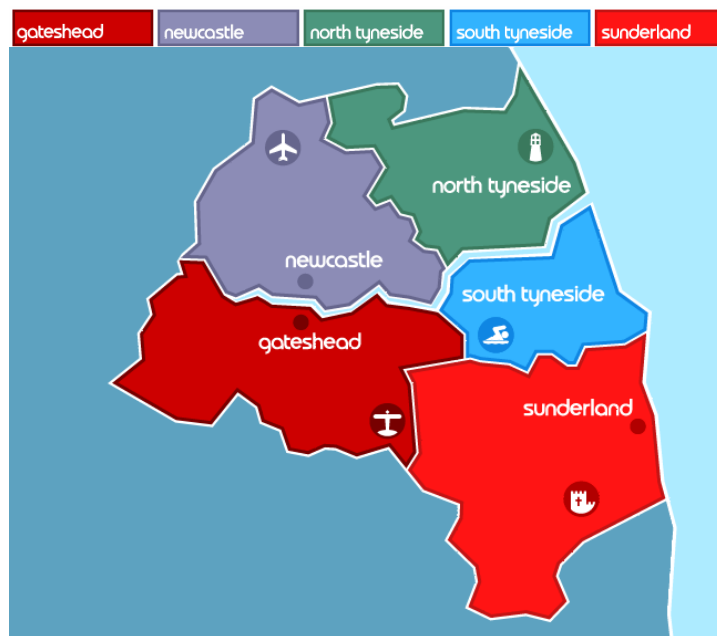


**ShiNE Awards 2008**  
**Partnership Working Award**

**'A Replicable Model for  
Successful Joint Working'**

**Tyne and Wear ICT Partnership (TWICT)**



Gateshead Council  
Newcastle City Council  
North Tyneside Council  
South Tyneside Council  
Sunderland City Council

with Durham County Council,  
Northumberland County Council,  
Nexus  
ONE NorthEast

**December 2007**





## ShiNE Awards 2008

### ENTRY FORM

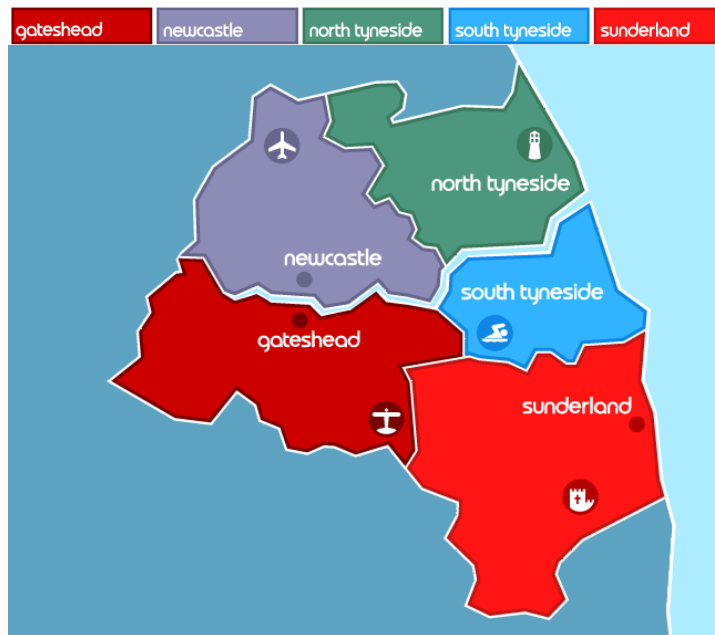
Name	Roy Sheehan
Position	Partnership Chair
Address and Postcode	c/o ICT Services, Gateshead Council, Civic Centre, Gateshead, Tyne & Wear NE8 1HH www.twict.gov.uk
Contact Telephone Number	0191 433 3789
Email	roysheehan@gateshead.gov.uk
Organisation	<b>Tyne and Wear ICT Partnership (TWICT)</b> <ul style="list-style-type: none"> <li>• Gateshead Council</li> <li>• Newcastle City Council</li> <li>• North Tyneside Council</li> <li>• South Tyneside Council</li> <li>• Sunderland City Council</li> </ul> with Durham County Council, Northumberland County Council, Nexus & ONE NorthEast
Title of entry	<b>A Replicable Model for Successful Joint Working</b>
Entry category	<b>The Partnership Working Award</b>
Signed	
Date	

**ShiNE Awards 2008  
Partnership Working Award**

**'A Replicable Model for  
Successful Joint Working'**

**SUMMARY**

**Tyne and Wear ICT Partnership (TWICT)**



Gateshead Council  
Newcastle City Council  
North Tyneside Council  
South Tyneside Council  
Sunderland City Council

with Durham County Council,  
Northumberland County Council,  
Nexus  
ONE NorthEast

**December 2007**



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## ShiNE Awards 2008

### Summary

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The Tyne and Wear ICT Partnership (TWICT) brings together the five Tyne and Wear councils to make the most of the expertise, best practice, learning, skills, experience and developments within our ICT sections and to work together to support **shared services**.

