

Project Initiation Document

PROJECT INITIATION DOCUMENT

Norfolk Connect Phase Two

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Project Initiation Document History

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Revision date	Previous revision date	Summary of Changes	Changes marked
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Approvals

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

Name	Signature	Title	Date of Issue	Version
David Tate		Chair, Norfolk Connect Partnership	26/05/03	1
Alan Tidmarsh		e-Service Director, Norfolk County Council (budget holders)	26/05/03	1

Project Initiation Document

Distribution

This document has been distributed to

Name	Title	Date of Issue	Version
David Tate	West Norfolk e-Champion	27/05/03	1
Alan Tidmarsh	Norfolk CC e-Champion		
Tim Mobbs	South Norfolk e-Champion		
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Colin Bland	Norfolk Chief Executive rep.		
Mark Barrow	Yarmouth e-Champion		

Project Initiation Document

Project Initiation Document

Purpose of Document

The purpose of this document is to define the project, to form the basis for its management and the assessment of overall success.

Background

The Norfolk Connect Partnership aims to bring all of the authorities together to share information, knowledge and experience on their efforts to implement e-government; to agree joint projects that offer mutual benefits and opportunities for better joining up customer services; to prepare joint bids for funding; and to create a forum in which the authorities can work to ensure that wherever feasible and sensible the 'customer experience' in Norfolk is

- convenient,
- reliable,
- equitable,
- personalised,
- efficient
- and effective
- and delivered through access channels that offer the customer maximum choice and flexibility.

In the first round of partnership funding, the Norfolk Connect Partnership (NCP) secured £650k to take forward its joint projects in the year 2002/03. In the second round it secured a further £500k.

A comprehensive Business Case was prepared to supplement the bid to ODPM for further funding under Phase Two of the Local e-Government Programme. It provided a full explanation of the partnership framework that has been agreed in Norfolk - the aims, objectives and principles established for joint working – and an outline of the programme of e-government projects that the authorities have identified for collaboration. It concluded with an outline of the underlying programme and project management arrangements necessary for success. This business case forms part of this PID as Appendix 1.

Having received notification of the success of the bid, the Norfolk Connect partners carried out more detailed scoping of the projects ODPM indicated they wished to support. The high level project plan forms Appendix 2 and the Milestones for delivery form Appendix 3.

This PID covers the Phase Two projects only– e-forms, A-Z/FAQs, property/land databases and e-democracy. However the projects will be managed as part of an

Project Initiation Document

integrated programme with those funded under Round One because (a) in order to prioritise secure email and roll out to further partners as well as the new projects, more detailed process mapping is needed and (b) the procurement of the Portal was carried out in a way which enabled the purchase of technical solutions to all of the projects from the Portal supplier. All work on top of the initial portal delivery is therefore inextricably linked, although the project will account for money spent in such a way as to differentiate between Round 1 and Round 2 projects, or the share of money spent on common work to be assigned to each round.

Project Definition

Project Objectives

The specific objectives of the projects to be funded from the £500k are to deliver four projects:

- e-Forms
- A-Z/FAQs
- Property and people databases
- E-Democracy.

All of these would normally have included an element for publicity, but for clarity this has been highlighted as a separate deliverable as such publicity and marketing will be done as joint exercise which will also link to partners own marketing from their core budgets of their individual e-government developments.

Develop a series of products and approaches:

- Identifying those processes where more than one partnership member is involved in delivering a service outcome or where the customer has to deal with more than one partner to solve a problem
- Develop a series of products around e-forms, joint A-Z/FAQs, improved databases, democratic information and community planning based on those key joined up processes that have been prioritised to deliver maximum added value
- To use this to support and develop other joint service delivery initiatives such as one stop shops, Norfolk Portal etc.

Project Scope

The project will encompass a series of linked, outcome based developments and deliverables outlined in Appendices 2 and 3.

Method of Approach

The projects will be managed under PRINCE 2 methodology with project boards being established as required based on whether they are extensions of the existing portal project or new initiatives requiring different competencies on the

Project Initiation Document

project board. The Norfolk Connect Board will continue to act as Programme Board.

