

Transforming Thurrock

Community Hub Programme South Ockendon pathfinder project

Project Initiation Document

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1 Introduction

1.1 Purpose

This document is the Project Initiation Document (PID) for the Ockendon pathfinder project of the Community Hub Programme.

The purpose of this document is to:

- Provide an understanding of the role, scope and key activities of the project
- Ensure that the project has a complete and sound definition upon which to be initiated
- Provide a basis by which the project's definition is clearly communicable and understood by all key stakeholders
- To act as a terms of reference against which the project can be planned and progressed.

This document describes the currently understood scope of the requirement, the workstream organisation and management procedures, resource plans, the quality controls to be adopted and initially identifiable risks.

The document has been prepared for the implementation of Ockendon Phase 1 hub and the design development of a Phase 2 solution.

It is anticipated that further business case and PID will be required to support roll out of community hubs in other areas within the Borough.

1.2 Preceding Documents

Gate 2 business case and discussion/decisions at the Director's Board on 28th February 2012. Gate 4 business case and discussion/decisions at the DB Transformation Board on 10th July 2012.

2 Programme Background

This programme has emerged from earlier work on asset management and rationalising of estate to support the development of new ways of working and the realisation of capital receipts and running costs savings for the MTFs. The main objective being the creation of an integrated community and public sector service model delivered from a single building in any given locality thus enabling the identification and release from use of assets; buildings and land no longer required.

This PID now reflects a rethinking of the fundamental underlying principles for the community hub programme as a means to operationalise a transformation in relationships and service models between the council, statutory partners and local communities.

3 Project Definition

3.1 Project Objectives

The main purpose of the project is to develop and operationalise a redefined relationship between the citizen and the state that will be needed to meet the economic, demographic and social challenges in the future.

The key objectives of the project are to:

- Design and implement a new model and way of working that facilitates:
 - new roles for the council in enabling more resourceful and resilient communities
 - new assets and capabilities in the communities for determining and mobilising resources for local solutions
- Establish a new community hub facility, providing a physical space and focal point for the new model and way of working to be delivered from
- Involve the community leaders in programme management and co-development of the design, implementation and operating solution to ensure the cultural changes are achieved and owned by the community
- Implement a pathfinder that delivers a transformational step change, demonstrating progress towards the new delivery model
- Provide an operational focal point for other projects to realise their financial and non-financial benefits:
 - rationalisation and freeing up of surplus assets for development
 - streamlined and flexible working by council staff (including mobile working and re-engineered processes for working in integrated multi-agency teams)
 - early intervention and prevention work to avoid costly statutory health and social care provision (savings expected across multi-agency boundaries)
- Provide valuable learning to be used to inform the development of hubs elsewhere in the Borough
- Piloting Local Area Co-ordination (LAC) alongside the community hub - operating from within the hub facility and is seen as part and parcel of the same offer

This will be achieved by:

- Establishing a shadow Community Interest Company (CIC) Board to develop and embed new roles, relationships and ways of working
- Finalising and implementing a Phase 1 design for Ockendon in a re-purposed and re-branded Belhus Library building (by February 2013)
- Parallel design and development of a Phase 2 service and purpose built property solution (for implementation by October 2014 * assuming not BL site or with JV partners)
- Multi-agency governance, strong leadership and robust planning
- Open and clear communications and engagement with the local community
- Effective programme management and timely delivery of workstream outputs

3.2 Project Scope

This project covers the following:

- South Ockendon area
- All services provided by the Council
- Services with other public sector agencies (specifically, health, police and

voluntary sectors) – specific service areas to be determined

3.3 Project Exclusions and Alignments

Excluded from scope are the following:

- Asset Rationalisation programme
- Building Futures programme
- The Council's ICT Transformation programme
- Regeneration programmes
- Early Offer of Help project
- Alternative Delivery Models project
- Customer Contact and other Transformation projects

The Community Hub project is aligned to and will liaise closely with all the above projects.

3.4 Project Approach

The Community Hub programme will initially create a core project team made up of workstreams leads, supported by technical experts, business analysts and other skilled resources as deemed appropriate. Throughout the project, the project manager will manage risks and issues as well as manage plans to achieve timely deliverables.

