

**Policy Development Panel B**

**Service Delivery**

**Project Initiation Document**

## **Policy Development Panel B – Service Delivery Project Initiation Document**

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### **INTRODUCTION**

1.1 This document is the Project Initiation Document (PID) for Policy Development Panel B (Service Delivery). The purpose of this document is to:-

- define the scope of the project;
- set out the aims and objectives;
- identify the major end products to be delivered;
- detail the activities and resources required to ensure the successful completion of the project;
- specify the management structure for the project; and
- outline the key responsibilities within the project.

This PID will be the baseline against which Policy Development Panel B can monitor progress and make decisions.

### **2 BACKGROUND**

2.1 Decisions on the future shape of local government were announced by the Minister of the Environment on 31 March 2007, following the review of the local government aspects of the Review of Public Administration (RPA). The decisions taken include the rationalisation of the current configuration of 26 local councils to create 11 new council areas and the transfer of a range of functions from central to local government.

2.2 The Minister has agreed that the implementation of this change programme will be managed at a strategic level by the Strategic Leadership Board (SLB) supported by three Policy Development Panels (PDPs), comprising elected members supported by senior local and central government officials and joint secretariat (DOE/NILGA). PDP B has been charged with the development of recommendations on policy and implementation proposals in relation to Service Delivery issues. The work will cover three main strands, namely:-

- Customer Service Delivery;
- Improvement and Modernisation of Services (including IS Strategy, Shared Services Strategy, e-government); and
- Performance Management.

It is proposed that three working groups be established, to assist in the development of the necessary high level strategies and the lower level policies and implementation plans to support these various Work Strands. More detail on the work of these strands will follow.

2.3 Some of the work of the Panel overlaps significantly with the current work carried out through NILGA's e-Government Working Group, e.g. the development of the IS Strategy and piloting of specific applications e.g. mobile working, GIS applications. Close relations therefore will be maintained with this group by the Improvement and Modernisation Working Group.

**Policy Development Panel B – Service Delivery  
Project Initiation Document**

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**3. PROJECT DEFINITION**

**Strategic Aim**

3.1 The overall aim of the project is:-

“To lead the development of recommendations on policy and implementation proposals for agreement by SLB in relation to:-

- Customer Service Delivery;
- Improvement and Modernisation including Information Systems, e-government, Shared Services; and
- Performance Management.”

**Key Objectives**

3.2 The key objectives of the Panel are:-

- to develop appropriate high level strategies for the relevant areas ensuring appropriate consultation throughout the sector and undertaking of relevant impact assessments;
- to pilot suitable approaches and systems to support the strategies developed for implementation across the sector; and
- to develop appropriate proposals for implementation of the proposals across the sector.

**Project Scope**

3.3 It is expected that the work will interface very closely with the work of other Panels e.g. Performance Management proposals will need to take account of the work undertaken by Panel A on Governance and the work on Transferring Functions undertaken by Panel C will need to be taken into account in the development of the Customer Service Strategy and the IS and Shared Services Strategies.

**Dependencies**

3.4 The success of the project will be dependent on the timely delivery of the end products identified. Key dependencies will include the following:-

- the commitment of Panel B and the relevant working group members;
- the maintenance of effective communication channels;
- sufficient identification of the key activities required to deliver the end products;
- accurate assessment of timescales and costs;

## **Policy Development Panel B – Service Delivery Project Initiation Document**

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- identification and acquisition of the necessary staff resources for the project team and the various working groups;
- availability of the necessary expertise to the working groups; and
- securing the necessary financial resources for external consultancy as and when required.
- Involvement of transferring function Departments (as appropriate).

### **Managing Interfaces**

- 3.5 The Project Manager (John Price, Local Government Policy Division of DOE) will meet on a regular basis with Sheena Mairs, (Director of Improvement NILGA) the local government Chief Officer advisors to the Panel and the Chairs of the Working Groups to advance the work of the Panel in line with the agreed timetable.
- 3.6 The Project Manager will also meet on a regular basis with the Senior Responsible Owner, the Programme Manager, the Project Manager supporting Policy Development Panels A & C to consider and develop proposals for the handling of interlinked issues. Any such proposals will be submitted to PDP B for agreement.
- 3.7 It will be important for the elected members of the PDP B to seek and articulate the views of local government on the Work Strands being taken forward as part of the project. The Chair of the PDP B will also report and seek the views of the SLB at regular checkpoints in the project.