Project managers will be in place for the projects (with the proviso that a single project manager may manage more than one project). These will not necessarily be employed by the Lead Authority as different partners may lead on different projects.

The initial phase of work will be establishing a detailed business profile of joint processes to allow prioritisation of the pilot projects, followed by a technical assessment of delivery and procurement options. This will then allow the board to divide up the money available according to expected costs against external procurements.

Money remaining will be allocated against the local delivery costs of the database cleansing and community planning projects with as much work being undertaken on these as external and local funds allow. This includes the addition of further funds on community planning which may be available if an INTERREG bid currently being developed is successful.

Project Deliverables and/or Desired Outcomes

These are detailed in Appendix 3. A series of further success criteria based on outcomes rather than outputs is currently being developed. An initial summary of this is attached as appendix 4.

Exclusions

The following exclusions apply to the project:

- Norfolk Portal Phase One will not be included
- Other partnership projects funded separately are not included (STAR, e-Sign, Council Information Centres, Norfolk Observatory)
- This project is intending to complement and not replace individual partner e-government development. Funding of any development not specifically related to implementing the specified projects is excluded.

Constraints

The following constraints apply to the project:

Organisational working

- Funding.
The total funding available for the new projects is £500,000. There is no guarantee of any further funding and the core partners have no additional budget (revenue or capital) to put into the project. Therefore, It is important that the projects can stand alone, and also provide a foundation for the expected future developments of an online local government service within Norfolk.
- Compliance with ODPM requirements for partnership programme projects.

Project Initiation Document

- The practical limitations of partnership working, for example the technical solutions must be able to integrate seamlessly into the websites of all core partners.
- The different speeds at which the eight partners will be able to work.
- Each council is in a different financial position.

Technical infrastructure

- Each council is in a different technical position.
- Each council has access to a different level of skills and resources.

Shared standards

- The project must work within mandatory central government standards such as eGIF and eGMS, and should also take advantage of any local government standards such as APLAWS and LEAP which have come out of the Pathfinder and National Projects programmes. These constraints may limit the choice of suppliers.

Interfaces

Project interfaces

- Good formal and informal connections will be needed between partners, and this will be achieved by joint working on the Programme Board, Project Boards and Project Teams together with the processes detailed in the communications plan.

System Interfaces

- The technical solutions will provide links between partner websites, both core and associate. All partners will be encouraged to use standard metatags and national standards for data and the solutions will need to comply with national standards agreed by the Standards Body and arising from National Projects such as LAWS, CRM, etc..
- The technical solutions may need to interface with national services such as Government Gateway, UK Online etc
- The projects will need to integrate in order to add value with other local partnership projects such as Norfolk Portal, SUPER, STAR, e-Sign, Council Information Centres, etc.

Assumptions

In implementing its programme, the NCP faces real challenges in improving customer-responsiveness, joining up service delivery and allowing for diversity in different communities. Local e-government can help with this, and will certainly help to ensure improvements in the economy and efficiency of service delivery. But the real challenge, and the area that will most improve the Norfolk customer experience, will be the ways in which electronic government can help to deliver better outputs and outcomes for local people focused on their own life episodes and tailored to their individual needs and preferences – local people want economic and efficient public services, but they want effective public services even more.

The benefits to Norfolk citizens of integrated public access and electronic service delivery will be:

Project Initiation Document

- Choice of access (telephone/web/face to face etc.).
- Convenience (timed to suit them).
- Simplicity (easier to understand).
- Responsiveness (rapid answers with information/transactions/guidance).
- Reliability (it all works every time).
- Personalised service (ability to relate to the individual customer).
- Efficiency (time and cost expended).
- Effectiveness (giving customers what they want every time).
- Consistently high quality (eliminating variations and weaknesses).

