



In support of

Fame Phase 3	
Workstream 2 - Regional Reference Implementation	Document title: 2.2.3 Regional Road Map
Purpose: To guide the implementation of multi-agency services infrastructure within the region that balances the requirements of Practice, Governance and Technology for multi-agency working over the short, medium and long term.	
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FAME Phase 3: a practical framework for working in Multi-agency environments

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1 Executive Summary

Multi-agency service provision has more complex practice, governance and technology requirements than single agency services. The FAME National Project has developed tools that guide multi-agency partnerships from formation through solution development to delivering sustainable services.

The simplest tool is a one page template roadmap for displaying critical success factors (CSFs) on a 3X3 matrix. Practice, governance and technology is one dimension; Strategy, Solution and Sustainability is the other. This document describes the process for a multi-agency partnership to develop its own roadmap.

The process does not require any prior knowledge of FAME by the partners, but they do need to attend a short workshop facilitated by a FAME certified consultant. The end products are:

- A list of risks, prioritised for entry on the project risk log;
- A roadmap showing the relationship of CSFs;
- A concluding statement, which may recommend using additional FAME tools.

Fundamental to FAME is the concept of multi-agency, multi-service infrastructure. Re-use of shared technical services adds to the potential for improving outcomes, effectiveness and efficiency. Project investment in FAME processes is expected to show benefits of at least ten times the cost of consultancy.

2 Roadmap Process

2.1 Background

The purpose of this document is ***“To guide the implementation of multi-agency services infrastructure within the region that balances the requirements of Practice, Governance and Technology for multi-agency working over the short, medium and long term.”***

It describes a process that can guide any multi-agency service partnership, including a regional infrastructure partnership. It is designed for use in the context of a programme or a project. The main reason is that projects have a sponsor and partners; in a governance structure that has the duty to control use of resources and funding. To achieve FAME benefits, partners need to understand complex multi-agency and a FAME Roadmap workshop is the simple first step. No knowledge of FAME is necessary.

A workshop is most effective during the partnership formation phase; the probability for unidentified risk is highest. However, a workshop during later phases may be beneficial by highlighting previously unconsidered risks that could be reduced.

In a workshop, all partners should be represented by participants with comparable seniority and influence. A stakeholder list helps in selecting the right audience. During formation, executive managers and potential project board members are most desirable; their leadership is needed for subsequent

development stages. They should confirm the vision and practice outcomes. Once development teams have been formed, then team managers from practice, governance and technology areas are suitable for identifying additional risks. In a worst case scenario, potentially catastrophic risks could be identified that must be escalated to project board level.

The roadmap process was moulded by the North East Regional Symposium held in November 2005 and facilitated by CAP Gemini (See Section 3.1). The audience was principally local authority Chief Executives who produced an enabling roadmap, containing many of the concepts that were included on the FAME Roadmap Template (See Appendix 3.4). A similar process was used by the FAME core team to identify “levers for change” (See Appendix 3.2).

Ultimately, the process was developed in two workshops:

- 101 – Single Non-Emergency Number (SNEN) (See Appendix 3.5)
- North East Trusted Services Infrastructure (TSI) (See Appendix 3.6).

Both were at an advanced stage of implementation and conducted with project level staff, not at board leadership level. It was intended to draft an Every Child Matters (ECM) roadmap, which is at an earlier stage of development. However, this would have needed more senior attendees, which were not available for a workshop before the end of FAME phase 3. Fortunately, the two workshops provided experience in facilitating the process. We are confident that it can be applied generically to any multi-agency partnerships.

2.2 Overview

A FAME Roadmap workshop uses the FAME Generic Framework in the background, without needing prior knowledge from the participants. The end result is a roadmap and risks, all related to multi-agency partnerships. Fundamental to FAME is the concept of multi-agency, multi-service infrastructure. Re-use of shared technical services adds to the potential for improving outcomes, effectiveness and efficiency.

The rationale is that multi-agency services should be focussed on outcomes, maintaining the correct balance of practice, governance and technology from conception to the sustainable delivery of service.

The process follows the following agenda:

1. Confirm sustainable outcomes;
2. Identify critical success factors (CSFs);
3. Populate FAME Roadmap Matrix with CSFs;

	Strategy	Solution	Sustainability
Practice			Outcomes
Governance			
Technology			

4. Identify gaps, blockages or issues by comparison with the FAME Generic Roadmap Template (see Appendix 3.4);
5. Evaluate risks and update project risk log;

6. Publish Roadmap.

Time invested by partners is minimal; value can be obtained within two hours, but 4 hours would give more opportunity to debate issues arising.

A FAME certified facilitator leads a group of multi-agency partners through the workshop process, explains FAME concepts and documents the results. A two hour follow-up meeting would allow reflection on the results and identification of possible risk reduction actions.

