Project Initiation Document

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Programme	HOST – Harrow Online Socialcare Technology
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Contents

1   Purpose:

This document has been produced to capture and record the basic information needed to correctly direct and manage the project. The PID addresses the following fundamental aspects of the project:

- *What is the project aiming to achieve*
- *Why it is important to achieve the stated aims*
- *Who will be involved in managing the project and what are their roles and responsibilities*
- *How and When will the arrangements discussed in this PID be put into effect.*

When approved by the Project Board this PID will provide the "Baseline" for the project. It is a live document, and will be revised as plans evolve, structures change and new working groups, tasks and projects are incorporated in the programme.

2   Project Description:

2.1   Vision & Background:

Social Services within Harrow have performed poorly in the recent CPA with a one star rating awarded. This project is part of a Council wide effort to improve that assessment to at least two stars. The introduction of the new Social Care system will act as a driver for the review and change of business processes within social services, with an aim of reducing frontline staff workload, as well as improving the flow of management information. As importantly it will enable Harrow to met its obligations to Government in terms of its statutory returns and reports, as well facilitating the implementation of Integrated Children's Service (ICS), Electronic Social Care Register (ESCR) and Single Assessment Process (SAP) and help us to move towards mobile working.

This project will efficiently procure, install and implement a new social care information system (HOST) to replace various aging existing systems, including CARES and Tracker, with a view to improving the efficiency and effectiveness of the People First directorate in delivering its services to the people of Harrow.

The new system will have to accept data imported from the existing systems (after a data cleansing process) and be able to interface fully with a number of systems that will continue to be used including JADE.

It will support provision of services in the following areas:
- Community Care.

- Children's Services including Asylum Seekers
- Management Information (Pis/KPIs)
- Finance

2.2   Objectives:

The programme has a number of required outcomes, the achievement of which will determine whether it has achieved its objectives. At high level, these include:

- To have a secure, customised, fully working HOST by the specified dates, at all the specified locations and to the agreed budget;
- To have a trained user group that is ready and willing to use HOST to its full extent, approximately 650 people from Community Services, Children's Services and Strategy & Resources;
- To have a trained and fully prepared support and maintenance arrangement in place.
- An effective skills transfer to HITS and People First, especially in the field of ongoing training and support;
- That all legislative and statutory reporting and recording requirements will be met.
- Provision of a Communications Plan to enable all staff with a link to Social care to fully understand the objectives, scope, implementation and development of HOST.
- That the functionality of CARES and Tracker will have been replaced by the new system;
- That the system interfaces successfully with legacy systems and any other relevant systems that will continue in use;
- That existing data is successfully cleansed and imported to the new system;
- That there are data sharing protocols in place and that no breaches of confidentiality or data protection regulations during the project.
- That an improved level of management information will be provided within the People First directorate, through user driven reporting.

2.3   Scope, Exclusions & Interfaces:

Provision of core requirements covering referrals, assessments, care plans and services for each referral of Children's Services (Asylum Seekers), Community Care.
Provision of auxiliary services for clients
Provision of care requirements for a clients life cycle
Provision of Links to JADE/HR/ICES/SIMS
Provision of Management Information
Provision of Security
Provision of User driven Enquiries and Reports
Provision of Web/Browser Technology

Provision of Business Process Re-engineering/Change Management to streamline the HOST
Data Cleansing & Data Migration from legacy systems
Provision of a training strategy and plan for all service areas

It will not provide:
• People First accounting;
• Mental Health system;
• Child minder checks (CAF/CAS)
• Direct links to GP's surgeries.
• Direct link with NHS Net
• Renegotiation of roles and responsibilities of operational staff, although some changing of roles, especially for admin staff, will be inevitable, this would be approached through business senior management rather than via the project.

It will interface with:
• Other projects happening within People First and the rest of the Council – especially the Business Transformation Partnership.
• Other systems in use within People First, including JADE, the HR system and Connexions.
• Eventually with the financial systems as part of an ERP offering.