TWICT collectively

- employs and is responsible for the professional development of over 500 ICT Professionals
- supports around 20,000 computer users in over 1,000 locations
- influences over £20m of spend on ICT goods and services

In 2005, following two successful implementation projects, TWICT embarked on an ongoing partnership development strategy aimed at

- growing, sharing and developing knowledge, experience, skills and **professionalism** within the ICT community
- maximising opportunities for jointly procuring ICT goods and services
- encouraging further cooperation between councils and reducing the duplication of effort that existed before TWICT was formed in 2002
- developing new, and exploiting existing, ICT infrastructure and e-government applications and developments to progress the modernising government agenda.
- helping shape the use of ICT in the North East for the benefit of the residents, people who work here and those who visit the region.

This has proved very successful, leading to an increased amount of trust and joint working between the councils and has led to benefits that outweigh the investment the partners have made in the costs of running the partnership.

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## Outline

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There are five key aspects to TWICT's partnering strategy

- employ a **dedicated full time resource** to develop networking between the partner organisations and provide project management and strategy research
  - undertake a self assessment to understand strengths and weaknesses within the partnership and form the basis of an action plan to move the principles of the partnership further **towards best practice**
  - identify a joint work programme and develop **consensus on priorities** through consulting member partner organisations and sub groups and through Tyne and Wear collaboration events and efficiency groups
  - establish **sub groups** to develop joint working **capacity** and **competencies** within the organisations
  - ensure **governance** and **accountability** is in place for joint initiatives
  - secure ongoing **commitment** to the Partnership
- 

## Planning and Implementation

---

- Meetings of TWICT are held monthly, and councils are represented by their Head of ICT Services.
  - Joint projects within TWICT are managed according to **Prince2** principles with TWICT acting as the Project Board. Each project has a Head of ICT assigned as its sponsor, a nominated project manager and regular highlight reports are submitted for review. Project teams are drawn from across the participating councils.
  - Where partners work together to select common suppliers of goods and services, projects are undertaken with the North Eastern Purchasing Organisation (NEPO) using its **e-tendering** system and framework agreements are established so all councils in the North East Region can benefit.
  - Decisions regarding new projects and the allocation of TWICT **resources** are made at monthly meetings by majority decision of the full partners present at the meeting.
  - Alignment to best practice is assessed using the Bridge Partnering Tool provided by the North East Centre of Excellence.
-

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## Innovation and Creativity

---

- TWICT is a unique sub-regional ICT partnership
  - Key areas of innovation include:
    - Having a full time dedicated Partnership Analyst
    - Setting up sub groups so that partnering ethos, capacity and competencies are developed through all levels of the organisations, rather than just at the senior management level
    - Establishing online communities of practice for sharing good practice, knowledge and peer support
    - Developing a skills sharing protocol enabling partners to borrow experienced resources from another council
- 

## Results / Impact

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- Joint working at all levels across the ICT departments
  - Tangible outcomes of joint projects
  - Efficiencies through joint **use of resources**
  - An effective network of ICT officers throughout and beyond Tyne and Wear
  - Operational sub groups supporting knowledge sharing, joint working and peer support
  - Increased awareness of TWICT
  - Greater trust between ICT departments and greater inclination to joint working
  - New shared service initiatives
    - Gateshead and South Tyneside on transport management systems
    - Newcastle and North Tyneside on office management systems
-



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## Budget

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- Each council has committed to an annual subscription to cover the activity costs of the TWICT partnership. In addition, partners commit internal resources to joint projects and to share experience.
  - TWICT has been requested to undertake work on behalf of other bodies and beyond Tyne and Wear, e.g. for SOCITM NE; where this happens it seeks to recover its costs.
  - The attached impact summary shows that since 2005 TWICT has been able to
    - Attract external funding for joint projects (e.g. Joined up Jobs)
    - Support joint working between councils to minimise spending on consultants (e.g. Every Child Matters data matching trial)
    - Save councils money through skills sharing
    - Procure goods and services jointly **electronically** and ensuring procurement compliance and achieving **efficiency** of scale (e.g. printers, broadband)
- 