3.5 Project Deliverables

The key deliverables will be:

- PID and Project Plan (ganttt) approved by the programme board and routine monitoring of project progress against agreed milestones
- The operational solution for new services (Phase 1 and 2)
- The property solution for phase 1 in the Belhus Library building
- An options appraisal and business case for the Phase 2 property solution
- Community engagement and communications plans
- A new governance model (e.g. CIC backed)
- Final business case, benefits realisation plan and other key documents to support Council and other decision making processes
- Facilitation support for Directors and Heads of Service, to successfully manage any change associated with the project

3.6 Project Risks

The key areas of potential project risk will be:

- Achieving a transformation in approach for the Phase 1 development
- Engagement with the community and establishing a change in relationships
- Delivery of the Phase 2 property solution
- IT and operational solutions that deliver mobile working and self-service
- Capacity of senior managers to support the project
- Engagement and participation of Health, Police and other partners to maximise the opportunities of the new community hub offer
- The impact of Welfare Reform proposals on customer information, advice and guidance
- Delays in operationalising of planned financial savings through asset rationalisation and service transformation

A detailed programme risk and mitigations log will be established and maintained by the project manager.

3.7 Project Governance

A Community Hub Programme Board will act as the steering group for the project. Accountable to the DB Transformation Board, this group will meet regularly (fortnightly to begin with) and will:

- Own the vision and business case for the programme
- Secure the investment required to set up and run the programme
- Provide overall direction and leadership for implementation of the programme
- Accountable for the programme's governance arrangements
- Manage the interface with key senior stakeholders
- Manage the key strategic risks and maintain the alignment to the organisation's strategic direction
- Shape and determine policy issues and agree service and property Design solutions
- Determine and approve the PID, project plan and other key documents needed to support governance and formal decision making
- Receive regular progress reports and address issues escalated from the project team / workstream leads
- Approve significant communications materials before release

The programme board will be chaired by Jo Olsson and will have the following membership:

Les Billingham	Barbara Brownlee	Steve Cox
Kristina Jackson (Thurrock CVS)	Carmel Littleton	Maggie Pollock (The Forum)
Ian Rydings	Martin Whiteley	Cllr Worrall
Project Manager	Ward Members (tbc)	Senior Health rep (tbc)

Supplementary board members will be co-opted onto the Board or invited to contribute specialist experience and knowledge to specific agenda items and when needed.

3.8 Project Reporting

Progress reporting will be done in a highlight and exception basis.

A key reporting events and milestones are summarised as follows:

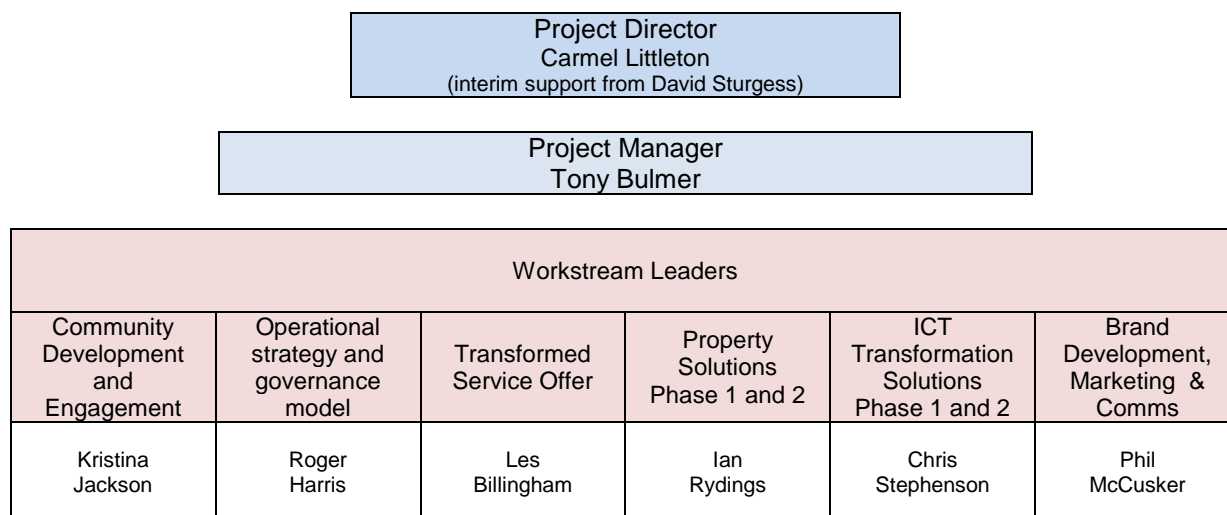
DB Transformation Board meetings	12 th September and 17 th October
Cabinet meetings	10 th October, 14 th November, 9 th January
Community Hub Programme Boards	15 th August, 29 th August, 12 th September, 26 th September (intervals to be determined thereafter)