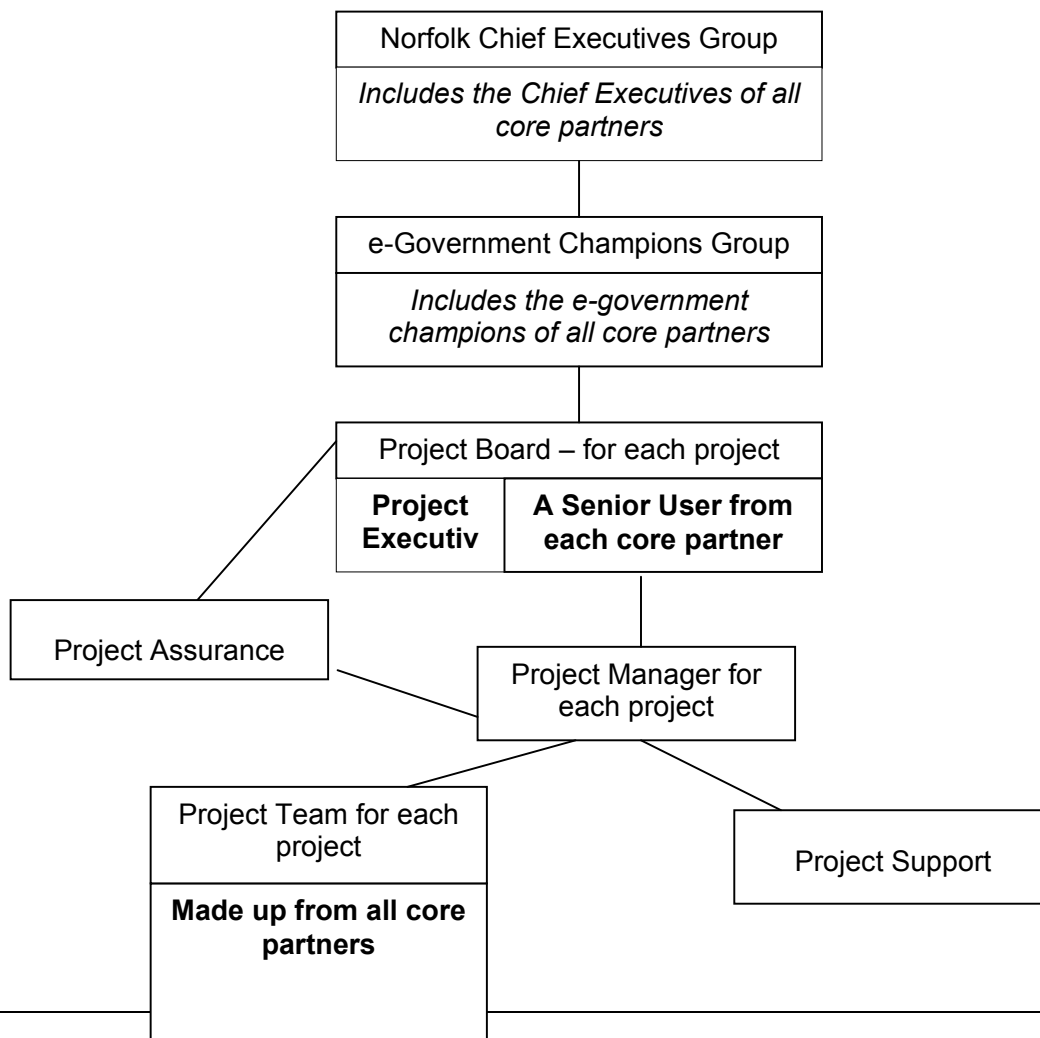
The Business Case attached as Appendix 1 explains this in more detail

Initial Business Case

This is detailed in the full business case attached as Appendix 1.

Project Organisation Structure

The high-level project organisation structure can be seen in the following chart:



Project Initiation Document

A draft set of memberships for the groups above are attached as Appendix 4.

