Melton
Borough
Council

Project Documentation

Universal Credit Pilot – Getting our Customers Digitally Ready and Online

Incorporating business case, project brief and project management document

Part A – Document Control
Part B – Business Case, Project Background and technical issues
Part C – Project Brief
Part D – Project Management Document

Version no: 1

Date: 25/06/13

Part A - Document Control

A 1 - Key personnel

Title	Project Initiation Document
Author	Ronan Browne
Approver	Keith Aubrey
Owner	Ronan Browne

A 2 - Project Organisation Structure

This section should describe the organisation, covering specific roles and responsibilities.

The main roles and responsibilities will include:

Melton Borough Council will be the lead organisation for creating and developing the delivery of the project but partners are heavily engaged in the development of the project and we are also liaising with a number of organisations regarding resource input.

- Developing a single view of vulnerability by creating a pilot triage process for 20 Benefit customers to assess their overall needs and develop a pathway that makes them work ready or support them into education or training.
- We will create an access hub and on line centre at Parkside offices to enable customers to use on line services and to apply for benefits through the Council and Job Centre Plus. This will mean we will redesign part of the reception to install up to date IT and also provide an assistance service to help customers transact with the Council and partner agencies on line.
- Rural access to IT services particularly by the identified targeted client group has been identified as a barrier to transacting with the Council on line. We will develop a number of hubs in key villages that will be run by the community/parish councils. This will give a number of benefits to rural residents such as having better access and also a venue to come to in order to get support on using IT and transacting with Melton BC. A successful IT project has been run at Hoby for a number of years and another community Hub is being created at Somerby which will also serve surrounding villages and is being run by community volunteers with input from parish council's.
- Implementation of the Me & My Learning Centre at Phoenix House in which we aim to use the facility as a training centre and job club for customers (target 50) customers who are unemployed and looking for work. The facility will also be used for up-skilling those in receipt of benefits who are identified as not having the necessary skills to transact with Melton BC and partners on-line.

The project will enhance the work already completed within the UC Pilot and transformation Programme. We will see the amalgamation of the single view of vulnerability, social fund and UC Pilot to test how we move customers to be more independent in accessing services.

The Project will have the following structure;

Programme Sponsor – Keith Aubrey
Programme Manager – Christian Coltart
Project Sponsor – Ronan Browne

Project Manager – Jackie Amison

A 3 - Version history

Version	Date	Summary of changes	Changes marked

A 4 - Distribution

Name	Area

A 5 - References

Doc reference	Document title

Part B – Business Case, Project Background / technical issues

B 1 - General

The project has been developed in relation to learning we have gained due to the progress on the Universal Credit Pilot and our engagement with our local community across the Borough.

The Council has led a partnership delivery group which includes all our key partners (LCC, JCP etc) who have common goals in which to try and enable as many customers to self serve as possible but to also up-skill customers so that they are job ready and can access the employment market.

Through the UC pilot to date we have identified a number of barriers that is preventing customers especially those most hard to reach to transact with us on line. Additionally we have recognised that also those we wish to engage with do not have the skills to transact with us on line or access to the required technology. Wefare reform will need

B 2 –Service / Service / Function

The service will be delivered by Melton BC and our partners including JCP, LCC and the voluntary sector.

The service will provide access to the required IT to transact with the Council and partner organisations. Additionally the project will provide face to face support on using services on line and also up-skilling of customers so they can use the on line services. For example LCC Adult Learning is able to offer courses in relation to numeracy and literacy to support clients to access services and become job ready.

B 3 – Strategic fit

Minimum content needed for this section:
- Description of the business need and its contribution to the organisation's business strategy
- Objectives
- Why it is needed now
- Key benefits to be realised
- Critical success factors and how they will be measured.

The project aims to increase the capability of delivering outcomes in relation to the Council's transformation change programme. If we are to maximise the savings that have been identified we need to recognise we need to support customers to transact online and ensure that they see this avenue as the first option available to them.

Objectives of the Council are at the forefront of this project those being People, Paces, Well Run Council and promoting our values.

We have identified the need for this project in order to increase the number of people willing and able to transact with us on-line. We have now identified the barriers to date and identified the solutions we feel will overcome these barriers in relation access, up-skilling and getting customers job ready.

The key benefits to be realised from this project is that we increase the number of people transacting with MBC on line thus reducing face to face and phone demand. This will not be realised until 12 months after the project has been running and evaluated as it will take time to up-skill customers and ensure those who transact most with us move to online services.