2.4 Outline Deliverables (Products):

See Product Breakdown

2.5 Constraints:
A number of the deadlines for implementing specific parts of the HOST system are based around statutory requirements, these must be met in order that Harrow fulfils its legal obligations. These include:
• ICS   first stage implemented by end December 2005
• SAP   progress demonstrated by end April 2005 (Pilot)
• ESCR   implemented by end October 2005

There is also a requirement to show progress in Social Care systems for the inspections due in February 2005 and July 2005 for CS.
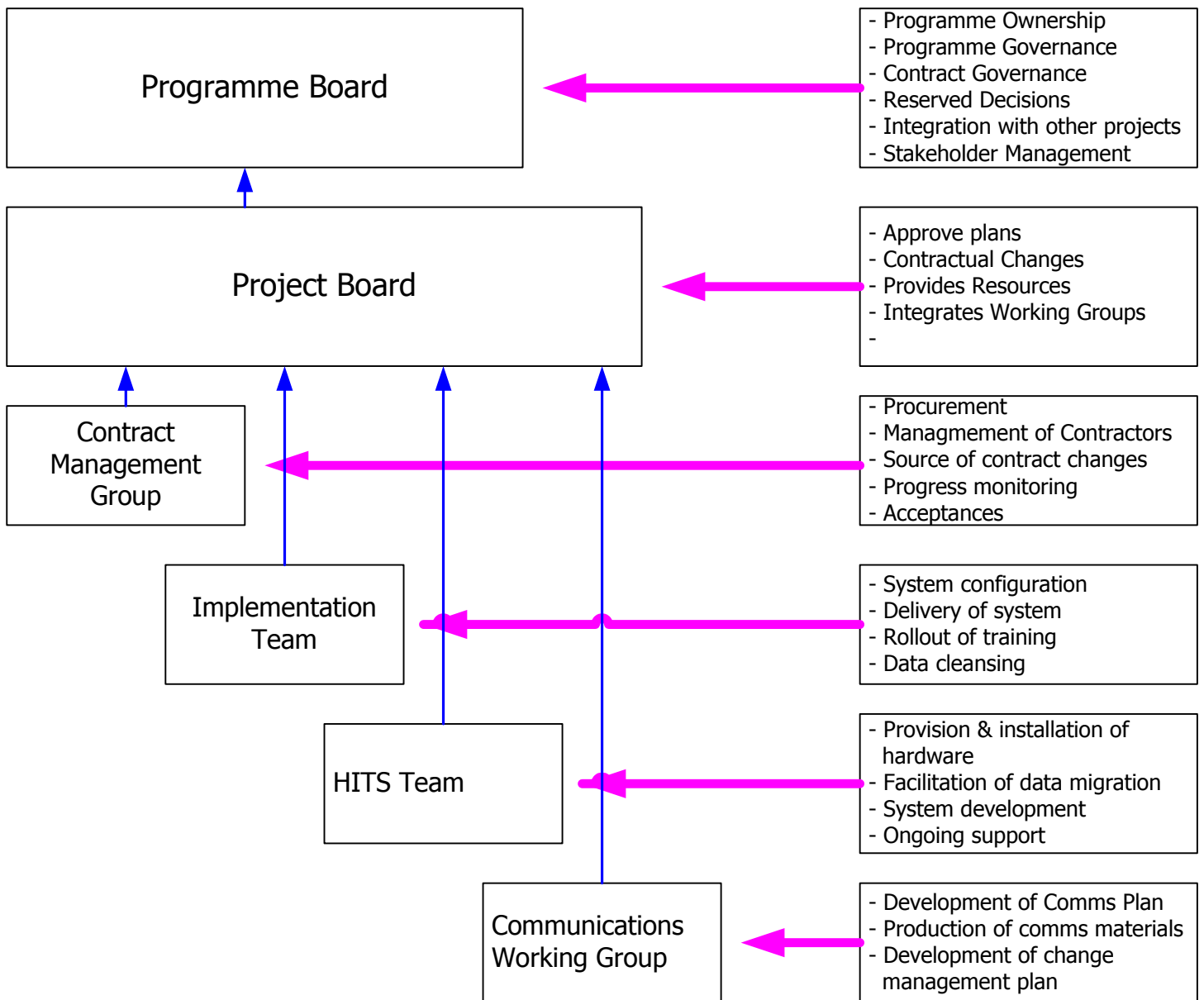
2.6 Assumptions:
• It is assumed that the new ERP system will be well enough defined by the appropriate point in the project for the interface between it and the Finance Module of HOST to be developed.
• Any other projects that have an impact on HOST will be notified to the Programme Board in sufficient time for appropriate action to be taken.

- Budgetary provision will be consistent and sufficient for the life of the Programme.

