



Advantage West Midlands funded Project:

Business Matters/AWM/Business Link Joint Data Sharing Project

Project Initiation Document

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Date	Issue	Summary of Changes
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	1.1	Modified following BM Board Approval of initial draft

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 12 07	1.0
Chris Tompkins	BM3 S1 lead		
Jeff Marlow	Bm3 S2 lead		
Tony Lucas	BLWM		
Kevin Sleeman	BM3 Board Member		
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Project Initiation Document

1. Purpose of Document

The purpose of this document is to define the Business Matters/Advantage West Midlands/Business Link Joint Data Sharing 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.

Throughout this document Business Matters will be referred to as BM; Advantage West Midlands as AWM and Business Link West Midlands as BLWM

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. Stages 2 and 3 have been funded by the West Midlands regional Centre of excellence RIEP, Regional Improvement and Efficiency Programme. The current project is the fourth stage of Business Matters and is being funded by AWM/BLWM.

Business Matters project deliverables to date 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.

It is generally 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 is being deployed in a number of projects in the UK. It defines the key data items that should be collected and stored to build a profile of a business and to uniquely identify it.

Dialogue commenced with the newly formed BLWM organisation in late 2006 and continued through 2007

A Business Case and Scoping exercise was conducted and the resulting document is appended as Annexe 1. This identifies the project

Business Case
Technical Approach
Technical Challenges
Outline Costs

The following section reproduces sections from the Executive summary

3. Project Definition

3.1 Project Objectives and Scope

Business Matters Project representatives and Advantage West Midlands/Business Link West Midlands have met on a number of occasions to discuss a joint project. This would entail developing a robust approach to sharing Core Index Data about West Midlands businesses between a number of local authorities and Business Link West Midlands (BLWM). The objective would be to develop and prove an approach that would be replicable and extensible throughout the region.

The proposed new project would extend the concept of the SBA to joint working with BLWM and potentially to other partners. This extends and enhances the business benefits as outlined in the following section.

An underlying objective throughout the project will be to help enhance Economic Prosperity throughout the region by making better use of information and resources from both the point of view of businesses and the public sector.

Project scope

Data sets from the following local authorities will be matched with the BLWM Customer Relationship Management (CRM) database:

- Dudley Metropolitan Borough Council
- Solihull Metropolitan Borough Council
- Bridgnorth District Council
- Lichfield District Council

Birmingham City Council has indicated that they would wish to be involved in the project on a research basis initially, with a view to joining the data sharing process in a following stage.

The costs and benefits of extending the deployment to involve all 38 West Midlands Local Authorities will be identified by the project.

Core Index Data

The key fields that will constitute a standardised index of businesses, the 'Core Index Data' is currently being defined by Business Matters as part of a revised Business Description Schema, version 3.2. It will include the Unique Property Reference Number (UPRN), an integral part of each local authority's Local Land and Property Gazetteer (LLPG). Each business property, including smaller units within a shared building, can have their own unique number. A National Standard for identifying land and property units has been introduced and is now being used by Fire and Rescue and other emergency services as well as by Local Authorities.

The UPRN will be added to the BLWM CRM database and be the key cross-reference field.

Other fields such as Company Name, contact details and Business Identifier are also being defined by Business Matters so that they can be captured, shared and used in a robust, standardised, unambiguous way. The fields are defined in the Business Description Schema v 3 (BDS3.2) which will be used by BLWM and by the Local Authorities.

The objective will be to ensure that the Core Index Data held about businesses is the same in the BLWM and local authority databases. This will require a one-off exercise to match, cleanse and update records.

In addition, a process will be designed to ensure that information is shared between the parties on an ongoing basis that will keep the information accurate and up to date indefinitely. This is referred to as the 'Core Index Update Process'.

A major benefit of the project will be to ensure that the Core Index Update Process can be managed by all parties without significant time or cost additional to their current way of working. A successful Update Process will:

- Ensure that the West Midlands has a Regional Index of Businesses that is always up to date
- Is automatically synchronised between all parties
- Is 'one version of the truth'
- Identifies more businesses than is currently the case
- Can be used by all parties for many business purposes
- Drives out costs
- Improves BLWM effectiveness and efficiency
- Improves LA efficiencies
- Facilitates better multi agency service delivery
- Leads to better support for businesses

3.2 Method of Approach /Project Deliverables

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

Duration

The project is designed to run for nine months. It is anticipated that the design and construction of an initial clean Index, shared by the 5 organisations will take 3 to 4 months from project kick off.

UPRNs will be added for all records in the first phase and the rest of the Core Index in the following months.

The third phase will introduce the Core Index Update Process, trial and refine it and demonstrate that it is robust.

It is assumed that the exercise will identify information gaps (eg sole trader partnerships working from a home address) that would require a further phase of work to complete.