## Supporting Information

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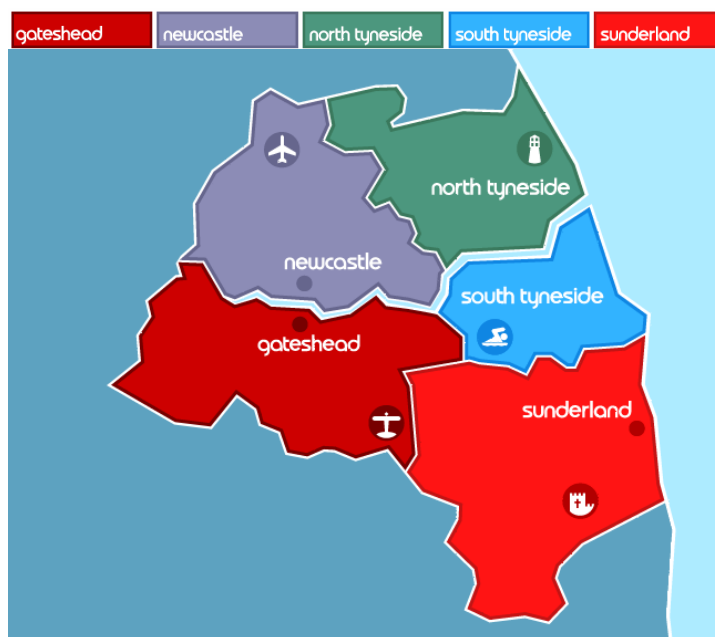
- Please see the **separately enclosed** supporting information:
    - Testimonials
    - TWICT Values
    - Initiatives since 2005
    - Sub Groups
    - Partnership Analyst Job Profile
    - Impact: examples
    - Partnership Briefing
-

**ShiNE Awards 2008  
Partnership Working Award**

**'A Replicable Model for  
Successful Joint Working'**

**RELEVANT ADDITIONAL OR SUPPORTING  
INFORMATION**

**Tyne and Wear ICT Partnership (TWICT)**



**December 2007**



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## Testimonials

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*'I've got contacts in other parts of the country, but until TWICT set up the sub group I didn't know my opposite numbers in Tyne and Wear'*

ICT Customer Service Manager

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*'The North East is very strong when it comes to joint working and TWICT is an exemplar within the region. It has taken the lead on some difficult topics and we have all benefited tremendously as a result. Their collective approach allows us to share in their knowledge and contribute to solutions where appropriate. It would be difficult to calculate but this partnership has saved the region a lot of money through its shared approach.'*

NorthEast Chair, SOCITM (Society of IT Management)

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*"The TWICT Every Child Matters network allowed projects in children's services to expedite their planning activities, reuse materials and engage early enough with IT people to accelerate their ContactPoint implementation projects and also consider strategic links with other aspects of the ECM agenda including approaches to electronic Common Assessment Framework.*

*Several officers and separate implementation projects in the 5 authorities and neighbouring authorities were able to benefit from the network of peer support and sharing of best practice that TWICT fostered".*

ContactPoint ICT Manager

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*"TWICT was helpful, pragmatic and understated, supporting Children's Services as they geared up for implementation, rather than threatening their role in leading on the changes required."*

Children's Services ICT Manager

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## **TWICT Values**

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TWICT works because partners:

- Are prepared to help each other
  - Trust each other, are open and honest
  - Value equality
  - Clearly communicate with each other
  - Are committed to continuous improvement
  - Work together for the greater good
  - Maintain confidentiality within the partnership
-

## Initiatives since 2005

Supported the growth of the Tyne and Wear kiosks network from 40 units in Jan 2005 to 55 at end 2007

Joined up Jobs readiness for eVacancy advertising and vacancy data exchange protocol

Best practice self assessment

NEPO printers procurement

Contact centre business continuity project

Stakeholder Briefing (Prospectus)

Established sub groups:

- Security
- Trainers
- ICT Customer Service and Desktop Support
- Systems Services
- Networks, Telephony and Wireless
- Every Child Matters

Investigated:

- Web2.0 for business
- Members ICT
- technologies to support joint working and shared services

Every Child Matters data matching trial

Support for interactive digital TV and mobile phone services for councils

Hardware maintenance investigation

Digital Challenge Project Management, Dissemination and Project Assurance

Telephony efficiencies project

Skills sharing protocol

Ask-it navigation and public information for disabled people

SOCITM NE ICT policies survey

SOCITM NE internet broadband procurement

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## Sub groups

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TWICT established a series of sub groups to support joint working by providing forums for middle managers from similar work areas to come together to:

- share and develop knowledge, experience, skills and grow professionalism
- maximise opportunities for jointly procuring ICT goods and services
- provide peer support
- develop new, and exploit existing, ICT trends and developments to progress the modernising government agenda

Private online community of practice facilities to supporting communication within the groups at <http://www.govx.org.uk/> enable **staff at all levels** within the TWICT community to participate in the group activities whilst not needing to attend meetings.

Most groups have decided to meet on a quarterly basis, and have determined their own terms of reference, as below.

To help with identifying dates for meetings, a 'SurveyMonkey' questionnaire has been developed that allows people to say when they are available and identifies the most popular option.

The following Sub Groups have been established:

### Security Group

to focus on the key issues facing local government and partners in relation to BS7799 and information governance, in particular, how best to implement and manage information security in support of the authorities common priorities and responsibilities.

The group in undertaking this principle will:

- Forge meaningful relationships with government and private organisations
- Heighten awareness of information security agenda in the North East of England
- Fully exploit the economies of scale
- Explore the possibilities of funded initiatives
- Influence policy and best practice
- Move each member authority close to it's horizon position

Provides a regular email summary of ICT news derived from relevant ICT news feeds

## **Trainers**

the logical home for joint ICT learning and training initiatives within Tyne and Wear Councils.