2.7 Benefits

See Benefit Management Plan

3   Project Organisation Structure:

Host Programme Organisational Chart

Programme Board	→	- Programme Ownership - Programme Governance - Contract Governance - Reserved Decisions - Integration with other projects - Stakeholder Management
Project Board	→	- Approve plans - Contractual Changes - Provides Resources - Integrates Working Groups -
Contract Management Group	→	- Procurement - Managment of Contractors - Source of contract changes - Progress monitoring - Acceptances
Implementation Team	→	- System configuration - Delivery of system - Rollout of training - Data cleansing
HITS Team	→	- Provision & installation of hardware - Facilitation of data migration - System development - Ongoing support
Communications Working Group	→	- Development of Comms Plan - Production of comms materials - Development of change management plan

3.1　Group Membership

Group	Member	Position	Role
Programme Board	Lorraine O'Reilly	Executive Director	Executive
	Paul Clark	Director of Childrens Services	User - CS
	Jeff Hobden	Director of Community Care	User – CC
	Geoff Wingrove	Director of Strategy	Project Sponsor
	Sam Curling	Group Manager IT	Supplier
	David Davies	Programme Manager	
Project Board	Rachel Murphy	Project Manager	
	Geoff Wingrove	Director of Strategy	Executive
	Sam Curling/Gary Keers	Group Manager IT/Head of Projects	Supplier – HITS
	Malcolm Jeeves	Head of Management Information Services – People First	Project Champion
	Mark Gillett	Group Manager – Strategic Business & Commissioning Management	User – CS
	Paul Wedgebury	Group Manager – Strategic Quality Improvement & Assurance	User – CS
	Dick Van Brummen	Group Manager – Mental Health & Learning Disability Services	User – CC
	Shane Brackenbury	Group Manager – Older People & Physical Disability Services	User – CC
	Geraldine Sparrow	Group Manager – Client & Management Support Services	User – MIS
	David Davies	Programme Manager	Programme Manager
	Fiona Walters	HITS Training Manager	Supplier (Training)
	Tom Kelly (as required)	SocITM Consultant	Quality Assurance
Contract Management Group	David Davies	Programme Manager	Contract Manager
	Rachel Murphy	Project Manager	User
	Malcolm Jeeves	Project Champion	User
	Chris Gilks (as required)	Senior Project Solicitor	Legal
	Nicola Green (as required)	Corporate Buyer	Procurement
	Sam Curling (as required)	Group Manager IT	User IT
	Graham Highgate, Les Blair, Julia Clark, Kevin Moorhouse (as required)	Contractor's Representatives	Supplier

Group	Member	Position
Implementation Team	Rachel Murphy	Project Manager
	Barit Habib	Business Process Manager Community Care
	Jayne Robinson	Business Process Manager Children's Services
	Sheila Shackell	Programme Co-ordinator
	Rita Davidson	Community Care Project Officer – 5 days
	Susan Simmons	Community Care Project Officer – 2.5 days
	Adeola Adebiyi	Community Care Project Officer – 2 days
	Bernice Phillips	Community Care Project Officer – 5 days
	Derek Block	Community Care Project Officer – 3 days
	TBA	Children's Services Project Officer
	TBA	Children's Services Project Officer
	TBA	Children's Services Project Officer
	TBA	Children's Services Project Officer
	TBA	MIU Community Care Project Officer
	TBA	MIU Children's Services Project Officer
HITS Team	David Davies	Programme Manager
	Sue Delgado	Technical Architect + server support
	Steve Bryant	System Development Manager
	Jutta Fischer	System Development/data migration & cleansing
	Themiya Haththotuwa	System Development/data migration & cleansing
	TBC	Helpdesk Support
	TBC	Helpdesk Support
	Anthony Duval	Distributed Hardware
	Fiona Walters	Training Manager
	Martin Spelling	Data compliance and cleansing

Communications Working group	David Davies	Programme Manager
	Stephen Watkins	Communications Specialist
	Malcolm Jeeves	Project Champion
	Mark Gillet	User – CS
	Paul Wedgebury	User – CS
	Bernie Flaherty	User – CC
	Dick Van Brummenr	User – CC
	Shane Brackenbury	User – CC
	Martin Spelling	Faciltate

3.2   Programme Roles

Project Champion (Malcolm Jeeves) – Provides the main user input on a daily basis to the programme and is the main interface between programme and user community. Supports Project & Programme Managers in engaging staff, developing and delivering communications and managing cultural change.