The following sections explain each step of the process.

2.3 Confirm Outcomes

Existing project paperwork should, but may not, have a description of the expected outcomes. Before the workshop, the facilitator should be provided with documentation to extract a list of sustainable outcomes. The first step in the workshop is for partners to agree their desired outcomes. A flip chart is used to focus attention on outcomes throughout the workshop.

Each partner's expectation of sustainable outcomes can be enlightening and improve communication between all parties. In the early stage of partnership formation, discussion could be lengthy and some contingency should be built into the agenda. The need for a common focus and vision cannot be overstressed.

2.4 Identify Critical Success Factors (CSFs)

“Critical success factors (CSFs) are those things which must go right for the organization to achieve its mission.” If not achieved, then there is a risk of not delivering targeted outcomes. With a shared vision of desired outcomes, each partner brainstorms their CSFs onto Post-it notes.

The method is simple to describe, and participants quickly produce a wide range of results that can be consolidated, with the help of a facilitator. Some participants think better in terms of “critical failure factors” – but these can be easily transformed into CSFs.

2.5 Populate FAME Roadmap Matrix

The CSF Post-it notes are stuck onto the FAME Roadmap Matrix, which is printed as an A0 visual aid (See Appendix 3.3). The horizontal rows highlight practice, governance and technology. The vertical columns are a simple timeframe of development phases.

	Strategy	Solution	Sustainability
Practice			Outcomes
Governance			
Technology			

The simplicity has virtues:

- It covers the scope of any multi-agency service and helps to develop a common understanding;
- It is a structured introduction to FAME concepts;
- It exposes the complexity of multi-agency service provision at an early stage and reduces risk in subsequent processes.

At the end of the exercise, each of the cells of the Matrix should be populated with some CSFs, including some that are located on boundaries. Unpopulated cells could indicate a major risk.

2.6 Identify Gaps - FAME Roadmap Template

The Template displays more detailed concepts across the time dimension of the Matrix (see Appendix 3.4). The vertical columns relate to:

- **Strategy:** all the nine FAME Generic Framework concepts, some straddling practice, governance and technology boundaries;
- **Solution Development:** concepts for project management, change management, resourcing and infrastructure, such as may be supported by PRINCE2 or other standards;
- **Sustainable State:** concepts for delivering the desired outcomes, with essential governance and technology components.

The facilitator, compares the workshop CSFs against the Template and identifies any gaps. The person, being FAME certified, understands all the Template concepts and is able to suggest areas of risk.

The FAME Readiness Assessment Tool (RAT) supports exploration of the strategy concepts. Solution development and sustainability concepts are less mature in a multi-agency environment, but no less important. Hence, the Roadmap Template is subject to change, depending on feedback from FAME learning. It will evolve with experience.

The Template is like a structured checklist which recognises common boundary issues. It is a useful framework for debate and discussion; helping partners to improve understanding of some multi-agency issues.

The gap analysis is reported back to the partnership in a review session. As a result:

- Some outcomes may be modified or quantified;
- Some FAME concepts may need more explanation;
- Some CSFs may be modified;
- Some gaps, not identified in the workshop, may be filled.

All gaps represent potential risks that need evaluation, influenced by the context and the maturity of the partnership. The process may reveal additional blockages to progress and unresolved issues that threaten project success. These are listed by the facilitator and given to the partners for further action.

2.7 Evaluate Risks

The FAME Roadmap process is ideal for an impartial external review. The facilitator explains best practice for multi-agency service provision, but is unlikely to understand detailed requirements. Gaps identified may be generic, but can be translated into specific risk scenarios.

A qualitative, “Low, Medium, High” evaluation of risk is too simplistic and insensitive for control in a multi-agency environment. A quantitative approach to risk management is advised. Risk is given a single value by multiplying the percentage probability by the financial impact of a risk scenario. This allows partners prioritise their risk reduction actions and justify any possible costs.

Some risks may be so severe that they jeopardise achieving sustainable outcomes. They could entail writing off the total cost of solution development or the total value of benefits anticipated. Public sector IT has innumerable examples of such project failures, and the likelihood is higher in complex multi-agency information sharing projects.

It is the role of the FAME facilitator only to guide identification of major risks. The partnership is responsible for adding the risks to the risk log and taking ownership of the risk reduction actions. However, risks may be minimised by follow up use of additional FAME tools.

The justification for using FAME is that it is a methodical way of reducing risk. A small investment in time could produce huge benefits in risk reduction. The target is that the probability weighted risk value is at least ten times the cost of FAME analysis.