### **Method of Approach**

- 3.8 The overall project and the individual Work Strands will be managed using the PRINCE 2 (Projects in Controlled Environment) standards tailored appropriately to the scope and size of the project.
- 3.9 The project will consist of a number of stages as follows:-

Stage 1	Preparation and Agreement of the Project Initiation Document
Stage 2	Establishment of Working Groups
Stage 3	Development and Agreement of Individual Work Strand Proposals
Stage 4	Completion of work by Working Groups and sign off by Project Board (this may be completed on staged basis)
Stage 5	Submission of policy proposals, including options and recommendations to the SLB
Stage 6	Post Project Review

### **Project Deliverables/Products**

- 3.10 The project will deliver the following end products:-

## Policy Development Panel B – Service Delivery Project Initiation Document

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- a **Customer Service Strategy** for the local government sector which will provide guidelines and principles to assist individual councils to formulate their own Customer Service Strategies to provide citizens with high quality services in an efficient and effective manner;
- an **Information Systems Strategy** for the sector which will:-
  - identify the current systems and processes in operation within the 26 councils and the Transferring function Departments;
  - will provide a road map to assist in the Transition to the 11 council structure; and
  - include proposals for increased use of ICT across the sector building on shared knowledge and best practice from within local and central government.
- a **Shared Services Strategy** to identify in conjunction with Panel C, the potential for delivery of services on a common basis across councils on a cluster and regional basis so increasing efficiency;
- **Performance Management** legislative proposals and a framework which will facilitate appropriate assessment of the performance of councils both internally and externally.

### Project Filing Structure

- 3.14 All papers produced to inform the deliberations of PDP B and those to support its efficient and effective operation will be filed in accordance with the Department of the Environment's records management procedures.

## 4. PROJECT ORGANISATION STRUCTURE

### Policy Development Panel B- (Project Board)

- 4.1 PDP B will be accountable for the success of the project and has responsibility and authority to make decisions and provide commitment of resources to the project. The Panel will manage by exception, delegating the day to day running of the project and the development of material for consideration by the Panel to the Project Manager.

The main responsibilities of PDP B are to:-

- review and approve the PID and High Level Project Plan;
- agree roles and responsibilities of the Project Managers and Project Team;
- agree project and stage tolerances; and
- authorise commitment of project resources.

- 4.3 As the project progresses PDP B will:-

- guide the project ensuring it remains within specified constraints;

## **Policy Development Panel B – Service Delivery Project Initiation Document**

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- authorise the start of each phase;
- review and approve plans;
- manage the risks identified at plan approval stages;
- approve all changes; and
- ensure compliance with directives.

4.4 At the end of the project PDP B will:-

- assure that all products have been delivered;
- assure all acceptance criteria have been met;
- approve End Project Report;
- authorise Project Closure; and,
- approve Project Evaluation Review.

### **The Project Manager**

4.5 The Project Manager has the delegated authority to run the project on a day to day basis on behalf of PDP B and within the agreed constraints. The Project Manager through the joint secretariat, will:-

- ensure that the 3 Work Strands deliver the agreed products to required specification and quality according to the planned timetable, and within budget;
- direct and motivate both the project team and the Work Strand teams;
- project manage and plan all stages of the project;
- agree delegations and project assurance roles;
- prepare project, stage and exception plans and agree with the Project Board;
- manage business and project risks (includes contingency planning);
- produce the PID;
- liaise with members of associated projects or programmes;
- monitor progress, expenditure, resources, initiation of corrective action;
- keep PDP B informed of deviations in plans and associated action (Change Control);
- prepare highlight reports for PDP B;
- liaise with PDP B to assure the direction and integrity of the project;
- prepare End Project Report;
- identify and obtain support and advice necessary for the management, planning and control of the project; and,
- take responsibility for project administration.

### **Project Assurance Group**

4.6 Project Assurance has responsibility for independent monitoring of all aspects of the project's performance and products. Specific responsibilities of Project Assurance are to:-

- assure the Panel members' needs and expectations are being met or managed;

**Policy Development Panel B – Service Delivery  
Project Initiation Document**

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- assure that risks are being controlled;
- keep the project in line with the agreed Project Plan;
- inform the project of any changes caused by external events; and
- ensure adherence to quality assurance standards.

**5. PROJECT PERSONNEL**

**5.1 Policy Development Panel B – Project Board**

<b>Name</b>	<b>Organisation</b>	<b>Function</b>
Cllr Helen Quigley	Elected Member	Project Chair
Cllr Eddie Rea	Elected Member	Vice-Chair
Cllr Janice Austin	Elected Member	
Cllr Dermot Curran	Elected Member	
Cllr Gordon Dunne	Elected Member	
Cllr Tony Hill	Elected Member	
Cllr Sean Kerr	Elected Member	
Cllr Alan McDowell	Elected Member	
Cllr Michelle McIlveen	Elected Member	
Cllr Bob Stoker	Elected Member	

**5.2 Project Manager and Project Team**

<b>Name</b>	<b>Organisation</b>	<b>Team Role</b>
John Price	DOE	Project Manager
Sheena Mairs	NILGA	NILGA Lead Official
Angela Fitzpatrick	DOE	
Lorcan O’Kane	DOE	
Damien Deane	DOE	
Simon Sloan	DOE	
Sarah Connor	NILGA	
AN Other	NILGA	

The Project Team will be supported on the various work streams by council officials in the 3 Working Groups.