The group aims to:

- Share best practice.
- Offer a support mechanism within the peer group.
- Act as a feed for trends and developments in new learning/training initiatives.
- Gain economic benefit using joint procurement proposals.
- Investigate the possibility of sharing individual Council learning/training resources within the network group to form a learning/training marketplace.
- Share and improve knowledge within the group.

Provides a regular email summary of ICT news derived from relevant ICT news feeds

## **Systems Services**

the logical home for joint initiatives regarding the provision of robust and scaleable systems services, including but not limited to;

- servers
- storage and backup solutions
- disaster recovery
- email systems

Provides a regular email summary of ICT news derived from relevant ICT news feeds

## **Networks, Telephony & Wireless**

the logical home for joint initiatives regarding the provision of wired and wireless ICT networks and telephony including, but not limited to;

- Infrastructure planning, design, procurement, implementation and support
- PSTN and IP telephony
- Regional infrastructure
- Internet services

Provides a regular email summary of ICT news derived from relevant ICT news feeds



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### **ICT Customer Services & Desktop Support**

the logical home for joint initiatives regarding the provision of ICT Service Desk and Desktop support, including but not limited to;

- Customer satisfaction
- Service desk, monitoring and fix tools
- Professionalism, staff development, motivation and perception

Provides a regular email summary of ICT news derived from relevant ICT news feeds

In addition the following forums have been established on GovX.

#### **Exchange**

Provides a regular email summary of ICT news derived from general ICT news feeds

#### **TWICT Public**

Provides a public feed of news from TWICT. This will be built into the revised website homepage and made available using RSS to anyone wishing to integrate it into their news reader.

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## Partnership Analyst Job Profile

### KEY AREAS OF RESPONSIBILITY

KEY AREAS	
1.	To facilitate the TWICT Partnership and assist with wider partner engagement on behalf of TWICT such as ODPM, NE Connects, One North East and Government Office for the North East.
2.	To work with colleagues from across all the Councils in TWICT, identifying, developing and supporting opportunities for ICT partnership working to support customer service and electronic government initiatives, including developing bids for external funding for such.
3.	To develop, maintain and share a knowledge of recognised best practice processes in ICT partnership working.
4.	To manage allocated partnership projects, ensuring users take ownership and projects are delivered on time to budget to agreed quality standards, are properly carried out and documented and that risks are identified so that management action can be taken in good time.
5.	To supervise allocated personnel where appropriate to ensure best value in the use of all resources.
6.	To manage procurement processes, including tendering, negotiation and contract development.
7.	To liaise with, and act as the primary point of contact for, external sponsors and suppliers regarding partnership projects.
8.	Such other responsibilities allocated which are appropriate to the grade of the post.

## Impact: examples

Attracting Funds	Joined up Jobs	£50,000 grant income from NECE
Identifying Good Practice	Telephony	Developed Good Practice guide. Shared information on savings made
	Hardware maintenance	Shared information on savings made
	Joined up Jobs	Identified format for sharing job vacancy data
Supporting innovative services	Digital TV	Supporting each council's presence on interactive TV and WAP mobile phones
Reducing Costs	Skills sharing	Significant savings through supporting each other at a fraction of the cost of bringing in external resources
	Support for digital challenge	80% saving on staffing Cost recovery rate of £300 per day compared with £1500 for an external consultant
Doing it once rather than 5 times (or more)	Telephony Services	Created Specification of Requirements for Procurement
	Every Child Matters data matching trial	Funded ICT Manager
	Procurement of printers through NEPO	Established new Framework Contracts

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## Partnership Briefing

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August 2007

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# Tyne & Wear ICT Partnership

*"shared experience, shared knowledge, shared service"*

**Date:** 7<sup>th</sup> August 2007

**Version No:** 11 (Release Version)

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## TWICT

The Tyne and Wear ICT Partnership (TWICT) was established in 2002 and brings together the five Tyne and Wear councils to make the most of the expertise, best practice, learning, skills, experience and developments within our ICT sections and to work together to support shared services.

TWICT collectively:

- Employs and is responsible for the professional development of over 500 ICT Professionals
- Supports around 20,000 computer users in over 1,000 locations
- Influences over £20m of spend on ICT goods and services

## Aims

- To grow, share and develop knowledge, experience, skills and professionalism within the ICT community
  - TWICT commissions research from independent consultants and receives presentations on market and policy trends from a number of external agencies.
  - TWICT has established a number of networks (and associated online support systems) to support discussion and knowledge sharing across the councils. These include:
    - ICT Development Managers
    - ICT Security Officers
    - ICT Training Officers
    - Lead Officers on Digital TV
    - Lead Officers on Kiosks
    - Network and Telephony Officers
- To maximise opportunities for jointly procuring ICT goods and services
  - TWICT identifies and establishes framework arrangements enabling councils to save time and money in procurement and gain economies of scale on pricing.
- To develop new, and exploit existing, ICT infrastructure and e-government applications and developments to progress the modernising government agenda.
  - TWICT provides governance, financial, project management and administrative support for joint working ICT projects.
  - TWICT has built on existing initiatives and extended their benefits throughout Tyne and Wear.
- To help shape the use of ICT in the North East for the benefit of the residents, people who work here and those who visit the region.
  - TWICT members participate in related organisations across the Region, such as North East Connects.
  - TWICT has provided research and project management resources to projects funded through SOCITM NE and the North East Centre of Excellence.