2.8 Publish Roadmap

A FAME Roadmap is a single piece of paper that can be used to explain, internally and externally, how a partnership intends to achieve its goal – improved outcomes. An unvalidated example is shown in Appendix 3.7. It displays agreed CSFs and their relationships with one another. CSFs may be in sequences which would contribute to the logic of building a detailed multi-agency project plan.

A FAME Roadmap is a context diagram for exploring complex multi-agency issues. A partnership is likely to need further exploration of the issues, which could be assisted by more discussions and involve using one or more of the FAME tools:

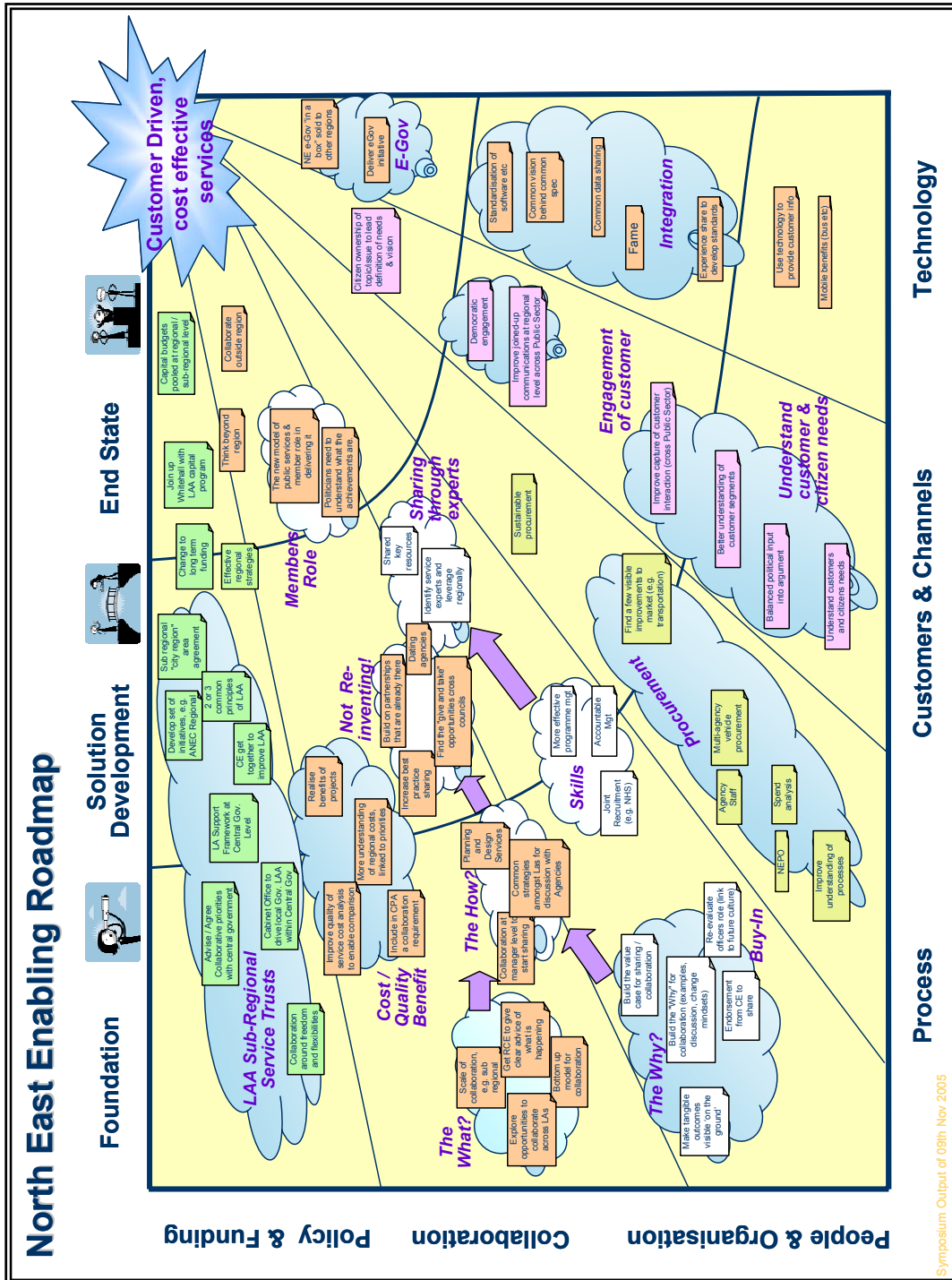
- The [FAME Generic Framework](#), which describes each of the nine major FAME concepts in detail;
- The [FAME Readiness Assessment Tool \(RAT\)](#), which reviews a partnership to evaluate its strengths and weaknesses;
- The FAME Demonstrator which animates multiple projections of practice service delivery and interactions with infrastructure components.

