

PROJECT BRIEF

Project: Maintenance Standards (Phase 1)

Team: Multi-Team

Date: November 2018

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Version Control

Version	Description of version	Effective Date
0.1	DRAFT	05.12.2018
1	Issue	18.12.2018

Approvals

Approved by	Date
Strategic Director - Service Delivery	18.12.2018
IT and Business Change Manager	18.12.2018
Business and Systems Manager	18.12.2018
Cultural Services Manager	18.12.2018
Direct Services Manager	18.12.2018
Housing Services Manager	18.12.2018
Corporate Asset Manager	18.12.2018

Associated Documentation

Description of Documentation

1.0 Corporate Governance

The project outcomes contribute towards the Corporate Plan objectives identified below:

Corporate Theme	Description	X
OUTCOMES Work that underpins all of our activities	O1 Maintain financial health	X
	O2 Achieve proper Corporate governance	
	O3 Enhance environmental standards	X
	O4 Maintain a skilled workforce	
	O5 Maintain customer focus	X
	O6 Be aware of and plan for financial, legal and environmental risks	X
PEOPLE Keeping residents happy, healthy and safe	PE1 Enable people to live independently	
	PE2 Protect and help support the most vulnerable, including those affected by financial challenges	
	PE3 Use existing tools and powers to take appropriate enforcement action	
	PE4 Increase levels of participation in sport, health, environmental and physical activities	
	PE5 Reduce the amount of waste sent to landfill	
	PE6 Develop the workforce of South Derbyshire to support growth	
PLACE Creating vibrant communities to meet residents' needs	PL1 Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	
	PL2 Enhance understanding of the planning process	
	PL3 Help maintain low crime and anti-social behaviour levels in the District	
	PL4 Connect with our communities, helping them to feel safe and secure	
	PL5 Support provision of cultural facilities and activities throughout the District	
	PL6 Deliver services that keep the District clean and healthy	X
PROGRESS Encouraging inward investment and tourism opportunities	PR1 Work to attract further inward investment	
	PR2 Unlock development potential and ensure the continuing growth of vibrant town centres	
	PR3 Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists	
	PR4 Help to influence and develop the infrastructure for economic growth	
	PR5 Provide business support and promote innovation and access to finance, including in rural areas	

2.0 Project Definition

2.1 Background

A series of standards documents were approved by Environmental and Development Services and Housing and Community Committees in April 2018. These policies set out the maintenance standards that the Council is committed to deliver across a number of areas including: Street Scene, Waste and Transport, Cultural Services (parks and open spaces), and Housing Services (estate and communal areas).

The maintenance schedules are made-up of a number of 'Contracts' carried out by Direct Services as the contractor. These 'Contracts' are with both external and internal clients as follows:

Internal

SDDC Direct Services – refuse collection and street cleansing
SDDC Cultural Services - parks and open spaces
SDDC Housing - estate and communal areas
SDDC Property Services - leased out land to parishes and common land

External

Derbyshire County Council - highways verges
Parish Councils - land maintained by agreement

The introduction of the Council's new Senior Management structure in April 2018 has placed the main front line services under one Strategic Director of Service Delivery. The new Strategic Director has through engagement with Service Managers and Lead Officers across a number of projects identified an opportunity to enhance the information and communications needed to enact these standards.

This opportunity will provide the tools to target resources and provide the reporting and analysis needed for effective performance management.

Alongside this project brief a review of the Council's land adoption procedures has been carried out with a view to developing an Adoption's Policy. Throughout these review meetings, a key theme has been the information management of land assets and recording of information and the issues surrounding this. The successful outcomes of this initial project work will underpin the successful implementation of the adoption and management of open space in the future.

2.2 Project Objectives

This project aims to produce a clear record of the existence and any other relevant information on the Council's assets relating to maintenance obligations and document in a single system which can be universally accessed and reported on.

1. To complete a full inventory and audit of corporate assets relating to the maintenance standards.
2. To enter the resulting up-to-date information to the GIS System.

This data will then be accessible to all relevant staff and this will:

- Lead to a better understanding and documentation of current service demands
- Support the more effective planning, resourcing and delivery of the service

- Aid the planning of any future adoption of land or other assets and the likely impact on resource and service provision in the medium-term.
- Ultimately deliver more efficient, customer focused services.

2.3 Desired Outcomes

Primary:

A complete and universally accessible record of corporate assets relating to maintenance standards.