Communications Plan

A detailed Communications Plan will be drawn up for not only the projects covered by this PID but all partnership projects such as the Council Information Centres, EU funded projects like STAR and e-SIGN and the Norfolk Portal service. It will cover the following audiences:

- The public – what services are available, where, how to access them (including library internet access for those without personal access), quality standards
- Staff – how to use the services to offer a better person to person service to customers, how to use all channels effectively, service standards
- Members – how the services can help them fulfil their democratic roles more effectively
- Other local service deliverers – how they can engage with Norfolk Connect projects to offer a better and more joined up service to the public
- ODPM and other government stakeholders – demonstrating value for money and compliance with standards
- National Projects – ensuring partnership projects take advantage of developments in national projects and vice versa
- Other local authorities – ensuring they are able to learn and benefit from local developments
- Other stakeholders nationally and internationally – ensuring they are able to learn and benefit from local developments and that projects comply with international standards

One key element of this will be the Norfolk Connect website – www.norfolkconnect.gov.uk - which will link to the ODPM national site. This will provide a source of information to the key audiences detailed above, but also provide a support mechanism for the projects themselves via a password protected area.

Project Quality Plan

Project assurance will be supplied by the project team and the Programme Quality Assurance Manager, e-Service Directorate, Norfolk County Council - the nature of their respective roles will be detailed in the Quality Plan.

Project Initiation Document

The Norfolk County Council e-Service Officer will ensure the project fits within central government e-government policies, and local agreements on the scope of partnership working for joint service delivery.

A full Quality Plan will be produced separately and will include details of how the Project Deliverables as defined in section 6.1. will be quality checked.

Some initial details of the quality review process for project documents is included here. This list is not necessarily exhaustive.

Documents to be quality checked	Procedure
<ul style="list-style-type: none"> • Project Initiation Document • Project Plan • Quality Plan • Communication Plan • Project/Stage Plans • Highlight Reports • Issue Log • Risk log • End Stage/Project Reports • Lessons Learned Report • Follow-on Action Recommendations • Statement of Requirement/Request for Proposal • Evaluation Model • Contract 	<p>Emailed to Project Team for 1 week's evaluation, then emailed to Project Board and put on agenda for the next Project Board meeting</p>
<ul style="list-style-type: none"> • Statement of Requirement/Request for Proposal 	<p>Procurement documents to also be signed off by Project Board before sending to (potential) suppliers</p>
<ul style="list-style-type: none"> • Project Initiation Document 	<p>Documents to be sent to ODPM will also require sign off by the Project Board and the e-champions group</p>
<ul style="list-style-type: none"> • Contract • Project Initiation Document 	<p>Some documents will need to be signed by Chief Executives and / or Members. This will be arranged for each organisation by the point of contact within that organisation.</p>

Initial Project Plan

Attached as Appendix 2

Project Controls

Progress monitoring, reporting and control procedures will be derived from standard PRINCE2 processes:

Project Initiation Document

- The Project Manager will issue a Highlight Report to the Project Board on a monthly basis covering:
 - Progress since last report;
 - A review, where appropriate, of any issues or problems affecting progress;
 - Activities scheduled for coming reporting period;
- The Project Manager will issue an End Stage report at the end of each stage identified in the Initial Project Plan covering:
 - Current Stage Plan with all actuals;
 - Project Plan outlook;
 - Business Case review;
 - Risk review;
 - Quality Statistics;
 - Project Issue situation;
 - Report on any events that affected Stage performance.

On completion of each stage, the Project Board will review project progress, Business Case and risks, and authorise the next stage plan.

Checkpoint reporting will be included as part of the regular team meetings.

Exception Process

The Project will be managed by exception. If the project or a stage is predicted to exceed time-scales as agreed by the Project Board, then the Project Manager will report to the Project Board with options and a recommendation. The Project Board may then request an Exception Plan, which when authorised will replace the appropriate Stage / Project Plan.

Project tolerances

There are four aspects of a project for which tolerances may be set by the Board, within which the Project manager can work without having to report back to them. These are cost, time, scope and quality.

The Project Board will need to decide what limits on each of these aspects are appropriate for the project.

- **Time**
The whole LGOL Partnership project needs to be completed by end March 2004.
- **Cost**
The budget will be set within the £500,000 provided for the project. A more detailed budget will be produced when the plan is finalised.
- **Scope**
The scope is defined in this document.