Finally, the partnership should confirm the benefits of the Roadmap process, probably in terms of the value of risks identified.

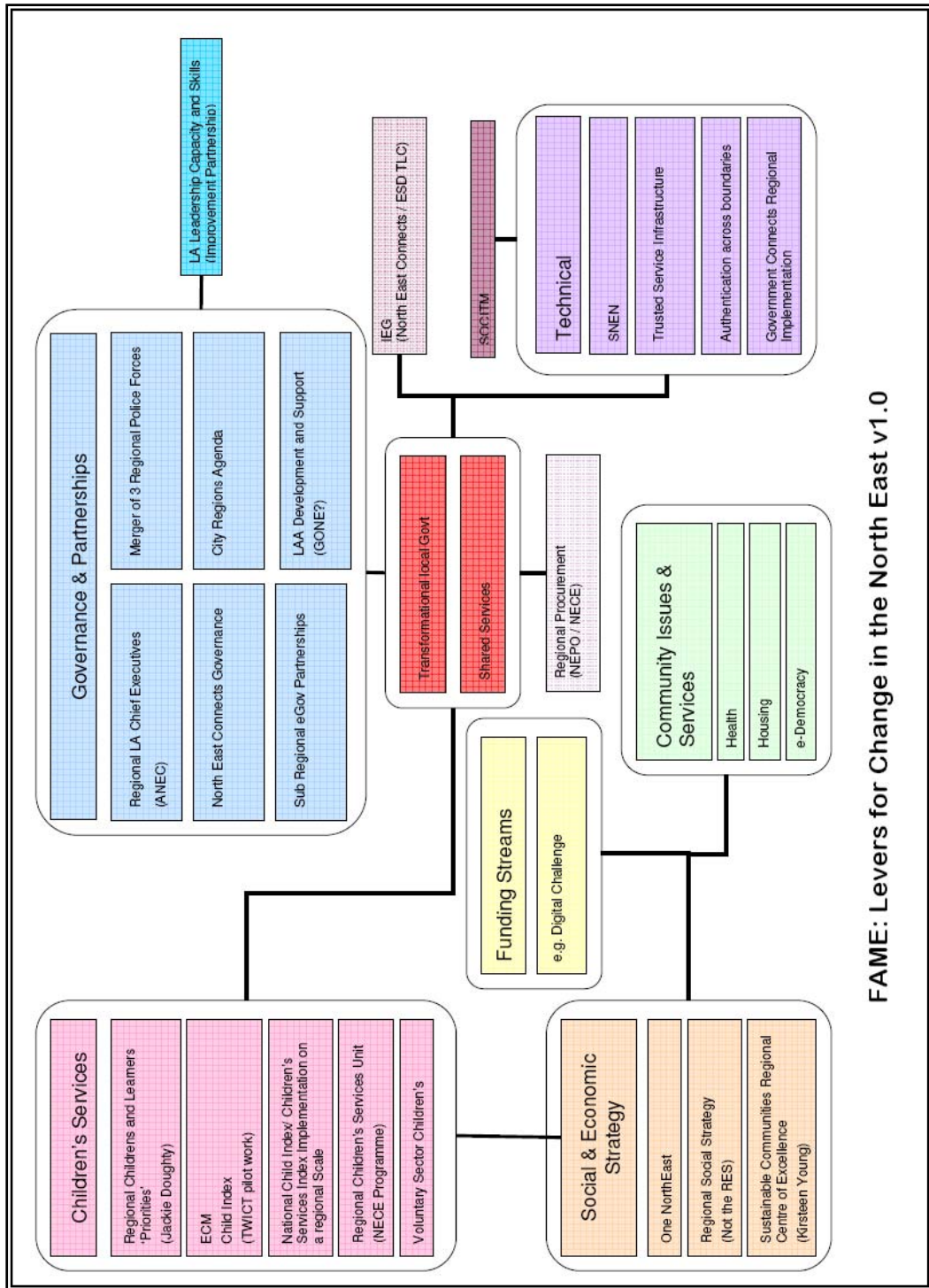
3 Appendices

3.1 Regional Symposium

The Symposium findings are reported in Product 1.2.1 “Reviewed Output from Regional Symposium” file SymposiumV1.0.pdf. The diagram below was used to shape the FAME Roadmap Template.