A clear governance structure for keeping the record up-to-date.

Secondary: (Some have dependencies on future phases of this project)

Financial savings

Understanding of service demands for better financial and resource planning

Efficiencies savings for more effective use of resources

Improved service performance

Improved customer satisfaction

Improved data quality and increased provision of open data

Mitigating financial and reputational risk through better performance monitoring

2.4 Project scope and exclusions

The scope of the project is limited to the gathering, recording and analysing information related to the delivery of the service standards documents that have already been adopted by the Council. A separate business change project (Phase 2) will run alongside this project which will aim to improve the processes and gain efficiencies across these front-line services which will be supported by the enhanced data. This Phase 2 project will include digital transformation such as mobile access to dataset and dynamic input of completed works.

2.5 Assumptions

Resource allocation or availability of appropriate skills.

Cases of ambiguity or discord will be escalated to the Strategic Director Service Delivery

Project teams always work under some limitations and restrictions; a balance will need to be struck between members of a virtual team who are contributing to the discussion and evaluation and their substantive responsibilities.

Current provision to customers will remain broadly unchanged until completion. However, if issues come to light as part of the project that can be easily implemented then these will be acted upon as soon as is practicably possible, subject to the principle set out below.

No option shall be precluded on submission by any member of the project team. However only those identified as a viable business solution will be considered for implementation.

2.6 Stakeholders and Interfaces

Property Services

Legal Services

Direct Services

Cultural Services

Housing Services

Customer Services

Business Systems & Information Unit
Finance
Corporate ICT
Business Change

3.0 Outline Business Case

Why the project is needed:

The Service Standards have been adopted and work is underway to implement these. It is intended to follow-up the standards work with quality and benchmarking measures that will enable enhanced monitoring of these services in the future, thereby improving openness and accountability. Currently the Council is not able to maximise the outputs of effort relating to administering maintenance schedules.

3.1 Option 1: Remain As Is

Not undertaking this project to document and consolidate this information would be a missed opportunity to utilise the GIS software that the Council has invested in to its full potential. Without the data being held in a central location, further reduces the opportunities for any future phases of the project.

3.2 Option 2: Outsource

This work could be outsourced to an external consultant, but the costs of this could be prohibitive and would still require considerable staff time due to the existing lack of data. This project presents the opportunity to work more collaboratively across service areas and teams encouraging a more joined-up approach. It is deemed uneconomical and inefficient to progress the desired outcomes highlight in section 2.3 through an outsourced approach.

3.3 Option 3: Survey and document the open space maintenance obligations

Employ a temporary project resource to gather, record, and analyse data related to the delivery of the service standards documents to produce a definitive record of the Council's maintenance obligations for open space into one location.

This data should be accessible to all relevant staff to enable earlier identification of any maintenance related issues, more effective future resource planning and ultimately the delivery of a better service to customers.