## Partnership Cultures & Values

TWICT works because partners:

- Are prepared to help each other
- Trust each other, are open and honest
- Value equality
- Clearly communicate with each other
- Are committed to continuous improvement
- Work together for the greater good
- Maintain confidentiality within the partnership

## Governance

- Finances
  - Each council has committed to an annual subscription towards the activity costs of the TWICT partnership. In addition, partners commit internal resources to joint projects and to share experience. Associate Members do not pay subscriptions.
  - TWICT has been requested to undertake work on behalf of other bodies and beyond Tyne and Wear, e.g. for SOCITM NE; where this happens it seeks to recover its costs.
- Meetings and Decisions
  - Meetings of TWICT are held monthly, and councils are represented by their ICT manager.
  - Decisions regarding new projects and the allocation of TWICT resources are made at monthly meetings by majority decision of the full partners present at the meeting.
- Operations
  - One of the councils is responsible for providing the secretariat and administrative support services to the partnership, and managing its finances; Gateshead Council is currently fulfilling this role.
  - Joint projects within TWICT are managed according to Prince2 principles with the TWICT board acting as the Project Board. Each project has a Head of ICT assigned as its sponsor, a nominated project manager and regular highlight reports are submitted for review. Project teams are drawn from across the participating councils.
  - Where partners work together to select common suppliers of goods and services, projects are undertaken with the North Eastern Purchasing Organisation (NEPO) and framework agreements are established so all councils in the North East Region can benefit.
  - TWICT funds a full time Partnership Analyst to support its activities.





## Associate Members

TWICT has encouraged other local bodies to participate in its activities. These Associate Members attend board meetings but have no voting rights over the allocation of TWICT resources. Current Associate Members are:

- Durham County Council
- NEXUS (Tyne and Wear Passenger Transport Executive)
- Northumberland County Council
- ONE Northeast, the regional development agency for the North East Region.

## Regional Linkages

Through its partners and liaison activities of its project managers and partnership analyst, TWICT engages with:

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Local Strategic Partnerships</li> <li>• Education Authorities and City Learning Centres</li> <li>• Economic Development</li> <li>• Community Development</li> <li>• NE Connects</li> <li>• North East Regional employers Organisation (NEREO)</li> <li>• North East Centre of Excellence (NECE)</li> <li>• Tyne &amp; Wear Efficiency Group</li> </ul> | <ul style="list-style-type: none"> <li>• The North East Improvement Partnership</li> <li>• North Eastern Purchasing Organisation (NEPO)</li> <li>• Association of North East Councils</li> <li>• SOCITM NE</li> <li>• Newcastle and Sunderland Universities – schools participating in information society and business research</li> </ul> |
|---|---|

## Further Information

- A number of TWICT's successes are described in Appendix 1.
- The structure of each ICT section together with key metrics is documented in Appendix 2.
- The Councils IT hardware, software and partnership profiles are available at the [eGovernment Register](#)<sup>1</sup>
- More information along with reports, presentations and research findings are available at [www.twict.gov.uk](http://www.twict.gov.uk).

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<sup>1</sup> <http://www.brent.gov.uk/egr.nsf/gpname/Tyne+and+Wear+ICT+&+eGovernment+Partnership>



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## Appendix 1 Examples of Partnership Working and Successes

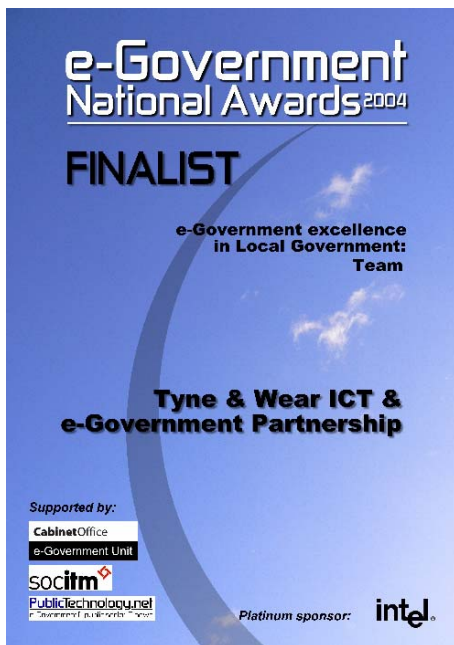


Cllr John Temple of South Tyneside Council and Rt. Hon. David Miliband MP for South Shields & now Foreign Secretary launch the first TWICT kiosk in March 2004.