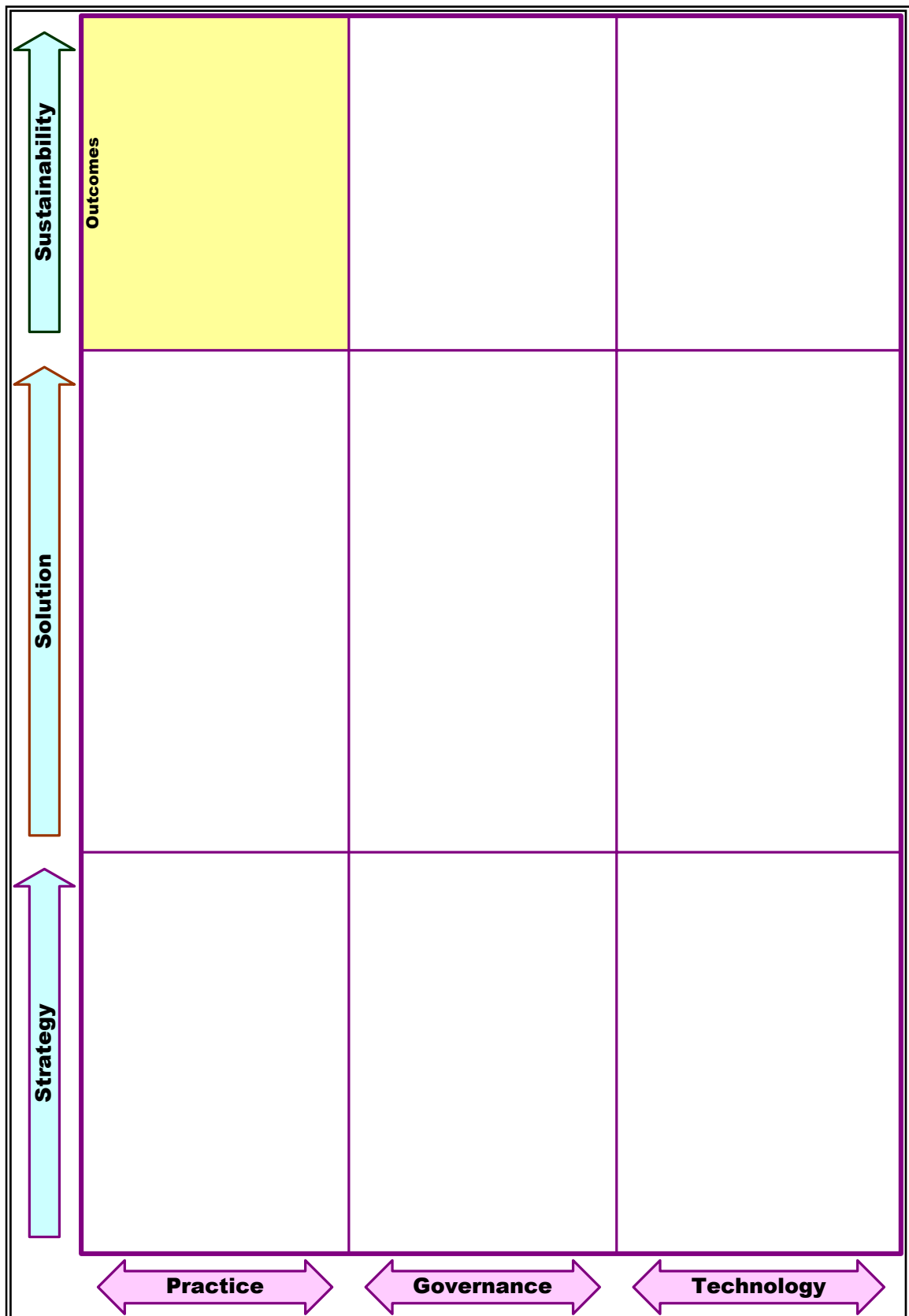
3.2 Levers for Change



FAME: Levers for Change in the North East v1.0

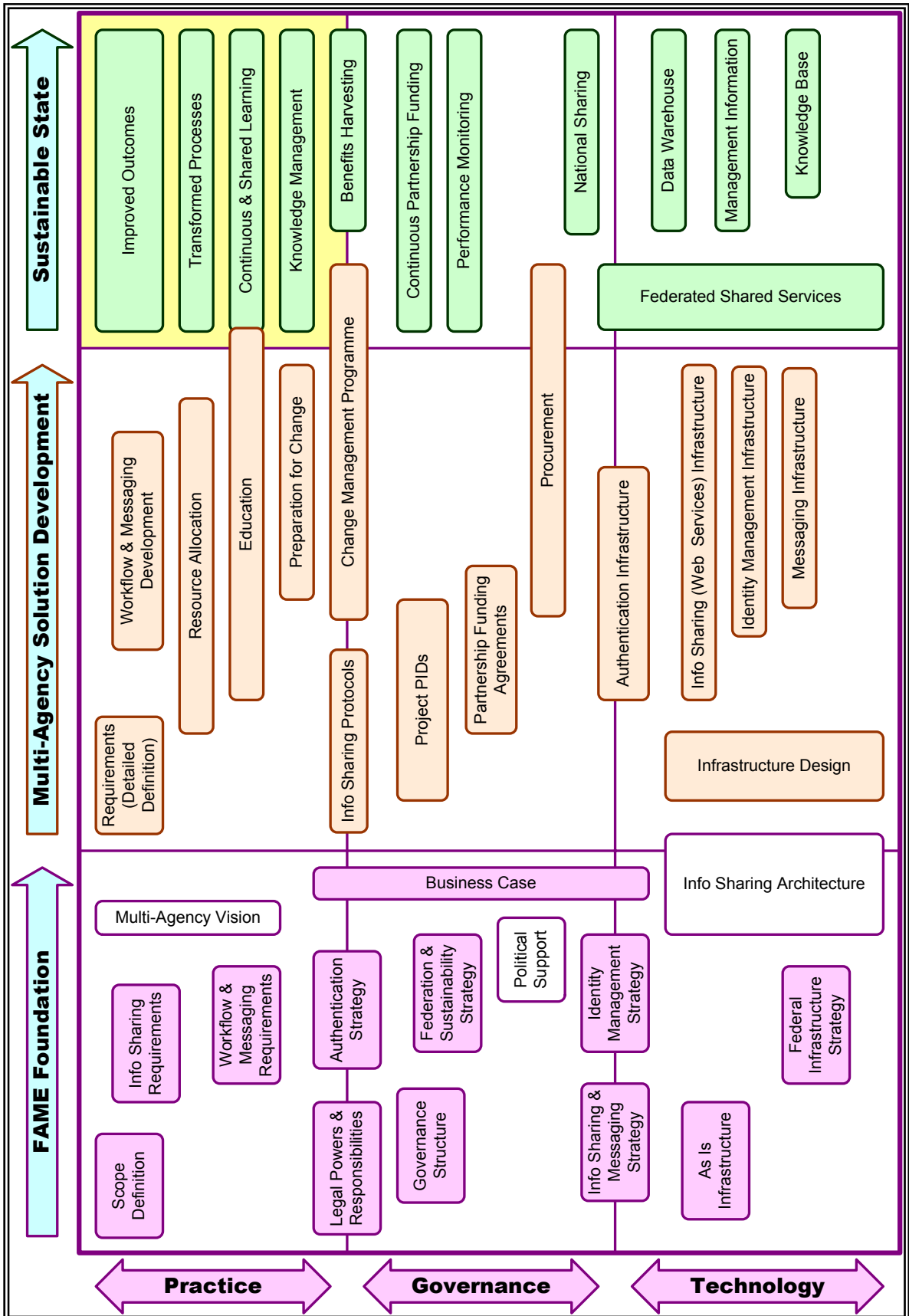
3.3 FAME Roadmap Matrix

This is available as a PDF that can be printed at A0 size.



3.4 FAME Generic Roadmap Template

This is available as a PDF that can be printed at A0 size.



3.5 101 – SNEN

3.5.1 Critical Success Factors

The table below lists CSFs within the Matrix. The results were from a single session, are not validated and only illustrate part of the process.

	Strategy	Solution	Sustainability
Practice	<ul style="list-style-type: none"> Governing a network of partnerships Compliance to Information legislation 	<ul style="list-style-type: none"> Citizens: managing expectations & match service to need Efficiency: Use technology, keep it simple Channels: access to new technology Citizen (environment): coherent and common GIS Identifying ways to share services across traditional boundaries Robust partnerships: breaking down barriers between agencies 	<ul style="list-style-type: none"> Citizen: Education to use the service Citizen: confidence to use 101 Citizen: improved service & faster response Citizen: able to participate in evaluating outcomes Efficiency: partners accepting a selfless approach Channels: great access to services for all