Project Manager (Rachel Murphy) – Manages implementation and rollout of HOST system, manages Implementation Team, ensures delivery of relevant products, maintains programme risk and issues logs, and software issues log, plans and provides post implementation support. In conjunction with Programme Manager, prepares and maintains project plan, monitors risk and implements mitigation strategies, develops training plan, issues weekly highlight report and high level programme plans.

Programme Manager (David Davies) – Manages all aspects of project outside of implementation. Specifically manages and reports on; budgets, communications plan, training plan (in conjunction with Training Manager), all specifically IT issues.

The three roles above represent a triumvirate of programme management, who, through constant consultation and discussions, are responsible for the day to day running of the programme.

Business Process Managers – Chlidren's Services & Community Care (Jayne Robinson & Bassitt Habib) – Manage seconded resource, collate all Business Processes and forms, agree Business Processes with senior management, build Harrow processes into HOST, assist training provider with development of process specific training, through demonstrations and workshops assist in the communication and cultural change process. Provide testing, data cleansing and post implementation support.

Social Care Project Officers – Bring knowledge of Business Processes to project and ensure they are mapped to HOST, co-ordinate People First input to system design, ensuring user acceptance of final design, act as primary conduits for two way communication with the user group, system testing, become "super-users" and assist in training and post implementation support.

Management Information Secondees (One day per week) – Provide a comprehensive list of statutory returns, PAF indicators, RAP Mappings, Ad-Hoc reports and any other reporting requirements of Harrow. Input to the data cleansing and migration process. Review supplier generated gap analysis between statutory requirements and Harrow's current system. Testing system reports, receive Business Objects training and generate new reports as required within Harrow.

Programme QA (Tom Kelly) – Provide independent QA on the deliverables of programme, provide general advice on the programme, assist in development of acceptance criteria and testing procedures.

Data Cleansing/Migration Lead (Martin Spelling) – Manage development of data strategy and recommendations on cleansing and migration, manage implementation of agreed strategy, resolving issues as they arise. Ensure consistent and sufficient data quality on new system and integrate data processes with other strands of programme as necessary.

Programme Co-ordinator – (Sheila Shackell) Maintain Programme library, maintain risk and issues logs and project plans, collect and maintain data and documentation for QA and post implementation review. Provide backup to data migration and cleansing lead, work with Programme Manager and Project Champion on culture change and change management strategy. Co-ordinate training in advance of appointment of training co-ordinator.

Training Co-ordinator – Manage rollout of training with 3rd party training provider, ensure attendance, communicate training schedules to end users and external trainers, book venues, record results of trainee attendance, collate happy sheets, analyse statistics, co-ordinate floorwalking support post go-live.

Project Administrator – Minutes of all Programme meetings, book rooms, etc. Provide general administrative support.

To Responsibilities During Project Lifecycle
For the avoidance of doubt specific responsibilities through the programme are outlined below:

- Contract PID   RM
- Budgets for Project   DD
- Implementation PID (to include actual plan)   DD

• Highlight Report (to incl Progress, Project Plan	RM
• update, Issues, Risks, Actions)	
• Prepare Communications Strategy/Plan	DD
• Implement Communications Plan	DD
• Lead on user communications	MJ
• Feed User requirements back to Project	MJ
• Provide guidance on PF strategy and plans	MJ
• Apply for and manage any grants available	MJ
• Prepare Change Management Plan (Culture)	DD
• Implement Change Management Plan (Culture)	SS
• Server Order/Installation	DD
• Install software/setup instances	RM/DD
• Network Configuration	DD
• Network Audit	DD
• Network Refresh	DD
• Desktop Audit	DD
• Desktop Refresh	DD
• Installation of software releases	DD
• Procure 3rd Party Training	DD
• Business Processes/Acceptance (MIU)	RM
• Implementation Team Training	RM
• Customisation of software	RM
• Prepare prototype in TEST instance and test	RM
• Prepare Overall Test Strategy	RM
• Prepare Services Test Plan incl MIU	RM
• Prepare Test Data and Undertake Testing	RM
• Undertake TNA	RM
• Prepare Training Strategy/Plan	RM
• Prepare Corelogic Training Plan	RM
• Prepare 3rd Party Training Plan	RM
• Prepare/Agree Training Materials	RM
• Undertake Training	3rd Party Supplier
• Data Cleansing	MS/SS
• Data Cleansing Specification	MS
• Data Cleansing Programming	DD
• Data Cleansing Test	RM
• Data Conversion Specification	RM
• Data Conversion Programming	DD
• Data Conversion Testing	RM
• Interfaces Specification	RM
• Interfaces Programming	DD
• Interfaces Testing	RM
• Define Security Profiles	RM
• Create worker roles/security	RM
• Prepare System Test Plan/MIU	RM
• Prepare Test Data	RM