In 2004, TWICT successfully bid for £500,000 of Central Government funds for 15 on street kiosks and the development of council and tourism services to sit on them to be accessible from any kiosk regardless of location.

By 2007, this network had grown to over 50 kiosks in Tyne and Wear, with further investments by the councils, Nexus and Connexions Tyne and Wear.

A further 9 kiosks were commissioned in neighbouring Easington district in late 2006, using the NEPO framework contract initiated by TWICT.



TWICT was a finalist in the Local Government Team Category of the inaugural e-Government Excellence Awards which '*recognise and praise the best in public sector ICT & e-Government*'

The Tyne and Wear Councils and Nexus were invited to be some of the first users of the Digital TV services for councils that were developed by the National Project on Digital TV.

In 2004, 2005/6 and 2006/7, TWICT funded each council's interactive presence on Sky, Telewest, NTL and on mobile phones, providing an additional access channels supporting customer service strategies.



Sunderland Council services reaching out into the living room through digital TV



# Tyne & Wear ICT Partnership



Recruitment poster from Gateshead Public Service Academy – joint working on recruitment

Building on the successful drawing together of tourism information for the kiosks, South Tyneside, Gateshead and North Tyneside Councils together with NEREO submitted a successful bid to the NECE for funds to develop a job vacancy data exchange protocol. The 2006 JoinedupJobs xml schema has been adopted in work recently commissioned by Personnel colleagues to establish the North East regional job vacancy portal which requires data to be in a common form.



In 2006, TWICT working with Northumberland County Council initiated a NEPO framework contract for desktop printers, giving councils a more cost-effective route to purchase office printers.

TWICT supported SOCITM NE in identifying requirements for better value internet services for all of the north east councils. SOCITM NE worked with the ADIT to identify suitable suppliers through its framework contracts, with a view to new contracts starting in early 2007. The pricing achieved through the ADIT exercise offers councils options to take higher capacity, lower cost broadband services.

