



West Midlands Region E-Government Project:

Business Matters

Draft Project Initiation Document

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Project Initiation Document History

Document Location

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Issue Control

Date	Issue	Summary of Changes
3/8/05	1	Initial Draft
17/8/05	2	More details regarding the project definition and deliverables
18/8/05	3	Minor editing
20/8/05	4	Additional element relating to Government Connect

Approvals

This document requires the following approvals.
Signed approval forms are filed in the Management section of the programme files.

Name	Signature	Title	Date of Issue

Distribution

This document has been distributed to

Name	Title	Date of Issue	Version
Regional Focus Group	Group Members	3/8/05 2005	0.1
Regional E-Government Network	General Consultees		
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Paul Davidson	Government Connect		
Sue Devlin/ Wendy Reddington	Government Connect	18/8/05	0.3
Alex Black	North West Regional Group		
ODPM	Project Sponsors	22/8/05	0.4

Project Initiation Document

1. Purpose of Document

The purpose of this document is to define the West Midlands Region 'Business Matters' Project and to act as an initiation document for the project that will:

- Define the project focus.
- Form the basis for its management, and
- Provide a means of assessment for its overall success.

2. Background

The National Working with Business (WWB) Project is one of twenty two National Projects funded by the Office of the Deputy Prime Minister (ODPM). The National Project sponsored the formation in the West Midlands of a focus group, chaired by Lichfield District Council, to assist all West Midlands Authorities to meet the objectives set by the National Project. In addition the focus group has liaised with similar groups in the North West Region (NWeGG) and London Connects to help authorities understand how to meet the requirements of businesses as customers and to explore opportunities for joint working. Pilot projects led by Redditch Borough Council on behalf of the Worcestershire Hub and Lichfield District Council on behalf of Staffordshire Connects have helped inform the work of the focus group.

The focus group has been assisted by the SMARTRegion and has had valuable input and active contributions from each of the Sub Regional Partnerships as well as Metropolitan Authorities such as Solihull MBC and Dudley MBC. Focus group members have actively supported the National Projects Communications Programme experience sharing workshops.

Whilst the work undertaken has given a valuable insight into some aspects of Working with Business as envisaged by the National Project, it became apparent that there is a need to progress the understanding much further. This encompasses:

- Working closely with the business community itself
- Resolving the issues regarding building business requirements into CRM systems
- Working with Government Connect on the development of the Business Account.

The proposed project is designed to build on the steps already taken which have been limited so far due to a lack of resources being available.

3. Project Definition

3.1 Project Objectives and Scope

The project is designed to address the following key objectives:

- Consultation with businesses regarding how the Single Business Account and associated processes such as tracking service requests on-line are designed to best fit the needs of a range of businesses in terms of both size and type

- Identify core data that needs to be held about businesses building on the current draft Business Description Schema
- Document alternative approaches to meeting the requirements of businesses that will be capable of being replicated
- Engage suppliers in the development of CRM systems to meet the needs of businesses as customers. This is focused on approach, rather than specific system design. Provide co-ordination for a programme to prevent duplication of effort throughout the UK.
- Produce a marketing strategy to make businesses aware of the opportunities
- Explore opportunities to share data with other organisations including partner authorities and agencies such as Business Link and the Regional Development Agency (Advantage West Midlands).
- Work with Government Connect regarding the development of the Business Account.
- Work with other projects where there may be benefit e.g. the Data Self Administration E-Innovations project (led by Tamworth Borough Council) which Lichfield is participating in.
- Understand the implications of legal constraints such as the Freedom of Information and Data Protection Acts
- Share information and experience gained, project outputs and lessons learned with other regions, particularly the North West Region and London Connects where joint working has already been discussed and also linking in with our Regional Centre of Excellence.

3.2 Method of Approach /Project Deliverables

The project will be managed and delivered in accordance with the PRINCE2 project management framework.

The project will be approached by carrying out parallel streams of activities focusing on the overall objectives. The initial phase of the project will be to ensure these are closely defined and project plans are developed to meet the delivery timescales.

The initial streams of activity and their deliverables are identified as follows:

Business Consultation

Methodology: This would build on WWB outputs BP1 (most popular services required by businesses) and BP4 (process descriptions and maps).

A consultation group will be developed, ensuring that all sectors are represented (SME and Corporate, and to include multi site and multi hierarchy businesses). The focus of the consultation group will be to discover and define the special requirements of each business type with respect to interacting with the agreed process flows. This would build on the work already in progress with the Midlands Co-Operative Group to ensure that systems are able to accommodate complex business structures.

Deliverable(s): Documentation of special requirements from each business type, including those resulting from multiple locations and subsidiary businesses, and the need to reflect differing levels of access to the organisation's transactional history within a single business.

