing
- Inclusion of Partnership perspective within change activities, communications, etc.

1.3.3 Partners ICT / e-Government Projects

- ‘Lead Authority’ status, where appropriate, for management of projects for common Partnership deliverables
- Coordination between ‘local’ partner programme and Partnership-driven objectives
- Incorporation of Partnership programme deliverables into ‘local’ partner implementations

2 Roles & Responsibilities

DRAFT ONLY – ROLES AND DETAILS TO BE ADDED AS REQUIRED

2.1 Customer Services Partnership Steering Group

Terms of Reference agreed by Customer First Steering Group, 1 June 2004:

1. The steering group will appoint a Chair and Vice-Chair to manage the meetings
2. To ensure transparent decision-making and governance processes between Districts and County
3. To comply with the legal agreement all partners have signed up to
4. Responsible for a joint evaluation and management of risk in the projects
5. Responsible for ensuring projects are suitably resourced, funded and managed
6. Monitoring progress of projects for blockages, outcomes and financial commitments
7. Responsible for the shared investment decisions
8. Recommend further propositions for joined-up working and service delivery
9. Responsible for the approval and signing off of partnership projects
10. Responsible for the agreement of common standards to aid joined up working
11. Overseeing compliance with the agreed customer charter
12. To stimulate and govern proactive and progressive engagement with transforming customer services and partnership working
13. To champion the development of Partnership working within their organisations

2.2 Partnership Customer First Programme

2.2.1 Customer First Officer Group (Programme Board)

Draft terms of reference following the Customer First Steering Group agreement (28 Sept 2004) that the Officer Group should act as the Customer First Programme Board:

- Sub-group of Steering Group, acting on behalf of the Steering Group for more frequent and closer leadership and direction of the programme
- Delegated authority from the Steering Group for initiating new actions and projects
- Communication within partners of Steering Group agreements and Partnership objectives
- Composition: e-Government Officer Champions from Steering Group
- Includes individuals responsible for each partner's change programmes
- Monthly meetings (except for months with Steering Group quarterly meeting)

Authority

The Officer Group has the authority to oversee and direct the management of the Customer First Programme, on behalf of the Steering Group.

Responsibilities

The Officer Group has responsibility for the leadership of the Programme, ensuring resources are available for all planned tasks, and realising the benefits from the Programme:

- establishing the programme, securing sufficient resources and monitoring progress
- approval and authorisation for each project
- allocating the Programme budget to approved projects
- ensuring the linkages are maintained between the Programme and each member of the Partnership's plans and strategic direction
- ensuring effective change management within each member of the Partnership, in line with the Programme schedule and deliverables, to realise the benefits
- ensuring that the organisation and staff are managed carefully through the process of change from the old operational business environment to the new, that the results are reviewed, and that adjustments are made, if necessary, to achieve the results as planned
- communications with the Programme stakeholders, in particular within each member of the Partnership
- ensuring that the aims of the Programme and its projects continue to be aligned with evolving business needs
- commissioning reviews that formally assess the achievements of the projects and the benefits realised from the investment

Composition

- Membership of the Officer Group will be the e-Government Officer Champions from each member of the Partnership.
- Members of the Officer Group may be supported by officers from their own organisation as required (e.g. e-Government staff, officers leading partner's Customer First initiatives)
- The Partnership's Customer First Programme Manager will attend all meetings and report to the Officer Group

2.2.2 Programme Manager

Responsible for delivering agreed programme outcomes through the management of the Project Portfolio, on behalf of the Steering Group.

- planning the programme and monitoring overall progress, resolving issue and initiating corrective action as appropriate
- facilitating the appointment of individuals to the Project Management teams
- ensuring the delivery of new products or services from the projects is to the appropriate levels of quality, on time and within budget, in accordance with the Programme Plan
- ensuring maximum efficiency in the allocation of common resources and skills within the Project Portfolio
- quality assurance and overall integrity of the programme – focusing inwardly on the internal consistency of the programme, and outwardly on its coherence with infrastructure planning, interfaces with other programmes and corporate technical and specialist standards
- managing the programme budget
- managing third party contributions to the programme as appropriate
- managing both the dependencies and the interfaces between projects
- management of risks to the programme's successful outcome
- initiating extra activities whenever gaps in the programme schedule are identified
- reporting progress of the programme at regular intervals to the Steering Group and Programme Board (Officer Group)

2.2.3 CRM Group**2.2.4 Hub Services Board****2.2.5 Contact Points Programme Board****2.2.6 Programme Support****2.3 Partners Change Programmes****2.3.1 Business Change Managers**

Represent the partner change programme's and Steering Group's interests in the final outcomes in terms of measured improvements in performance.

- ensure the partner's and Partnership's (Steering Group's) interests are met by the partner's programme
- work with the Programme Manager to ensure that the scope of each project covers the necessary aspects required to deliver the products or services that will lead to operational benefits
- optimise the timing of release of project deliverables to the business operations
- prepare the affected business areas for the transition to new ways of working and to manage them through the transition process
- establish the mechanisms by which benefits can be delivered and measured

- ensure that maximum improvements are made in the existing and new business operations as groups of projects deliver their products into operational use
- lead all the activities associated with benefits realisation and ensure that continued accrual of benefits can be achieved and measured after the programme has completed

2.3.2 Partners ICT / e-Government Projects