Through the project we aim to:

1. Have at least 50% of our 1800 benefit claimants transact with us online by December 2013 – to be measured by success rate of actual Council Tax Support Completions.
2. Support 50 clients into education training and employment by December 2013 – Use current JSA figures at June 2013 compared to December 2013.
3. Reduce Face to Face and Telephone demand in relation to benefit services by 20% - to be measured at April 2014 figures compared to April 2013 figures.
4. Have 200 customers living in our rural Communities access our IT access points in rural villages by April 2014 – To be measured by register of customers and surveys.

B 4 - Options appraisal

Minimum content needed for this section:
- High level cost/benefit analysis of (ideally) at least three options for meeting the business need
- Ranking against Project Scoring Matrix
- Include analysis of 'soft' benefits that cannot be quantified in financial terms
- Identify preferred option and any trade-offs.
- The procurement approach/strategy with supporting rationale.
- Proposed sourcing option with rationale for its selection

The cost benefits of the project sit within the current projects in relation to the transformation programme and will enable that the transformation programme succeeds.

The project has been ranked as a score of 12 points and shows the need for it to take place in order to achieve the outcomes required in the UC Pilot and transformation programme.

There is a number of soft benefits to carrying out this project which are increased access to IT by customers, up-skilling of customers in relation use of I and increased social interaction with other members of the community with informal support networks being created.

The capital investment of £25,000 will be made in relation to IT infrastructure and improvements to the reception area at Parkside. £15,000 will be invested in revenue services to include implementation of Community Hubs in Villages and access to learning and a job club at the Me & My Learning Centre at Phoenix House. Melton BC will be the delivery agency for the project.

B 5 - Achievability

The project has been identified as have a high probability of achievement as infrastructure through the UC Pilot already exists.

B 6 - Legal Issues (if applicable)

N/A

B 7 Specification

A design specification has been developed for the physical changes to the reception area at Parkside.

The rest of the proposed service fits in with the agreed specification for the UC Pilot as agreed with DWP.

B 8 - Financial Implications

Cap / Rev

	£	Comment
Initial Costs	*£40,000*	*Consists of £25,000 capital and £15,000 revenue*
External Funding	*0*	*Current talks with partner agencies taking place in relation to contributions*
Net Cost	*£40,000*	*This will enable success of the UC Pilot and transformation programme*
Ongoing Savings	*As per transformation programme*	*This will be in line with already agreed matrix and measurements agreed for October 2013*
Phasing		

B 9 – Project Scoring Matrix

Scoring – for your project – calculate the points			
Criteria	**1 Point**	**2 Points**	**3 Points**
Cost £ (budget, time and human resource)	**<£10k**	**£10k - £50K**	**>£50K**
Timescale	**< 6 months**	**6 – 12 months**	**> 12 months**
Impact if project failed on the organisation	**Minor disruption**	**Moderate**	**Major**
Melton's Track Record	**Done Successfully Many Times Before**	**Done Successfully Once or Twice Before**	**New Area of Working**
Stakeholder Interest (internal and external)	**Minimal**	**Moderate**	**Major**
Project Complexity	**Straight-forward**	**Moderately Complex**	**Highly Complex**

Projects scoring 6 – 10 points - Formal methodology <u>not</u> necessary
Projects scoring > 10 points - Formal methodology <u>is</u> necessary

> **Note**
>
> **The business case <u>must</u>be submitted initially to the Programme Board and will allow schemes to be prioritised and feasibility to be assessed.**

Part C – Project Brief

The Project Brief sets out the direction, scope and objectives of the project and forms essentially the "contract" between the Project Sponsor and Project Manager as to what will need to be delivered.

C 1 - Project Objectives, outcomes and benefits

What are we hoping to achieve from doing this project? Outline principle aspirations/objectives.

Project objectives should link to the high level Strategic Objectives as they specify what needs to be done to achieve them. Project objectives should be **SMART** (**S**pecific, **M**easurable, **A**ttainable, **R**elevant, **T**ime bound)

This section should identify the business benefits to be achieved by doing the Project, both financial and non-financial.

They should also be linked to the objectives. These can include political, reputational, financial, developmental, learning etc.

Objectives of the project are listed below:

1. Have at least 50% of our 1800 benefit claimants transact with us online by December 2013 – to be measured by success rate of actual Council Tax Support Completions.
2. Support 50 clients into education training and employment by December 2013 – Use current JSA figures at June 2013 compared to December 2013.
3. Reduce Face to Face and Telephone demand in relation to benefit services by 20% - to be measured at April 2014 figures compared to April 2013 figures.
4. Have 200 customers living in our rural Communities access our IT access points in rural villages by April 2014 – To be measured by register of customers and surveys.

