



West Midlands Region RCoE funded Project:

Business Matters Stage 3

Project Initiation Document

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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	14/08/07	1.1
Chris Tompkins	Strand 1 lead	14/08/07	1.1
Jeff Marlow	Strand 2 lead	14/08/07	1.1
Sarah Caulkin	Board Member	14/08/07	1.1
Kevin Sleeman	Board Member	14/08/07	1.1

Project Initiation Document

1. Purpose of Document

The purpose of this document is to define the West Midlands Region 'Business Matters Stage 3' 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 CLG. The funding was to the West Midlands e Government Partnership, with Lichfield District Council being appointed the responsible body.

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

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. Outputs from Stage 2 are available from the same Business Matters web site. The Final Report concluded that the project had been highly successful in many respects:

- It demonstrated that a practical deployment of the SBA can be made without significant expenditure
- It further evidenced that the Business Description Schema is an important workable standard to enable information exchange between different agencies.
- It identified quantifiable efficiency gains that can be made by deploying the SBA.
- It led to a more clearly identified business case for the SBA, especially in the current post Hampton and post Varney landscape where data sharing is increasingly prescribed.
- It clarified that many of the transformational objectives that Central Government is setting, such as cross agency working and information sharing cannot be realistically achieved without the implementation of the standards set by the Business Description Schema.

- It made further progress with work towards agreeing a practical approach to Identity Management for businesses.
- It helped facilitated better cross agency co-operation by introducing Business Matters to the new Regional Development Agency and BusinessLink structure. Dialogue is continuing with Business Link West Midlands and AWM which may lead to a separately funded project.
- It led to the clear positioning of the SBA as an important enabler for the objectives being set by the Better Regulation Executive, BRE. This was exemplified by the recognition of the Retail Enforcement Pilot (REP) that the SBA is an important enabler for them to move from phase 1 to phase 2 of their own project.
- It led to an agreed forward-looking agenda with all relevant agencies to better understand how working with businesses will sit within Block 4 of the Local Area Agreement that all authorities and partnerships need to address.

The Board also reported that ‘there is still much work to be done and the Board is hoping to build on some of the achievements above in a follow up phase’.

This document is the project initiation document for that follow up stage, Business Matters Stage 3, which has been made possible by the allocation of a £30,000 grant from the West Midlands Centre of Excellence.

3. Project Definition

3.1 Project Objectives and Scope

The project will comprise 2 work streams:

Workstream One, Data Sharing Principles

Talks with Business Link West Midlands have started to identify the efficiency gains possible by sharing their new regional database of 185,000 businesses with Local Authorities. This workstream will research the practical measures needed to turn this into reality. It will:

- Continue to identify specific examples of efficiency gains that can be made by data sharing. These will be used to further enhance the business case for the Single Business Account and also to identify the efficiencies that will follow from an integrated regional index of businesses.
- Review data samples to measure the resource and other implications of moving from small pilot to widespread deployment. Bi-directional sharing and updating of business information should lead to significant cost savings. The project will identify barriers to progress and recommend practical solutions to address them.
- Review the potential to converge the Local Authority Local Land and Property Gazetteers with the Business Description Schema to deliver a regional database of businesses. The gazetteer is already definitive about spatial location of businesses (BS7666). There may be potential to add new fields

to accommodate those elements of the Business Description Schema to introduce the Unique Identification of business ownership within the gazetteer.

- Recommend on changes to the Schema. The Schema has not been modified since version 3.1 was released in March 2006. This work stream will make recommendations for its evolution based on real world experience of deploying the SBA.

Workstream 2 Local Area Agreements – Better Engagement with Businesses

The strand focus will be on the outcomes that will follow from introducing the SBA relevant to Local Area Agreement Block 4 (Economic Development) activities. Both Business Support and Regulatory Services will be addressed

Background

LAA Block 4 will involve working with partners including Business Link, Job Centre Plus, Local Authorities, Fire & Rescue Service and others. The partners will need to develop and implement plans and programmes that deliver enhanced services to Businesses. Partnership working will need to be based on good information sharing infrastructures. A robust approach to Business Identity Management and Identity Assurance will be needed. The Single Business Account addresses these needs. Guidelines on addressing the organisational and process change issues when introducing the SBA are needed.

Staffordshire

The Staffordshire LAA Flagship project has already embraced the SBA. Staffordshire has recognised that engaging the business community is essential to deliver:

- Identification of higher skills need,
- Diversity of innovative Business Development
- Sustainable new business including environmental awareness.

Engaging better with the business community will be supported by a county wide deployment of the SBA. An infrastructure will be in place, supported by the County CRM system, to manage information and measure outcomes and effectiveness.

The project will continue to help clarify who is best placed to engage with businesses to deliver specific services. Continuing liaison with the Business Link led simplification programme is assumed.