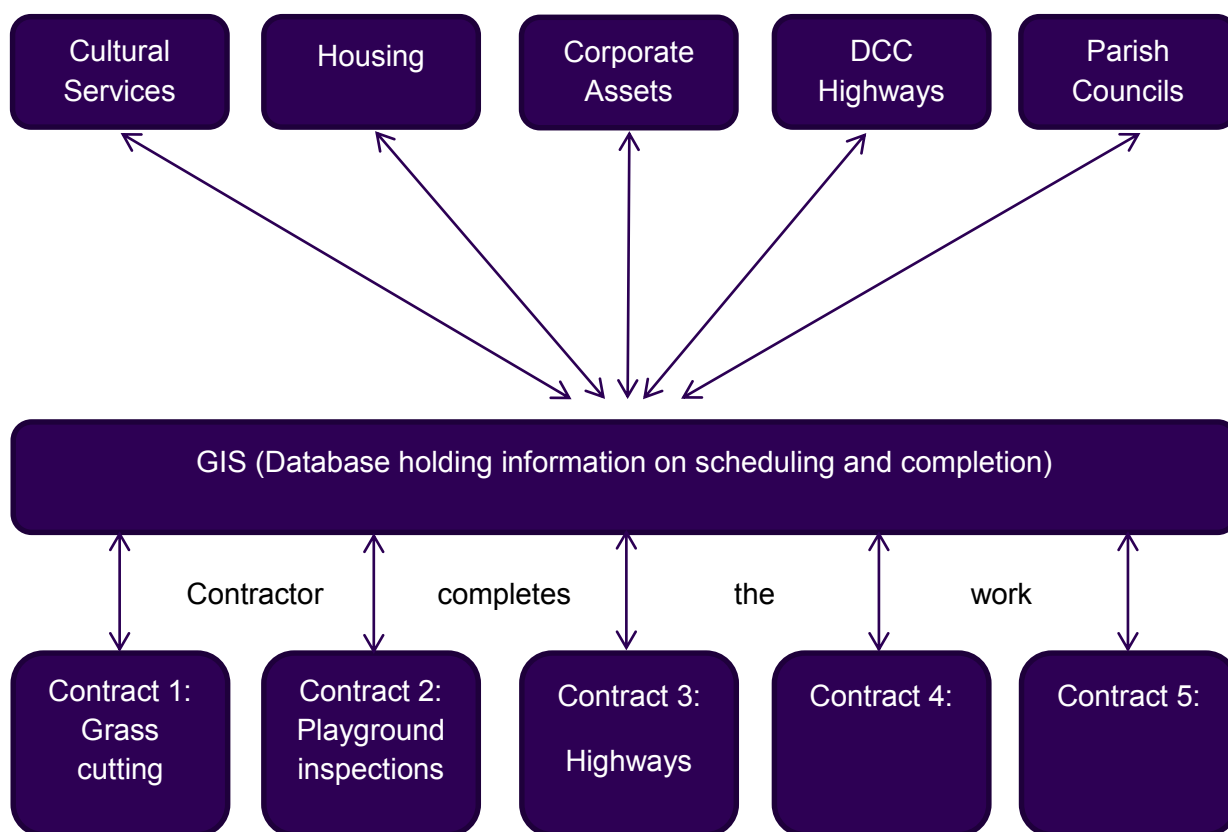
It is proposed that an officer is employed for a period of twelve to eighteen months to carry out the surveying and digitisation work on the corporate geographical information systems (GIS). There will also be some costs in relation to specialist work relating to the geographical information and spatial data warehousing that will hold the data. The cost of the post and the GIS development is estimated to be around £50,000.

It is proposed to fund this £50,000 from the Council's ear-marked reserves for the maintenance of Open Space. These contributions have been secured through section 106 agreements (for land that the Council has adopted and is required to maintain in the future). Up until now, these reserves have not been utilised and as part of the development of the Adoptions' Policy, a plan has been developed to ensure that these reserves are allocated to the correct service area and will form part

of the long-term resource planning for maintenance. This initial investment of £50,000 in the data quality underpins the future planning of efficient service delivery.

It is anticipated that documenting and structuring this information will lead to efficiencies across a number of services areas; however, at this stage they have not been identified fully. The consolidated data will form the basis of the next phase of the project which will be to review the operations of the service areas and seek to improve maintenance standards through process change and better utilisation of technology. This project also provides greater utilisation of mapping technology that the Council has already invested in.

The value in the project is rooted in data. It is imperative to ensure the correct governance structure for updating the data source is in place, after the initial work has been completed. A new operating model will be introduced as part of this project to define roles and responsibilities of corporate 'owners' of each data set that makes up the master data source within the GIS. Example below;