Project Initiation Document

- **Quality**

The quality is defined in this document and its appendices.

Escalation procedure

If, during the course of the project, the Project Manager encounters severe difficulties contacting and scheduling Partner representatives, or receives complaints, the following escalation procedure will be invoked to resolve the situation:

- Senior User as appropriate
- Norfolk Portal Project Board
- Norfolk Connect Partnership

Initial Risk Log and Contingency Plans

These contingency plans are as included in the submission made to ODPM at end September 2002. There may be more recent risks included in the risk log in this document which should be added to this document.

Description of risk	Counter measures	Contingency planning
Failure to solve branding issues	The portal and other services are planned to work mainly through partner sites and the use of branding will be minimal. It can if necessary operate as the Norfolk Information Area (being a replacement for the current outdated system).	No major risk to project as a whole
Ability to meet spending deadlines	If the project slips against its planned timescale, discussions will be held with the ODPM to identify options.	As the project is further defined, options for partial implementation may become apparent. If the project is delayed, some of these options may be taken.
Pre-emptive decisions by partners on e-Government developments	The Project Board needs to work together as a team to ensure that this does not happen.	No major risk to project as a whole
Suppliers unable to match specification for technical solutions	Seek opportunities to involve suppliers early in the procurement process.	From what is already known about available software this risk is unlikely to occur. However, if it did, the project timescale may need to be extended to allow for a further amended SOR to be issued.
Loss of key personnel	All documentation should be kept up to date and where possible knowledge should be shared. A staff resilience plan will be prepared to identify deputies wherever possible.	Decisions need to be made now as to who the key personnel are, following on from which contingency plans will need to be made separately for each individual.
Agreement on ownership and continued funding not	The Project Board needs to work together as a team to ensure that the	Procurement will be delayed until there is a suitable legal body to take it forward, which may cause other risks to occur eg not

present	agreement is set up as required.	meeting spending deadlines.
Scope becomes too wide	Boundaries have been put in place initially, to keep the project contained. It is possible that links with other projects will widen the scope. Project Board will need to manage this carefully.	No major risk to project as a whole. Additional bits of scope could be added to later phases.
Partners pulling out of the partnership putting funding at risk	The e-champions group and through them the Norfolk Chief Executives and Norfolk LGA are kept informed of and asked to approve all significant decisions for the project, thus hopefully minimising the likelihood of individual partners leaving.	In the unlikely event of this happening, there would need to be discussions with the ODPM as to the future direction of the project.
Suppliers fail to deliver and project cannot be implemented.	Evaluation model for supplier bids needs to cover detailed assessment of supplier suitability and stability. It is planned to use tried and tested systems as a base for the technical solutions, so it is unlikely that the projects as a whole will fail. Interfaces into individual partners' websites etc are more likely to cause a partial problem. Work carried out in the Portal project to establish areas where there may be difficulties and ensure that suitable actions can be taken mitigate this.	We would expect to have suitable legal safeguards built into the contracts with suppliers to be able to cover any costs that arise from total non-delivery ie obtaining the system from a different supplier. We would also have penalties for late delivery included in the contract.

Project Filing Structure

The project files will be maintained in hard copy in the e-Service Directorate in Norfolk County Council and in electronic version on both the S drive of the e-Service Directorate and on the Norfolk Connect website at www.norfolkconnect.gov.uk. These files will include all documentation relevant to the project:

- Agendas, papers and minutes of meetings
- Details of procurements
- Research and other documents produced by or on behalf of the project
- Minutes etc of meetings of other relevant bodies – individual authorities, Norfolk LGA etc
- Correspondence including key emails between partnership members and between the partnership and external stakeholders such as ODPM and National Projects
- Details of expenditure
- Formal returns re the partnership

Separate files will also be maintained on other partnership projects undertaken by or in association with Norfolk Connect, and an audit file relating to financial information and performance against targets will also be maintained by NCC as partnership secretariat.