Business Description Schema

Methodology: Agree the core data items that should accompany the registration of a business, building on the work undertaken by Redditch and also being shared with the North West and London regions. This will focus on the following two areas: i) ability of current Business Description Schema to accommodate information required to support service delivery; ii) additional fields required. Revisions will then be adopted into the XML version of the Schema. Share this work with other Regional Partnerships to widen consultation.

Deliverable(s): Documentation of changes required; Revised XML Schema

Alternative Approaches and Supplier Engagement

Methodology: Continue to work with CRM vendors to implement the Business Description Schema, and test out the alternative approaches identified above. This will include:

- Continue the Lichfield/Staffordshire Connects project to understand the practical issues associated with building the Single Business Account within the Oracle CRM system, being jointly undertaken with Oracle and Capula and develop the Proof of Concept regarding Entity Modelling
- Expand this to look at the sharing of data across other Oracle users, particularly West Midlands Metropolitan authorities such as Solihull and Sandwell
- Develop the lessons learned from this work to test out an approach with the CRM supplier Onyx, for Redditch and the Worcestershire Hub
- Liaise closely with London Onyx users, e.g. Lambeth
- Identify how the approaches developed can be shared across all CRM systems to assist authorities in addressing business needs.

This will be done in association with existing ODPM initiatives such as LAMIP and the adapters' club, to provide information regarding which Local Authorities are using which technology combinations to implement the SBA, and ensure that appropriate information is provided.

Deliverable(s): SBA Toolkit, to include "how to" guides complementary to the existing SBA implementation guide. Providing best practice information to local authorities, both within the region and more widely through the Regional Partnerships Forum.

Government Connect Programme

Methodology: The Government Connect programme has established the concept of a "Customer Account", by which a customer can be served (or self-served) in a streamlined and informed manner. The programme has defined the concept of Accounts for

- The Citizen
- Business
- Community
- Property

The Business Matters project proposes to contribute to the 'Business Account' concept by

- Producing an “Entity Map” defining the complex types of businesses, roles within Businesses, and how they relate to service categories provided by Local Authorities.

Whilst a ‘Citizen’ is a relatively easy concept to model, businesses come in all manner of shapes and sizes, ranging from a Sole Trader, to a Multi-National organisation. Each business will have established roles that are undertaken by individuals or groups, that will need to be respected when providing access to private or sensitive information.

The Entity Map will build on the work and experience gained to date, and define the complex relationships that must be accommodated, particularly informing the nature by which Authentication should be achieved.

- Sharing the deliverables from the other workstreams particularly around the Business Description Schema and alternative approaches.

The Business Matters project views Government Connect as

- A consumer of its products
- A means to verify and validate its products
- A route through to the accreditation of its standards
- A delivery channel for its products to Local Authorities

Deliverables: In the initial stage of the project, “Business Matters” will engage with the Government Connect programme to consider the interfaces for:

- Vision
- Product Definition
- Supplier Engagement
- Consultation across Businesses
- Business and Technical Design
- Stakeholder Management and Communications
- Interdependencies
- Life cycle management of a business account with processes for creating an account and change of circumstances e.g. location , name , owner, and account closure etc. based on all scenarios including bankruptcy,

Marketing Strategy

Methodology: Develop and understand how to communicate key messages arising from this work and particularly to encourage business take-up.

Deliverable(s): Marketing toolkit which can be adopted by business community focused service managers in the organization, for example a checklist of marketing activities which every Local Authority should implement in their own areas, template content etc.

Multi Agency Data

Methodology: Research into which external organisations it would be beneficial to share business data with and what information they would require, particularly with Business Link and the

Regional Development Agency, Advantage West Midlands. Explore opportunities presented by complementary projects e.g. Government Connect links with Small Business Service, North West Region's work on a data hub.

Deliverable(s): Matrix document describing information requirements.

Support Activities

Methodology: To research issues relating to legal constraints, opportunities to link to other relevant projects and ensure that any supporting issues are identified and resolved.

Deliverables: Products are capable of being applied by a range of authorities and reflect the broader perspective.

Communications and Dissemination

Methodology: A Communications Strategy will be designed to raise awareness with authorities and businesses.

Deliverables:

- A fortnightly communication containing project information and highlights will be sent to the SMARTRegion for wider dissemination to West Midlands Local Authorities through their newsletter and website and also linking in to the West Midlands Centre of Excellence.
- Learning events to share the deliverables will be organised including 2 workshops open to all West Midlands authorities
- Monthly updates will be shared with NWeGG and London Connects.
- Updates will be provided to the Regional Partnerships Forum as a means of achieving national dissemination.

3.3 Exclusions

The project is designed to work at a strategic level and to focus on processes, business and supplier engagement in a generic way that will help all Authorities, including those outside of the West Midlands Region.