4 Project Organisation

4.1 Organisation Structure

The project organisation will be kept as streamlined as possible. In addition to project director and project manager roles the organisation of the project will be formed around key workstreams.

The structure is illustrated as follows:



This group will form the core project team.

The Project Director and Project Manager will convene routine (fortnightly) project team meetings to ensure each workstream is being developed in line with the implementation plan and the integrity of key overall programme objectives, policy and key design principles established by the programme board are being maintained.

Focus and key deliverables for each workstream are summarised in the table below:

Workstream	Lead	Key Deliverables
Community Development and Engagement	Kristina Jackson	Design and delivery of capacity building programme to enable the community to develop the people and skills to support the new model. Including identifying and securing funding streams. Design and delivery of community engagement plan to secure ownership and involvement of the community in hub development. To include links with Community Council.
Operational strategy and governance model	Roger Harris	Define the vision, outcomes and operational strategy needed for the hub to be successful, including governance model, how the new enterprise will be commissioned, legally established and run. Prepare draft business plan. Prepare options analysis and develop preferred model
Transformed Service Offer	Les Billingham	Invite service areas to propose their transformed offers to operated out of the hub – ensuring that these deliver the planned step change in; relationships, community resources, advice, guidance and local networks that enable self solution and management of risks reducing the need for statutory agency support
Property Solutions for Phase 1 and Phase 2	Ian Rydings	Phase 1: Design and deliver a repurposed and refurbished Belhus Library building to accommodate Phase 1 hub services Phase 2: Complete phase 2 site options analysis and business case. Design and deliver a propose built building to accommodate Phase 2

		hub services
ICT Transformation Solutions for Phase 1 and Phase 2	Chris Stephenson	Design and delivery of IT solutions to support new ways of working in the community hub (including; customer contact and kiosk technology for self-service, mobile devices to support flexible staff working, including Google Apps and Citrix – piloting to be focused on Ockendon / Housing / ASC where possible)
Brand Development, Marketing and Communications	Phil McCusker	Creating a brand identity for the hub that supports delivery of the vision and purpose. Design and deliver marketing and communications campaign for the hub.

The workstream lead for the transformed service offer new will form and oversee a sub-group representing individual service areas to ensure each service takes ownership and responsibility for bringing forward detailed design specifications for transformed services for both Phase 1 and Phase 2.

Service leads are summarised in the table below:

Defining the transformed service offer - leads						
Community Users (information, advice and guidance interfaces)	Adults	Health	Housing	Libraries	Children and Youths	Comm Safety
Cllr Worrall Kristina Jackson	Tanya Sitch	Mandy Ansell (rep tbc)	Liz Robinson	Janet Clark	Sue Green	Michelle Cunningham

4.2 Roles and Responsibilities

The project team will be responsible for:

- Planning and designing the programme and proactively monitoring its progress, resolving issues and initiating corrective action
- Effective coordination of the workstreams and their interdependencies
- Understanding the impact of other Programme and Projects across the Borough on the Community Hub project
- Managing and resolving any risks and other issues that may arise
- Managing the programme's budget, monitoring the expenditure and cost against benefits that are realised as the programme progresses
- Managing internal communications
- Reporting progress at regular intervals to the Programme Board
- Facilitation support for Directors and Heads of Service, to successfully manage any change associated with the project

The workstream managers will be responsible for

- Development of a transformed service solution in line with the objectives of the project
- Providing detailed design specifications to the project manager and other workstream managers (scope, inclusions, exclusions, features, benefits, and how delivered)
- Liaising with other projects and working with sub-groups as needed to develop detailed specifications

Staffing and associated informal and formal HR issues that emerge as a consequence of the community hub model will be managed within each service area through existing processes and HR support channels. Individual service heads and

their line managers are responsible for ensuring all HR issues and matters are dealt with in line with the implementation plan.