Better Engagement

Both Business Support services and Regulatory functions actually deliver support to Business. Business Matters is already working closely with the REP (the Better Regulations Executive led Retail Enforcement Pilot) and is introducing a framework to share information gathered by lead inspectors making visits to business. Advice to Business on legislative compliance and best practice is better managed through the SBA framework. This approach can be promoted further.

Close working with other agencies will allow Business Matters to draw on a wider pool of knowledge and advice. Outcomes from other significant projects will be assimilated and shared. These will include:

- REP
- LBRO (Local Better Regulation Office) advice on guidance on implementing Hampton and new legislation
- ReGS project at Barnsley and Sheffield, focused on mobile working for regulatory inspection and enforcement.
- Birmingham City Council consulting with Businesses, summer 07 project.

Outputs from these projects will identify some progress that can be made without the SBA. Business Matters will identify outputs and outcomes that can be further enhanced with the SBA. The impact of introducing the SBA as part of the ongoing modernising and transformational programme will be clarified. Advice and guidance on organisational issues will be constructed.

Measuring the difference.

Business Matters will continue to work with a number of partners to share knowledge, best practice, advice and guidance.

There will also be some limited practical deployment and measuring.

Bridgnorth Council has already deployed the SBA for selected services. With Business Matters support they will widen the deployment and start to address a corporate deployment. Bridgnorth plan to engage more closely with their business community using the SBA as a tool. A case study will be constructed and disseminated. Continuing efficiency gains will be measured.

The same advice and guidance will be shared with all Business Matters partners including Staffordshire and Birmingham who will plan for an SBA deployment over a longer period. Best practice will be shared throughout the region.

Guidance on establishing the above into all LAAs throughout the region will be shared on an ongoing basis with all partners. Advice will be tailored to match the diversity of councils and partners.

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 2 parallel streams of activities as above. An additional stream will address communications and dissemination.

The project deliverables have been summarised in a table, attached as appendix 1.

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

Workstream 1 will research and recommend a practical deployment of data sharing. Principles and guidelines will be established. Additional funding, being sought from other sources, will be needed to enable actual deployment.

3.4 Constraints

The constraints for this project are as follows:

- The identified budget of £30,000.
- Resource availability and potential conflicting demands on the partners.
- An agreed project stage completion date of end February 2008.

4. Assumptions

The following assumptions have been made:

- The RIEP funding will be sufficient to achieve the key deliverables as defined in Appendix 1
- Key board members who continued to support Stage 1 and 2 will continue to be as active, enthusiastic and effective in Stage 3.
- Additional board members will be recruited to ensure appropriate involvement of a number of West Midlands Local Authorities.
- The West Midlands LGA will continue to support the project at no cost.
- Project lead will continue to be with Lichfield District Council and that Rita Wilson will continue to be SRO.
- Support from Business Link West Midlands will continue throughout the project
- Project management will be procured and delivered by S Laslett to ensure continuity.
- 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 2 work streams specific costs will be identified but will not exceed the maximum allocation available for this project of £30,000.

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

6. Project Key Performance Indicators

The success of the Business Matters Stage 3 project will include the following measurements:

- Delivering the products outlined in appendix 1 'Business Matters Stage 3 Deliverables'. In particular, these will input into:
- An enhanced business case for the SBA;
- Identification of efficiency gains and savings that will be made by the widespread deployment of the SBA and multi agency data sharing;
- A better understanding of the benefits of the SBA to the business community and to local authorities in the context of block 4 of the Local Area Agreement;
- Engagement of Business Support and Regulatory Service personnel to ensure all outputs are optimised.

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

Strand 1 will be led by Chris Tompkins, Dudley MBC

Strand 2 will be led by Jeff Marlow, South Staffordshire Partnership

The Project Board consists of representatives from a number of West Midlands Local Authorities. Additional 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 the West Midlands LGA.

Project Management will be delivered by Steve Laslett of BLG.Co.UK.

8. Communications Plan

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

WMLGA will continue to host a Business Matters web site.

Dissemination materials will be prepared and shared regionally, and nationally as appropriate.

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 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 3 Confirmed; outline Project Initiation Document (PID) drafted.	<i>August 2007</i>
Detailed PID completed with clearly defined objectives, deliverables and risk log agreed by Board.	<i>August 13th 2008</i>
Mid- term report delivered and project revisions agreed as needed	<i>November 2008</i>
Final reports delivered	<i>February 28th 2008</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.

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
Data Sharing between Business Link and Local Authorities proves to be technically not possible or too difficult	H	L	Early analysis suggests that practical solutions will be found
Further efficiencies that will follow from enhanced data sharing do not materialise	H	L	Other projects such as REP and ReGS are identifying significant efficiencies
Business Priorities or other reasons prevent full support from Business Link	H	L	Early meetings and an ongoing dialogue mitigate against this.
Lack of Co-operation from other bodies in Block 4 of LAAs negatively impact progress.	H	L	Early indications are that other bodies are keen to actively support the project