Governance	<ul style="list-style-type: none"> Partnerships: Legal Framework Robust Partnerships: business imperative for formation Robust Partnerships: political mandate Reputation: partnership speaks with one voice 	<ul style="list-style-type: none"> Trusting: agreed protocols, openness, transparency Partnerships: willing & able coordinator or facilitator Partnerships: properly constituted Financial: Way of constructing business cases for shared services infrastructure with costs & benefits in different agencies Efficiency: Redeploy resources to tasks Governing the evolution of infrastructure 	<ul style="list-style-type: none"> Governance: procedures for allowing information to be used reliably for intelligence & decision support Efficiency & Quality: better ways of negotiating SLAs & evaluating consequences Quality: Complaints procedures in place Efficiency: continuous improvement of service outcomes
Technology	<ul style="list-style-type: none"> Information: Able to notify in one area an event in another 	<ul style="list-style-type: none"> Channels: robust technology Efficiency: Sharing a common infrastructure Identity Management: comply to legislation Efficiency: Automatic, straight through delivery for simple transactions 	<ul style="list-style-type: none"> Information: Better ways for citizens signalling satisfaction or dissatisfaction Information: better ways of publishing services, capacity and availability

3.5.2 Gap Analysis

The table below is a working document after a review of the CSFs against the Template. The results were from a single session and have not been validated. It is an example only of an early stage in the development of the roadmap process.