5 Assumptions

Successful delivery of the project assumes the following:

- Resources and leadership commitment to ensure successful implementation
- Phase 1 implementation is conditional on:
 - Closing the Area Housing Office (in entirety) at the same time
 - Continuing with a parallel plan to close the Culver Centre at a later date, and
 - Cabinet approvals for capital expenditure and for implementation of the Full and Final Business Cases
- Availability of service heads and staff to support the project
- On-going commitment and hands-on involvement of the programme board to ensure policy shaping, operational design and decision making is progressed in timely manner
- Full time project manager appointed
- Clear decisions taken by governance boards at key milestones dates

6 Implementation Planning

6.1 Key milestones and phasing

This document covers the development and implementation of Phase 1 solution for Ockendon and the design and property options for the Phase 2 solution.



The project will be structured around a number of key workstreams, detailed scheduling of tasks and key milestones.

These are itemised in a detailed Gantt chart that is being actively maintained and reviewed by the project director and the Programme Board.

The detailed Gantt chart is available and can be supplied separately on request.

6.2 Decision making

The incremental development and approvals of business cases will be the main documentation and process to support the decision making needed to progress through to implementation. The timeline for this is summarised in the table below:

Business Case Stage		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Outline Business Case											
Full Business Case	Develop										
	Approve						 14/11 Cab				
Final Business Case	Develop										
	Approve								 9/1 Cab		

Key governance and decision making requirements, processes and timelines for other partners will be established and incorporated into the implementation plan / risk register.

6.3 Implementation costs and benefits

The project implementation costs (for phase 1) are in main focused around the building works for the adaptation of the current Belhus Library building, including necessary upgrade of IT and telecoms.

Phase 1 property solution – adapting current Belhus library building, including fit out/new furniture/shelving, decant from housing office and costs associated with temporary closure of the library to allow building works to take place (further work being done by property workstream to refine costings)	£250k
ICT implementation and running costs (outline costs only - further work needed to develop and cost full specification and to mitigate risks of delay in telecoms delivery)	£25k
Programme management support	£40k
Community engagement (South Ockendon)	£5.9k
[Note: Specialist support from areas such as; Property/Asset Management, Legal, HR, Planning and Financial modelling have not been costed separately. Working assumption is that these will be provide from Council teams as part of normal business]	

On-going work to develop the detailed service design will enable the identification of any additional cost items. These will be brought forward for review by the programme board and included in the full business case for DB and Cabinet approvals.

Estimated annual hub operating costs are summarised in the table below. Further work through implementation planning will refine and establish a full operating budget for the new hub, which will be brought forward for review by the programme board and included in the full business case for DB and Cabinet approvals.

Community Hub Manager	c £50k tbc
Assisted customer self-service support - Focus on those more vulnerable customers with more complex and multi-dimensional needs that cross over different statutory agencies, departments, teams and voluntary sector groups. Assume initial need for FTE 2 and that this will reduce over time as self-sufficiency, web enablement and volunteer capacity is increased)	c £50k tbc
Occupation running costs (maintaining and servicing the building)	£k tbc
IT running costs	£5k

The financial resources to support this budget will be provided from a combination of:

- Capital programme budget
- Asset rationalisation
- Transformation support budget
- Running costs savings from closure of housing and forum offices
- Running costs savings from individual service areas

The areas of financial savings to be operationalised and realised through the hub are identified and summarised in the table below:

Savings areas		13/14	14/15	15/16	Total
Estate rationalisation	Housing office	tbc			
	Forum offices	tbc			
Service transformation savings from streamlined processes delivered by integrated and flexible working	Web enablement	tbc			
	Mobile working	tbc			
Demand management and prevention savings from service areas	Adult Social Care	£300k			
	Children Social care	tbc			
	Public Protection	tbc			
	Community Health	tbc			
Service reconfiguration	Housing,	tbc			
	Libraries	£50k			

Further work is on-going to identify and quantify savings areas. These will be brought forward for review by the programme board and included in the full business case for DB and Cabinet approvals.