- Test data   RM
- User Acceptance   MJ/SS
- QA Milestones during project   TK
- QA Final Acceptance   TK

5   Project Implementation and Work Plan

5.1   Initial Project Work Plan:

The project workplan is based on a phased implementation of HOST. The major deliverable dates are:

Milestone	Description	Date
Contract	Supply contract for Frameworki signed	28 January 2005
Install	First four instances of Frameworki installed	18 February 2005
Phase 2a	SAP pilot implemented	End April 2005
Phase 1a	Adoption & Fostering Assessment implemented	End May 2005
Phase 1b	Community Care implementation started	End August 2005
Phase 2b	Children's Services implementation started	Mid-December 2005
Phase 3	Finance Module implemented	End April 2006
PIR	Post Implementation Review	End July 2006

See Appendix 7 for detailed high level work plan.

5.2   Project Quality Plan:

The Project Board will own the quality assurance strategy. Quality assurance processes will be developed by each working group to assure their particular processes and products. The processes must be in keeping with the plan timetable, and focus primarily on the higher risk areas including Change management, data cleansing/migration and system development.

5.3   Initial Risk Log:

See Appendix ?? for the current Risk log. This is a live document and the latest version can be found on Work.Together. The risk log is reviewed on a weekly basis by the Programme Manager and Project Manager.

5.4   Contingency Plans:

Each risk will have a contingency plan developed if it is of a sufficient severity to merit it.

5.5 Communications Strategy

See Communications Plan at Appendix 3

6   Acceptance Criteria:

The HOST system is in-place and is being used within People First. All statutory requirements within the scope of the project are being achieved and there are no outstanding system issues.

7   Project Controls:

Change Control – Significant changes to the Programme will be raised by the Programme team and passed to the Project Board for approval, if the Project Board feel that the significance is sufficient then the decision will be deferred to the Programme Board. All changes will be recorded on the change control form at appendix 4.

Contract Control – Performance of the contractors against their respective contracts will be monitored on a weekly basis and reported at the Contracts Management Group and the Project Board. Problems with performance will be recorded in the contract log and fed back to Contractors formally at the Contract Meetings (at least monthly). Changes to contract will go through the change control procedure, but use the Contract Change Note form from S-Cat terms and conditions.

Quality Control – Quality will be monitored against the quality requirements in the product descriptions. Independent assessment of quality will be provided by the QA Consultant. Deviations from the required quality will be reported to the Project Board by the QA Consultant.

8   Exception Process:

Tolerances
Timing tolerances on Major Milestones (see above) up to one week.
Timing tolerances on Minor Milestones up to two weeks.
Budget tolerances + or - £5,000 on each element.

Exception Processes
Exceptions to timescales and budgets that fall outside of the tolerances above will be taken to the Project Board for discussion and decision on ongoing programme viability and damage limitation. Changes agreed to Programme through this process will be controlled via Change Control.

9 Resource Requirements

9.1 Project Staffing – F/T equivalents

Programme Manager	1
Project Manager	1
Project Champion	1
Programme Co-ordinator	1
Project Administrator	1
Data Lead	1
Business Process Manager	2
Lead Tech Architect	0.2
System Support	2
Helpdesk Support	2
Distributed Hardware	0.2
Training Manager	0.2
Training Admin	1
CC Secondees	4
CS Secondees	4
MIU Secondees	1
Finance Secondees	1

9.2 Skills Requirements

TBC

9.3 User Participation

User participation will be required at all levels of the programme, and will be specifically engineered in through the use of Secondees and the running of user workshops and consultation working groups throughout the life of the project. Specifically users will have to sign off processes and forms throughout the development stage.

9.4 Estimated Training Needs

See Appendix 6 for the detailed TNA specification. The training needs of the user group will be assessed as part of the programme, with a detailed TNA being carried out at an early stage. There are approximately 650 staff who will need training as part of the programme. The training will fall into 4 main parts; general web awareness, general HOST system look and feel training, process specific system training together with uploading of current caseloads and culture change training.

10 Pricing

See Appendix 7 for Programme Budget