	Strategy	Solution	Sustainability
Practice	<ul style="list-style-type: none"> • Scope, information sharing and messaging requirements were implicit • 101 is well-advanced and not now a concern to the partnership 	<ul style="list-style-type: none"> • Citizenship at forefront • Efficiency in the service delivery and call taking arena • Need for efficient protocols • Expectation of simple technology aids 	<ul style="list-style-type: none"> • Good Citizen flexibility and service quality is main driver • Transformation and change management not mentioned
Governance	<ul style="list-style-type: none"> • Governance strategy has a high profile • Politics and business cases are important • Federation is not yet a word that people (outside FAME) are fully comfortable with – they don't use it 	<ul style="list-style-type: none"> • Hint of leadership requirement, but not in strong terms • Financial issue raised – but solution not clear • Project control and Procurement not issues – already completed • No identification of change management programme. Could give rise to boundary issues in operational phase 	<ul style="list-style-type: none"> • Performance measurement of improvements are the priority • Continued funding and proof of benefits not mentioned
Technology	<ul style="list-style-type: none"> • Technical infrastructure not critical consideration – some partnerships operate without any 	<ul style="list-style-type: none"> • Quality and efficiency are important • Identity Management is direction to citizen choice, not practitioner authentication • Web Services not raised, nor scalability to wider partnerships 	<ul style="list-style-type: none"> • Management Information requirements recognized • No focus on federated shared services

The bullets in red indicate possible gaps (not verified).

3.6 TSI

3.6.1 Critical Success Factors (CSFs)

The table below is a working document and lists CSFs within the Matrix. The results were from a single session and have not been validated.

	Strategy	Solution	Sustainability
Practice	<ul style="list-style-type: none"> • Converge with Government Connect 	<ul style="list-style-type: none"> • Appropriate staff and skills • Seeing solutions in practice • Branding & Communications Plan 	<ul style="list-style-type: none"> • Citizen Service • Accessibility • Publication • Identity Management • Service Provider • Processing and message handling
Governance	<ul style="list-style-type: none"> • Central Departments prepared to partner rather than control LAs • Legal issues: consent, data integrity • Affordable Cost model • Partnership handling & framework for working 	<ul style="list-style-type: none"> • Early adopters – like Gov Connect • Market (segment, communicate, record, analyse) • LA leaders prepared to do common procurement & investment • LA followers who participate, support and use the investment • Comply to FOI and DP Acts • Obtaining citizen consent 	<ul style="list-style-type: none"> • SLAs for use of TSI and ID management • Sustainable revenues (or funding)
Technology	<ul style="list-style-type: none"> • Use standards • Build prototype capability (portal, publication, IDP, authentication etc) • Converge with Government Connect • Technical suppliers market 	<ul style="list-style-type: none"> • Suppliers who are prepared to cooperate as well as compete • Identity management processes • Registration of citizens • API interfaces with infrastructure • Security for citizen and supplier access • Effective & efficient product set 	<ul style="list-style-type: none"> • 24/7 service availability and user support