3.4 Constraints

The constraints for this project are as follows:

- The limited timescale available to deliver the project and evaluate the outcomes.
- Resource availability and potential conflicting demands on the partners.

4. Assumptions

The following assumptions have been made:

- The Office of the Deputy Prime Minister will provide the funding required to support the development and implementation of the project as detailed.

- Continued support will be available from existing focus group members, especially from Redditch, Solihull and Dudley
- Further board level representation will be explored with other West Midlands Authorities including further Metropolitan Authorities
- Continuity and fast progress will be enhanced by engaging the services of rol Solutions Ltd who have supported the Lichfield and Redditch reference site projects from the outset as well as facilitating cross regional working through their role in the National Project for Working with Business
- Representatives from Midlands Co-Op and other local business leaders will support the project as they have already indicated
- Oracle, Capula and other suppliers will continue to support the project as they currently are doing

5. Outline Funding Structure

As part of developing the detailed plans to deliver the workstreams the specific costings will be identified but will not exceed the maximum allocation available for this project of £300,000.

6. Project Key Performance Indicators

The success of the Business Matters project will include the following measurements:

- Involvement of 80% of the region's authorities (individually or represented by a nominated partnership) in workshops and dissemination events
- Production of a Business Description schema
- Consultation with at least one business from each of the key sectors
- Production of "How to Guide" relating to the alternative approaches

7. Project Organisation Structure

The project will be organised and managed in accordance with PRINCE2 project management methodology.

The Project Board

The Board will be responsible for managing the activities under the chairmanship of Rita Wilson

The Project Board consists of representatives from the 4 Sub-Regional Partnerships and West Midlands Metropolitan Councils and builds on the existing Focus Group. Other individuals may be invited to join the Board as the need arises.

The Board will be supported by an Advisory Group which will involve a greater range of West Midlands authorities in contributing towards the outputs from this project and taking a quality assurance role.

The project lead (Accountable Body) will be undertaken by Lichfield District Council with the support of rol and the SMARTRegion.

8. Communications Plan

The Communications and Dissemination strand will ensure that strong communications planning is undertaken to support this project.

9. Project Quality Plan

Government guidelines and standards for interoperability as specified in e-GIF will be adhered to. Other relevant standards relating to information sharing and confidentiality, i.e. the Data Protection Act, Freedom of Information Act and Human Rights Act will also be met.

Draft outputs will be reviewed by the Project Board, Advisory Group and others, to ensure that the objectives have been met and ensure completeness, usefulness and accuracy where required. These groups play an important role in determining the appropriateness of the programme and deliverables.

The Project Board will be responsible for monitoring quality and approving and signing off each stage of each project stream. Change management responsibility including direction and scope changes will be managed through the Project Board.

10. Initial Project Plan

A summary of the key milestones is provided below:

- Establish Project Board August 05
- Plan each of the workstreams September 05
- Carry out individual stream activities October 05 to March 06
- Review Project Outcomes March 06
- Project Completion Date March 06

11. Project Controls/Contingency Plans

The Project Board will meet at a minimum of once every two months to review and monitor progress. The Project Manager will submit a Highlight Report to the Project Board prior to each Board meeting, detailing current achievements, expected achievements and actual or potential problems. A log of issues raised will also be kept along with actions detailing how they have been resolved.

Any forecast deviation from the project plan that is outside the agreed tolerances of the project will result in an Exception Report to the Project Board analysing the exception, options for its

resolution and the recommended solution. The Project Board will meet to approve the Exception Plan.

If significant unexpected delays were experienced the Project Board would consider reducing the scope of a project.

12. Exception Process

The Project Manager will raise an exception report for Project Board consideration if it is anticipated that the project cannot be completed within one month of the expected completion date or the agreed budget is likely to be exceeded.

Initial Risk Log

Initial Risk Register

Risk	Impact	Probability	Reduction Method
Delay in the acceptance of the PID.	M	L	Close working with ODPM to ensure sign off
Deliverables not clearly defined	H	L	Ensure input from and sign off by Project Board
Deliverables too ambitious	H	L	Ensure deliverables and budget properly aligned at outset and agreed by Project Board
Lack of co-operation from CRM Suppliers	H	M	Early contact and close working sought, backed up by endorsement of Government Connect Programme if needed
Lack of co-operation from Business Community	H	L	Good start made with Co-op and AWM. Need to identify probable partners at the outset and seek early engagement
Lack of buy in from all West Midlands Authorities	H	M	Liaise directly with every authority as well as via SMARTRegion. Keep a central register of contacts and focus on using the Communications Plan
Communications Plan not effective.	H	L	Ensure input from Project Board, SMARTRegion NWeGG and others at the outset
Project timescales/ deliverables not achieved	H	L	Effective controls in place using formal project management methodology and monitored by Project Board