<http://www.broadbandgen.com/2007/11/27/071127aditgen-genius-uk-the-american/>

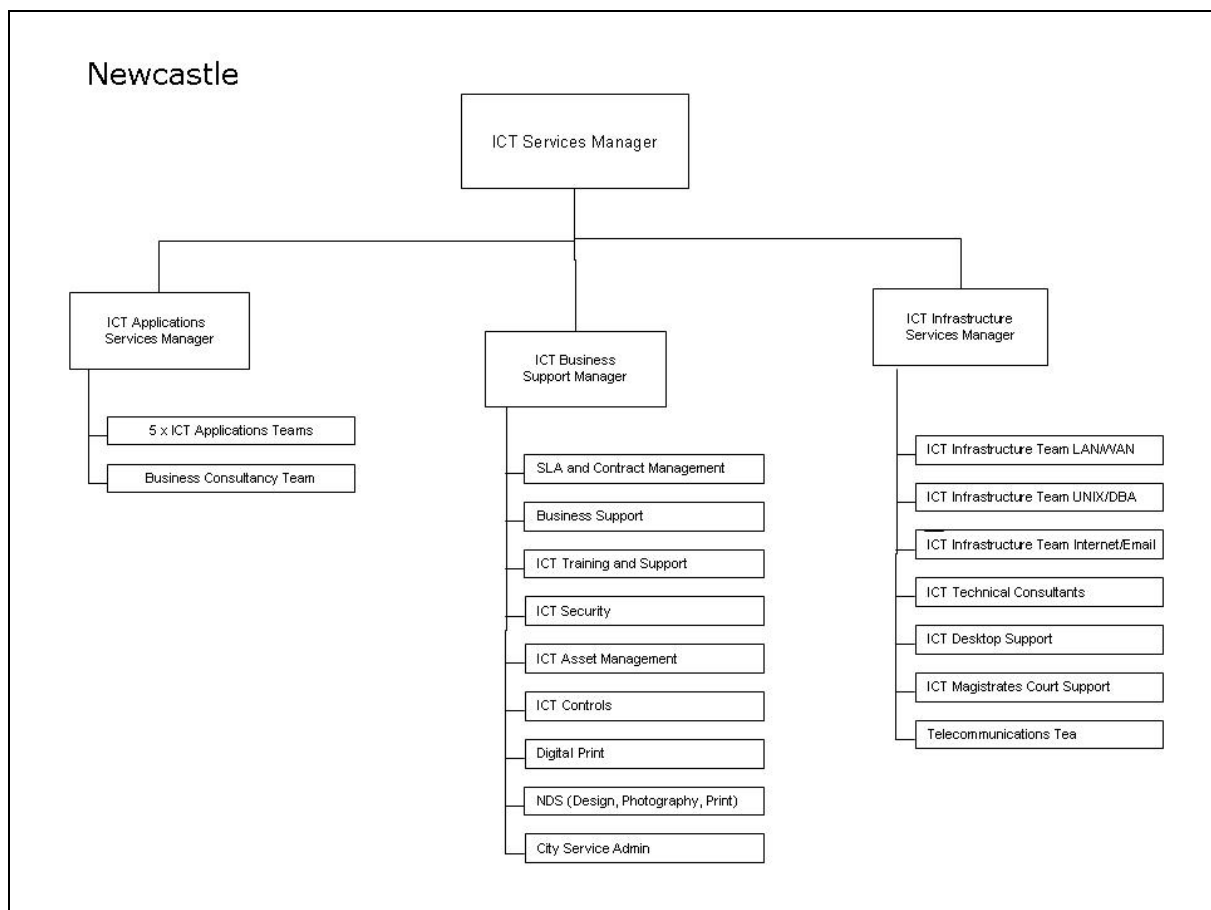
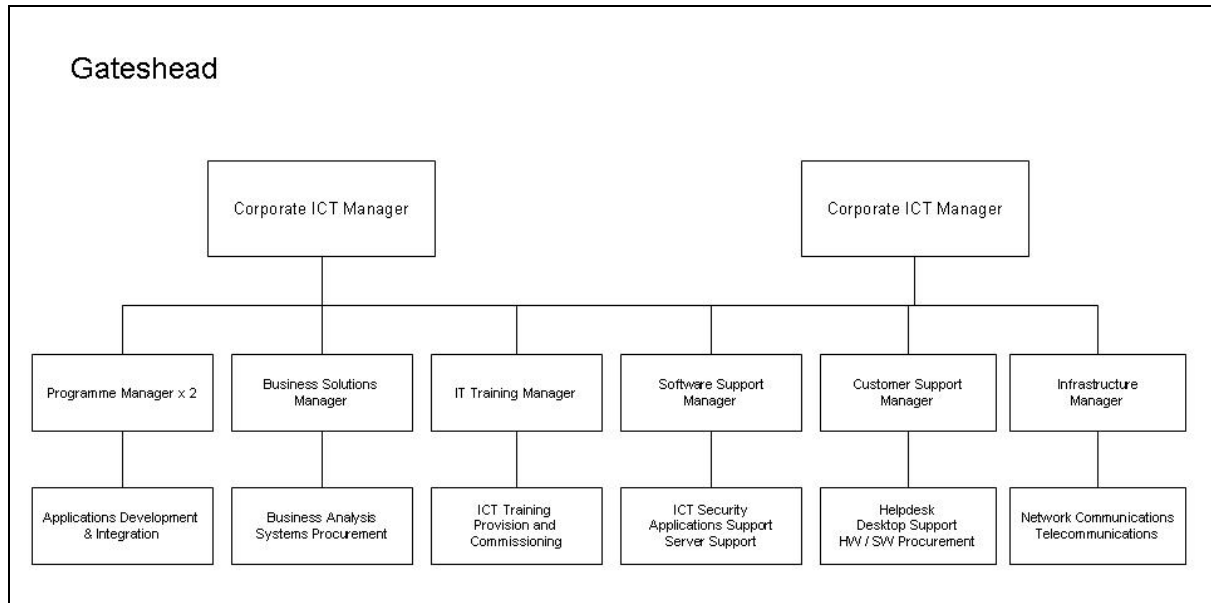


In early 2007, a study was undertaken into the server, desktop PC and other ICT equipment maintenance arrangements in a number of the TWICT partner councils. This study identified proven methods of providing Hardware Maintenance that other councils can include in their own options appraisals when deciding future strategies for hardware maintenance. As a result of the study it is likely that improvements in value for money will be made.

[http://www.gpc.com/objects/ctools\\_maintenance.pdf](http://www.gpc.com/objects/ctools_maintenance.pdf)