**5.3 Project Assurance**

<b>Name</b>	<b>Organisation</b>	<b>Position</b>
Ian Maye	DOE	Director, Local Govt Policy
Danny McSorley	Omagh District Council	Lead Chief Executive
Trevor Martin	Belfast City Council	
Bill McCluggage	DID, DFP	
Jim Wilkinson	DOE Planning	
Barry Jordan	DRD	

**Policy Development Panel B – Service Delivery  
Project Initiation Document**

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Sharon Gallagher	DSD	
Paul McAllister	DCAL	
Phil Rodgers	DETI	
David Barr	DARD	

**6. PROJECT TOLERANCES**

6.1 The recommendations of PDP B will have some bearing on the formulation of proposals of the other PDPs. There is, therefore, only limited tolerance within the overall project.

**(DN: What are the recognised Project Tolerances? The Working Groups will have to examine the dependencies between the various Panels and take these into account when drawing up the project timescales.)**

**7. PROJECT CONTROLS**

7.1 PDP B assumes overall responsibility for the control of the project and will receive information from the Project Manager (and the Assurance Group) to enable it to fulfil this role.

7.2 The major controls for PDP B are:

- **Project Initiation** – to ensure that, before resources are committed to the project, everything involved in the project has been agreed: project objectives, roles and responsibilities, project scope and boundary, project controls. A Project Initiation meeting will be held to agree this PID and give approval to move to the next stage.
- **End Stage Assessment** – PDP B only commits to one stage of work at a time. This assessment approves the work to date and provides authority to proceed to the next stage.
- **Highlight Reports** – will be provided by the Project Manager to PDP B on a regular basis to report progress during a stage. The Highlight Reports for this project will be produced monthly and will contain details of progress to date on each of the various strands, achievements in the current period and achievements expected in the next period, details of actual or potential problems and suggestions for their resolution.
- **Exception Reports** – notification by the Project Manager to PDP B that the stage or project plan will deviate outside tolerance limits. This details the problem, outlines the available options and identifies the recommended option.
- **Mid-Stage Assessment** – this assessment is held between PDP B and the Project Manager after an Exception Report or a significant milestone to determine how the project will proceed.

## **Policy Development Panel B – Service Delivery Project Initiation Document**

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- **Project Closure** – the PDP B formally closes the project, confirming that it has been completed.

7.3 PDP B will report progress to the SLB on a regular basis through the submission of Highlight Reports.

### **8. COMMUNICATIONS PLAN**

8.1 A Communications Plan, embracing the 3 projects within the remit of PDP B, will be developed that links with the Communications Strategy of the overall Reform and Modernisation programme. This will ensure that the sector and other interested stakeholders are kept informed of developments through the regular NILGA updates, the DOE website and the joint DOE/NILGA Newsletter.

### **9. QUALITY PLAN**

9.1 The quality requirement for this project is the production of clear comprehensive project outputs on a timely basis. The Quality Review process will check to identify any errors, omissions, misunderstandings, ambiguity, and non-compliance with the overarching policy direction set out in the Minister of the Environment's Statement to the Northern Ireland Assembly on 31 March 2008 on the future shape of local government.

9.2 A Quality Management System to be used in the project will be developed for endorsement by the Panel. This will include the following elements:-

- a set of standards to be applied to the production of project outputs;
- a quality assurance procedure for all outputs;
- procedures to facilitate project issues;
- procedures to facilitate change control; and,
- the implementation of a consistent structured document management system for selected outputs produced by the project.

### **10. INITIAL PROJECT PLAN**

10.1 A high level Project Plan outlining the main stages of the Project will follow.

### **11. INITIAL RISK LOG**

11.1 A detailed Risk Log and a strategy for managing the risks will be developed for endorsement by the PDP B and the SLB. An initial appraisal suggests that the key risks will relate to the following issues:-

- availability of elected members to engage in the project;

## **Policy Development Panel B – Service Delivery Project Initiation Document**

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- availability of project team personnel with experience in the relevant areas;
- continuity of personnel as the project progresses;
- availability of financial resources to fund any identified requirements; and
- effective engagement with departments and other key bodies.