3.6.2 Gap Analysis

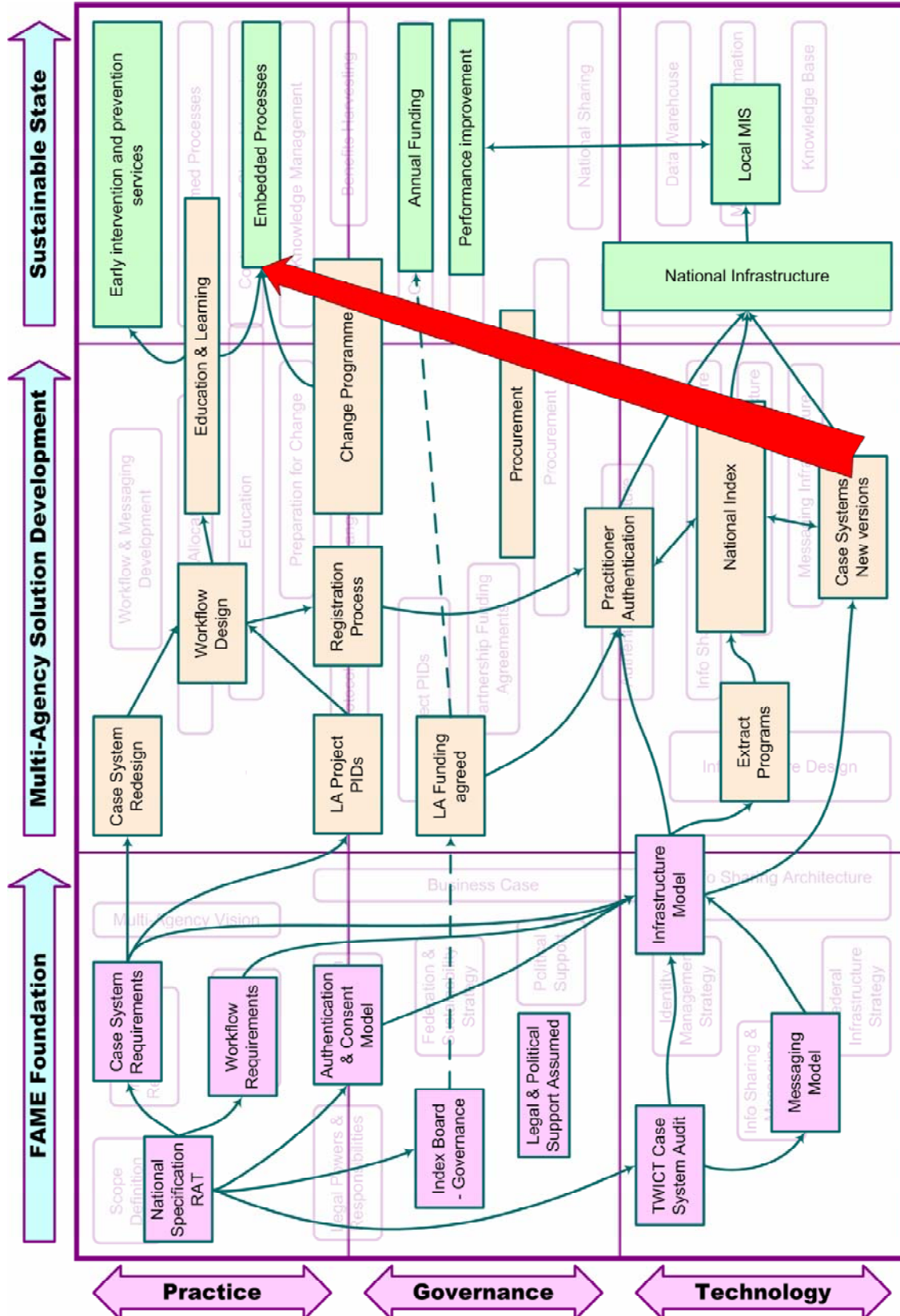
The table below is a working document after a review of the CSFs against the Template. The results were from a single session and have not been validated. It is an example only of an early stage in the development of the roadmap process.

	Strategy	Solution	Sustainability
Practice	<ul style="list-style-type: none"> • Scope, workflow & messaging absent • Information sharing only related to Government Connect – not strategically 	<ul style="list-style-type: none"> • Resources and skills identified • Change management covered by branding and communications 	<ul style="list-style-type: none"> • Plenty of desired outcomes • Transformed processes not explicit • Learning and knowledge management absent
Governance	<ul style="list-style-type: none"> • Business case and sustainability strategy absent • Legal well covered • Partnership governance covered • Authentication strategy implicit in solution 	<ul style="list-style-type: none"> • Info Sharing protocols covered by compliance to Acts • Procurement partnerships identified • Active change management by marketing – but not specified projects 	<ul style="list-style-type: none"> • Funding and performance monitoring identified • Benefits measurement not explicit • Sharing the results nationally not identified
Technology	<ul style="list-style-type: none"> • ID Management and Federated infrastructure implicit from solution • No information sharing or messaging strategy 	<ul style="list-style-type: none"> • Infrastructure implied by selecting good product set • Info sharing and messaging not explicit 	<ul style="list-style-type: none"> • Federated reliable service identified • Ancillary knowledge gathering & management information not explicit, but some would supply SLAs

The bullets in red indicate possible gaps (not verified).

3.7 Final Roadmap Sample

Note that this was **NOT** developed from a workshop. It illustrates the notation that could be employed in a final published roadmap for use within a project. The boxes are CSFs and the arrows show relationships or dependencies.



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FAME Phase 3: Partnership

Partnership working in the North East under North East Connects includes:



North East Connects: Andrew De'Ath



North East Centre of Excellence: David Wright and Julie Brown



Newcastle City Council: Ray Ward and Carol Wade



Newcastle University: Rob Wilson, Mike Martin & Roger Vaughan

Department for
**Communities and
Local Government**