



West Midlands Region RCoE funded Project:

Business Matters Stage 2

Project Initiation Document

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Issue Control

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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
Rita Wilson	Project SRO	08/08/06	1.1
Kevin Smitten	Strand 2 lead	08/08/06	1.1
Rachel Egan (Ne Underwood)	Strand 3 lead	08/08/06	1.1
Chris Tompkins	Strand 4 lead	08/08/06	1.1
Sarah Caulkin	Strand 5 lead	08/08/06	1.1
Dominic Tennant	Strand 6 lead	08/08/06	1.1
Julie Rose	Board Member	08/08/06	1.1
Simon Shears	Government Connect Accounts Strand Coordinator	08/08/06	1.1
Tim Chesworth	Staffordshire Connects	08/08/06	1.1
Mike Loveless	Staffordshire Connects	08/08/06	1.1
Tony Isaacs	Warwickshire Direct Partnership	08/08/06	1.1
Kate Rose	Consultant, rol	08/08/06	1.1

Project Initiation Document

1. Purpose of Document

The purpose of this document is to define the West Midlands Region 'Business Matters Stage 2' Project and to act as an initiation document for the project that will:

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

2. Background

Stage 1 of the business matters project was funded by the ODPM, the predecessor department to the current DCLG. The funding was to the West Midlands e Government Partnership, with Lichfield District Council being appointed the responsible body.

Business matters built on the original Working with Business National Project. A focus group had been established in the West Midlands and its work was continued through the Business Matters Stage 1 Project. Several of the members of the focus group continued to be board members in Stage 1 and are continuing as board members in Stage 2. This has ensured considerable continuity across the related projects.

The responsibility for the Working with Business National Project has also been transferred to Lichfield District Council. In addition, the SRO for the project, Rita Wilson, reports progress to the Accounts stream of the Government Connect project. This process ensures that the work of the Business Matters project is communicated effectively with other related projects and processes.

Business matters Stage 1 was funded to March 31st 2006. Project deliverables are available through the Business Matters web site, www.wmlga.gov/businessmatters and key documents have also been loaded to the National Projects online catalogue, ProductShare.

At the conclusion of Stage 1 it was recognised that considerable progress had been made in defining appropriate standards and definitions for the Single Business Account (SBA). The Business Description Schema had been considerably revised, and following consultation was accepted as a working interim standard. Sufficient pilot activity with leading CRM vendors proved that the SBA can be established in leading CRM systems with minimal development cost and effort.

The time and budget constraints of Stage 1 prevented the project from progressing to prove the business benefits and potential efficiency gains that would follow from local authorities deploying the SBA in a corporate way. A submission was made to the West Midlands regional Centre of excellence RIEP, Regional Improvement and Efficiency Programme. The programme board agreed to make £75,000 available to fund Business Matters Stage 2. The submission that led to

the funding approval is available on the Business Matters web site. The submission sets out the business case for stage 2.

A document outlining the business case for the SBA itself was delivered by stage 1 and is available from the Business Matters web site

This document is the project initiation document for Stage 2.

3. Project Definition

3.1 Project Objectives and Scope

Extracts from the submission to the RIEP project objectives are:

- To continue the SBA pilots already initiated with CRM suppliers and take them to conclusion. This will allow the efficiency gains and process improvements to be fully calculated and demonstrated.
- To conclusively demonstrate that the current version of the SBA is ready for deployment by other West Midlands authorities with minimal deployment costs.
- To extend the pilots to other West Midlands authorities to prove that the work of the pilots to date is transferable and that efficiency gains and improvements will follow in other local authorities.
- To identify which business to local authority transactional services will lead to greatest efficiencies if transformed using the SBA infrastructure.
- To extend the pilots into new service areas, eg NNDR.
- To develop and deliver process maps based on the pilots that will serve as blueprints for other authorities wishing to undertake process improvement as part of the Transformational Government agenda.
- To disseminate the learning to other authorities using the dissemination funding already available from the Working with Business National Project.

The above relate to the National and Regional Improvement Priorities as follows:

National: Cross cutting: Transactional

Service Based: Miscellaneous and Environmental Services

Regional priorities: Corporate Transactional and Transformational Government including Business Process Re-engineering.

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, each relating to a pilot deployment of the SBA. An additional stream will address communications and dissemination.

The project deliverables have been summarised in a table, attached as annexe 1. They are structured around six work strands, namely:

- Strand 1, Lichfield and Staffordshire Connects, working with Oracle
- Strand 2, Solihull MBC working with Oracle
- Strand 3 Redditch Borough Council working with Alcium
- Strand 4 Dudley MBC based on an in-house designed system
- Strand 5 Bridgnorth District Council working with Tagish
- Strand 6 Communications and Dissemination supported by West Midlands LGA.