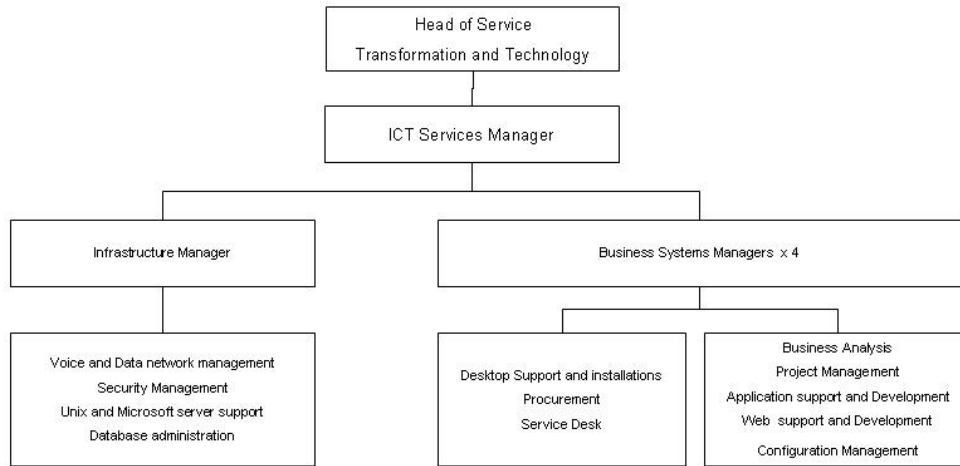


**Appendix 2 ICT SERVICE STRUCTURES**

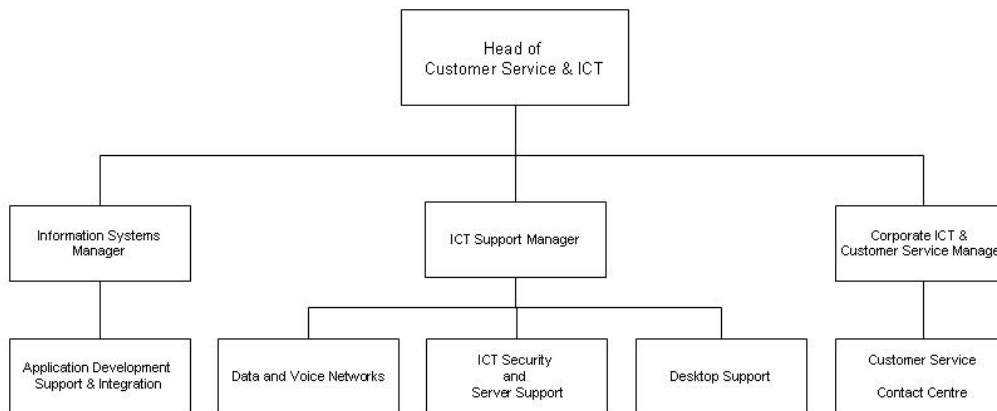


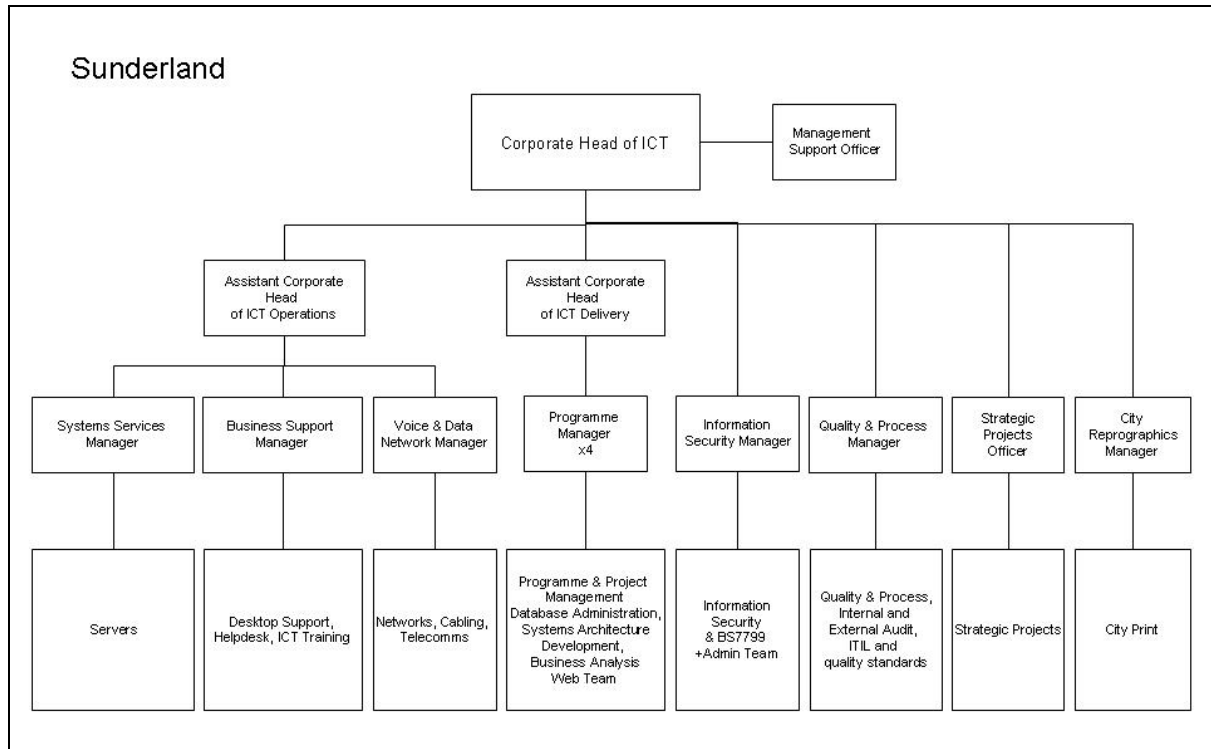


### North Tyneside



### South Tyneside





Tyne and Wear ICT Partnership

c/o ICT Services,  
Gateshead Council,  
Civic Centre,  
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NE8 1HH

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