Part D – Project Management

D 1- Key Business Risks/Contingency Plans/Exit Strategy

This section should highlight a short summary of the key business risks that have been identified as risks to delivery the project. Where risks have been identified this section of the report should also highlight how these risks are proposed to be mitigated, what risk status they are considered to represent (high, medium or low), and what contingency plans will be put in place to prevent the risk occurring.

This section should also include any decisions and measures to be taken for the eventuality that the risk actually does occur, and should highlight the various exit strategies that can be considered/implemented in this event (if any).

This section of the report has been designed to eradicate the provision of a risk register and matrix. However it may be considered by the Project Manager/Programme Board that the inclusion of a risk register/matrix is still required on certain projects.

Risks that have been identified are:

1. Customers do not engage in the project and do not respond to the services provided – Medium. We aim to mitigate this risk by the implementation of robust engagement plan and targeting of customers.

D 2 - Key Stakeholders

This section should identify the key stakeholders, both internal and external to Melton Borough Council, for example:

External Stakeholders
General Public - What are the implications, if any on the general public, what measures have / will be in place to effectively communicate any changes, including defining the benefits? Do we have the resources available to answer any questions raised?

The public who are in receipt on CTS will be expected to apply for benefits online and those who are out of work will be expected to undertake assessments in order to improve their skills and employability. We have a engagement plan in place and already have successfully engaged with 50% of customers.

The Media – Will the project, once implemented result in any adverse / positive media attention, what message do we need to issue and who is best placed to do so?

No adverse publicity is expected. If any queries these should be directed to the Project Sponsor and Project Manager.

Internal Stakeholders
Finance – Outline what discussions have been had to date with the Finance department, and what comments (if any) have been received on the approval appraisals.

For guidance on their management strategies refer back to Step 2 – Prioritisation, page 16

D 3 - Communication Plan

This section should set out how the Project Manager proposes to communicate and report progress of the scheme to the Project Sponsor / Programme Board – i.e. ad hoc meetings, monthly 1:1 meetings, formal Scheme Status Reports etc. It will define the:

- The project manager will report on a monthly basis progress to the Transformation Programme Board. A project team and delivery team will be engaged on a weekly basis whom many of will be working on the project. This will include external partners. A 1:1 meeting will take place between the Project Sponsor and Project Manager on a weekly basis. A update report will be taken to Committee in January 2014.
- Communication is key to the success of this project and by doing so the success of the project will be increased. This therefore is the reason for regular meetings, briefings and communication with staff and partner agencies.
- Partner Community Groups will also receive a monthly briefing (this includes engaged Parish Council's)

The Communications Plan will have been developed from information derived from Stakeholder Analysis, Project Brief, and Directives from the Programme Board, Project Quality Plan and Project Approach.

D 4 - Project Controls

This section of the PID should highlight the key controls that have been put in place to aid the management of the project. This may include:

Quality Control

- Monthly checks and balances will be undertaken and reported by the Project Manager to the Project Sponsor. These will be progress against targets and outcomes agreed.
- Any barriers identified will be escalated to the Transformation Board if they cannot be overcome at a project management level.

Key Controls for Project Closure

- The project will be closed via agreement with the Programme Sponsor and Transformation Programme Board.
- Key targets and outcomes will need to be delivered before any closure.

Appendix B2, – Standard Risk Management Template

Project Name:

Updated:

Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7	Col 8	Col 9	Col 10	Col 11
Risk No.	Grade [red, amber, green]	Risk Owner	Cause	Potential Consequences	Current Score	Original Score	Movement [↔,↑,↓]	Current controls [working]	Adequacy of mitigation measures	Planned actions (For key risks only)
1	Amber	JA	Customers fail to engage with project and do not transact online.	• Cannot achieve outcomes or targets	2	2	↔	Engagement Plan in place via UC pilot	Good	
2				•						
3				•						
4				•						
5				•						

Last updated:

Risk Number	This is the unique identification number given to each individual risk
Owner/project	Who is the risk owner and therefore responsible for ensuring the mitigation work is undertaken
Cause	This describes the existing, potential or perceived risk/threat to the project objectives
Consequence	The impact of the cause is often a chain of events that can impact on many stakeholders
Current score and original score	Based on the risk matrix, how is the risk likelihood scored e.g. A, B, C, D or E Based on the risk matrix, how is the impact scored e.g. 1, 2, 3 or 4 The original score is as per the first time it was raised.
Current mitigation	The existing measures that are in place to control /prevent the risk (risk mitigation)
Adequacy	An assessment on the suitability of the current mitigation measures (adequate, poor, good)