In addition to external support that may be commissioned using the budget made available from the RIEP, significant input is anticipated from the local Authority personnel contributing to the project free of charge.

3.3 Exclusions

The Stage 1 pilot activity at Warwick District Council with Northgate will not be continued into Stage 2. Northgate have indicated that their CRM product, Front Office will not be SBA compliant until February 2007.

The pilot activity at Redditch Borough Council will be based on working with Alcium, the supply of their commercial property database. It will not include further work with Onyx, the supplier of their CRM system since the version used by Redditch is not SBA compliant.

The project will be limited by budget and time resources. The proposed methodology includes working closely with other agencies including HMRC, Government Connects, West Midlands Business Link and others. However, unless additional funding is secured the extent to which this happens will be limited.

It is recognised that the project is ambitious in many respects, so the emphasis will be to make as much progress as time and resources allow. In some cases the need for further work will be identified and reported as a project conclusion.

3.4 Constraints

The constraints for this project are as follows:

- The identified budget of £75,000

- The limited timescale available to deliver the project and evaluate the outcomes with conclusion of pilot work planned for end January 2007 and final reports delivered end February 2007.
- Resource availability and potential conflicting demands on the partners.

4. Assumptions

The following assumptions have been made:

- The RIEP funding will be sufficient to achieve the key deliverables as defined in Annexe 1
- Board members who continued to support Stage 1 will continue to be as active, enthusiastic and effective in Stage 2.
- The pilot authorities will continue to support the project by making staff time available to the project at no cost.
- The West Midlands LGA will continue to support the project at no cost.
- Project management will be procured from rol Solutions Ltd to ensure continuity.
- External resources will be procured as needed and as identified by strand leaders.
- Project lead will continue to be with Lichfield District Council and that Rita Wilson will continue to be SRO.
- If project deliverables require more time, resource or budget than is available, deliverables will be de-scoped accordingly. A pragmatic approach will be taken to ensure that maximum value is gained from the limited budget.

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 £75,000.

Additional funding will be sought from other sources as the project continues.

6. Project Key Performance Indicators

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

- Delivering the products outlined in annex 1 'Business Matters Deliverables'. In particular, these will input into:
- The construction of a more robust business case for the SBA;
- Identification of efficiency gains and savings that will be made by the widespread deployment of the SBA;
- A better understanding of the benefits of the SBA to the business community and local authorities;
- Delivery of process maps, guides and other supporting materials to help other local authorities adopt the SBA in a cost-effective and efficient way.

The project will be effectively managed, with deliverables being made on time and to budget.

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 Stage 1 Board. Other individuals may be invited to join the Board as the need arises.

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

Project Management will be delivered by Steve Laslett of rol Solutions Ltd.

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 and Government Connect to ensure that the objectives have been met and ensure completeness, usefulness and accuracy where required.

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:

Stage 2 Confirmed; outline Project Initiation Document (PID) drafted.	<i>June 1st</i>
Detailed PID completed with clearly defined objectives, deliverables and risk log agreed by all Stakeholders, and first stage of identifying key transactions completed	<i>July 20th</i>
Pilots move into phase 2 activity	<i>September 1st</i>
Mid- term report delivered and project revisions agreed as needed	<i>November 20th</i>
Pilot activity completed	<i>January 31st 2007</i>
Final reports delivered	<i>February 28th 2007</i>

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
Project scope creep: attempting to work with too many CRM vendors or too many pilot authorities would negatively impact the project by spreading resources too thinly and diluting effectiveness.	H	L	Reducing the scope – not proceeding with Northgate or Onyx
Mismatch between project funding and project ambition. If the project extension undertakes too much innovation it would not be supported by sufficient funds and would fail to deliver the anticipated results.	H	L	Close budget control will be made on a monthly basis. Spend on external resources will be sanctioned by strand leaders and approved by the board in advance.
Difficulty in determining the service transactions that if transformed will lead to greatest efficiency gains. Without undertaking further work it is an unproven assumption that Business Process Reengineering and service improvement will apply equally to the same service area in all or most West Midlands authorities.	M	L	Stage 1 has identified that there is sufficient evidence to believe that the anticipated gains will be achieved.
Lack of Co-operation from other bodies such as HMRC, Government Connect, BuisnessLink	M	L	Early indications are that all bodies are keen to actively support the project