4.0 Project Product Description (project components and success criteria)

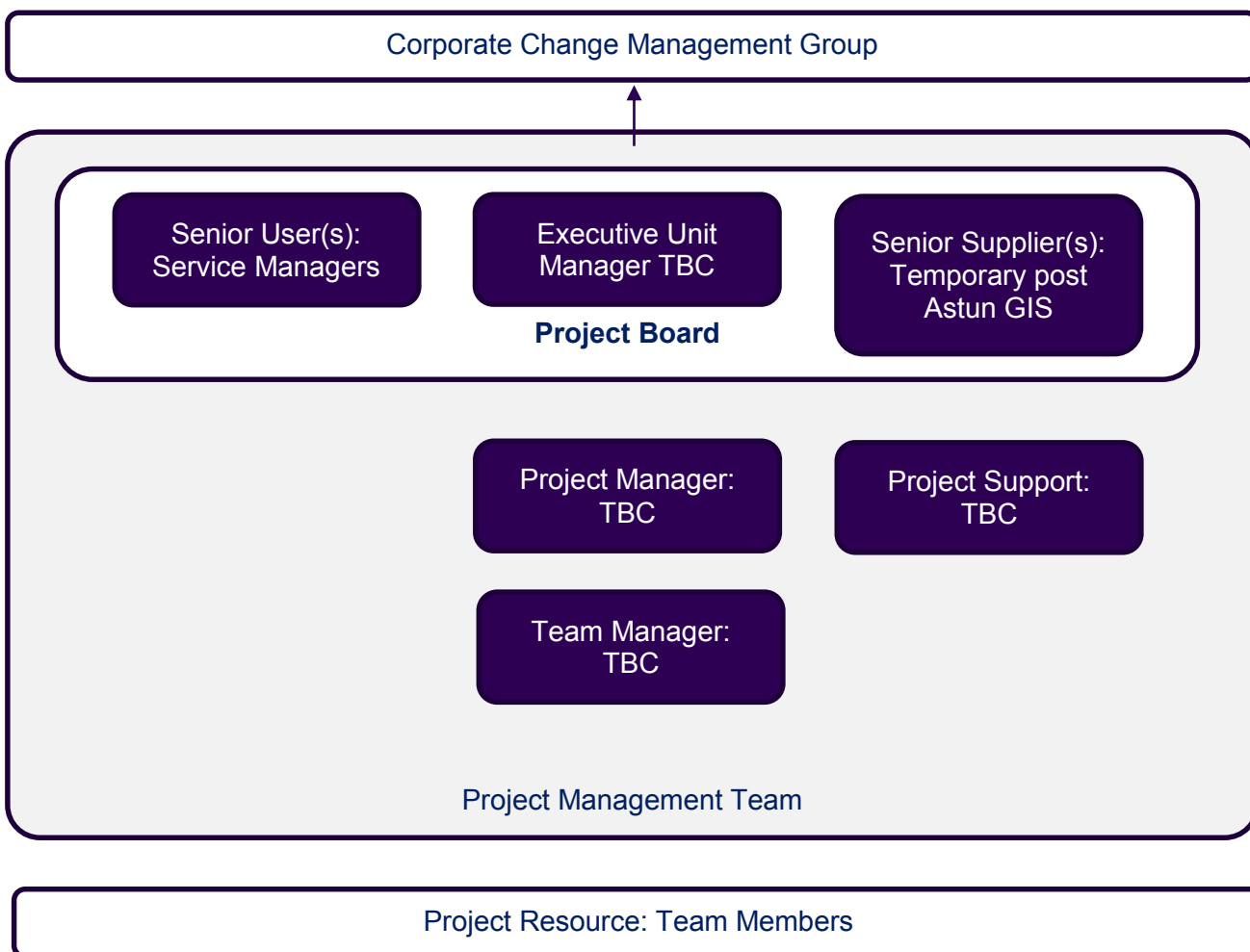
Project Name	Maintenance Standards
Project Purpose	This project aims to produce a clear record of the Council’s key maintenance obligations, if possible into one database.
Composition: What are the major components, resources or activities needed to complete the project	Review of existing documents and datasets Extract, cleanse and prepare existing data for migration GIS Migration process Survey work GIS capture Quality control and end user testing
Skills Required	Internal subject matter experts Project management Technical evaluation Document management Grounds maintenance surveying skills GIS Spatial database management
Customer Expectations	<ol style="list-style-type: none"> 1. Access to relevant information will improve customer service. 2. Maintenance assets are geographically referenced. 3. Understanding of service demands relating to grounds maintenance and street cleansing. 4. Analysis of data can be carried out by service leads to plan service schedules. 5. Sharing of verified and trusted maintenance data will be possible across different units. 6. Data will be stored in a database so that performance can be monitored and service provision targeted.
Acceptance Criteria	<ol style="list-style-type: none"> 1. Customer Services Advisers will be able to check on GIS if the Council is responsible for an area of land and report to correct department (If not Council Land then advise accordingly). 2. Polygons of maintenance land are validated or captured. 3. Detailed attribute data of ‘bill of quantities’ is assigned to each polygon. 4. Spatial queries will allow detailed extraction of asset data without specialist skills. 5. Map layers will be available to key service users 6. Spatial queries will allow for performance against target to be measured.

5.0 Project Approach

The project will use the corporate approach to change management as outlined by the Business Change team and report Corporate Change Management Group (CCMG) periodically to provide highlight reports against the project plan.

As can be seen from section 6 below, a project team will need to be established to implement the project.

6.0 Project Management Team Structure



References

None.