Some secondary level information about businesses such as the number of employees can be shared during the project but will not be a prime objective. Identifying the cost benefits of sharing second level data will be established.

At the end of six months recommendations for project extension will be made. The project will identify the project scope and times scales needed to move through further phases and to a full regional index and regional sharing model. The business case and business benefits of progressing to further stages will be documented.

The project will ensure that data sharing principles have been designed and agreed that will facilitate other agencies to participate at a future stage. Close working with other government bodies and agencies such as National Land and Property Gazetteer (NLPG) and HM Revenues and Customs (HMRC) will ensure that emerging national standards are embraced wherever possible and that the project actively contributes to relevant national agendas.

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

3.3 Exclusions

The project will be limited by budget and time resources. Data will be matched with 4 Local Authorities only: Dudley, Solihull, Lichfield, Bridgnorth.

For this project a 'Business' is a trading entity and will exclude categories including Charities, Military, Health and Educational establishments except those elements thereof that are essentially trading entities.

3.4 Constraints

The constraints for this project are as follows:

- The identified budget of £98,000.
- Resource availability and potential conflicting demands on the partners.
- An agreed project stage completion date of end September 2008.

4. Assumptions

The following assumptions have been made:

- The Business Description Schema version 3.2 will be deployed
- All parties have accepted that the UPRN is a key field and will be used for data matching purposes

- The National Land and Property Gazetteer will be used to resolve contention about addressing issues.
- Staff resource support will be recruited and paid by the project funds to ensure data matching and cleansing
- Local Authority and BLWM staff will supplement the additional staff resource and help ensure that it is effectively deployed
- The Business Matters Board will ensure effective project Governance
- 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 (BLG Services) 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.

4. Outline Funding Structure

Working with the 4 Local Authorities is estimated to cover approximately 24,000 businesses.

The costs identified to ensure successful project are summarised as:

- To meet Local Authority costs incurred: £61,000
- To meet BLWM costs incurred £17,500
- Project management/consultant support £19,500

- Total £98,000

An additional £20,000 would ensure sensible contingency for a project that is pioneering and, therefore, hard to estimate with complete accuracy. It would also ensure completion of all data fields including the more hard to get at information. This contingency has not been identified or agreed at project commencement and would only be made available following a formal request submitted at an appropriate time and approval gained.

6. Project Key Performance Indicators

The success of the joint project will include the following measurements:

- Delivering the products outlined in appendix 1 'Business Matters Stage 3 Deliverables'. In particular, these will include:
 - All data defining businesses in the 4 local authority databases matched to BLWM CRM database
 - All data stored within the BLWM CRM system to an agreed format
 - A Core Index Update Process defined and agreed
 - Legal and related issues identified and addressed

- A sufficiently high level of completeness of data elements achieved to facilitate Core Index Update Process trials and the benefits thereof identified
- This business case to extend the approach to all 38 West Midlands Local Authorities identified
- All partners agreeing that joint working and data sharing is productive and agreement achieved to continue the process beyond project completion

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

The project lead (Accountable Body) will be undertaken by Lichfield District Council

Project Management will be delivered by Steve Laslett of BLG.

8. Communications Plan

The Communications and Dissemination strand of Business Matters stage 3 will be used as a channel to communicate progress. Project progress will be communicated on a monthly basis by the Project Manager to BM3

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.

Special focus will be given to the legality of data sharing and compliance with the Data Protection act 1998. Appropriate legal advice will be taken to ensure compliance.

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:

Project and funding confirmed; outline Project Initiation Document (PID) and deliverables drafted.	<i>December 2007</i>
Detailed PID completed with clearly defined objectives, and risk log agreed by Board. Refined Deliverables schedule agreed. Project Commencement.	<i>January 2008</i>
First Phase of Data Cleansing completed – all records matched against UPRNs	<i>April 2008</i>
Core Index Update Process Agreed	<i>April 2008</i>
Additional data fields completed	<i>June 2008</i>
Business Case to extend to all 38 West Midlands LAs submitted	<i>July 2008</i>
Project Completion and Final reports delivered	<i>September 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
Businesses will not support the project and not agree to give information to complete the schema	H	M	Registered Businesses generally share formal data with the public sector. Early trials are needed to ensure that this will extend to other business types such as traders.
The Schema (BDS3.2) may prove to be impractical to deploy on the scale envisaged	H	L	Pilots in early BM stages suggest that the Schema is a good foundation to work on. This project will be able to recommend changes and revisions as needed.
Business Priorities or other reasons prevent full support from Business Link	H	L	Early meetings and an ongoing dialogue mitigate against this.
Legal advice on data sharing guidelines may compromise the aims and objectives of the project.	H	L	Advice from the Information Commissioner suggests that the project objectives conform to guidelines
The budget identified may be insufficient to gather the amount of data desired	L	H	The project will be successful even if the volume of data collected fails to meet expectations