

*SmartCities*

## Project Initiation Document

Pilot name: Web Services Project

Municipality: The City of Edinburgh Council

Work-package: 3 and 5

Date: 15 December 2009

Edinburgh Napier University

October 2009

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## 1. Introduction

A project initiation document [PID] is a document that brings together in one place the key information needed to start, manage and evaluate a pilot.

**All stakeholders should be informed of the development of a PID, and the final PID should be agreed and signed off by the management in municipal partners.**

The PID should contain information setting out the "who, what, why, when and how" for the local pilot. It should define all major aspects of the pilot, and can be used as a key part in the management of the delivery of the pilot and sets the baselines that will be used in any assessment of the pilot's success.

All Smart Cities partners are expected to produce a PID for each local pilot. These will be used by the project and by local partners to measure progress against the aims and objectives set out in each pilot's PID. Many partners will already be expected to develop PIDs for their pilots: in this case relevant information should be copied into this form.

## 2. Pilot information

This section sets out the basic information about your pilot.

### 2.1. Pilot name

What's your pilot project called?

Web Services Project

### 2.2. Pilot acronym

Does the pilot have an acronym? [e.g. SCRAN?] If not, leave blank.

### 2.3. Pilot website

Does the pilot have a local website? If not, leave blank.

### 2.4. What type of initiative is the pilot?

Select **all** that apply to your pilot.

- |                                     |                      |                          |                            |
|-------------------------------------|----------------------|--------------------------|----------------------------|
| <input checked="" type="checkbox"/> | Project or service   | <input type="checkbox"/> | Award scheme               |
| <input type="checkbox"/>            | Network              | <input type="checkbox"/> | Promotion/awareness scheme |
| <input checked="" type="checkbox"/> | Strategic initiative | <input type="checkbox"/> | Other                      |

**2.5. Pilot country**

<input type="checkbox"/>	Belgium	<input type="checkbox"/>	Norway
<input type="checkbox"/>	Germany	<input type="checkbox"/>	Sweden
<input type="checkbox"/>	Netherlands	<input checked="" type="checkbox"/>	UK

**2.6. Pilot city/region**

Edinburgh

**2.7. Pilot start date**

28 September 2009

**2.8. Pilot finish date**

31 March 2011

**2.9. Pilot operational date**

When did your pilot go 'live' to the public/businesses?

Not yet

### 3. Background to the pilot

Set out the context for the pilot: why are you interested in doing this work, what issues do you need to address, why do you feel you need to address them etc..

The Web Services Project is one of 10 workstreams of the Customer Services Strategy Work Programme which forms part the Council's Achieving Excellence (AE) programme. Further information on this can be found in the overall Customer Services PID.

On 11 November 2008 the Finance and Resources Committee considered a report on options for the Council's web presence. The Committee noted that there were constraints and issues for the web which could not be addressed without replacement of underlying technical platforms and agreed that that a procurement process should be commenced to identify a potential solution.

A report on the Web Services Project was approved by the Council Web Board on 5 August and by the Smart City Steering Group on 12 August 2009. The report presented the business case and high level implementation plan for the project and recommended the appointment of Jadu Ltd as the chosen supplier of web content management services as a result of the procurement process. A parallel report on Web Governance was also presented to the Web Board and Steering Group for information. Both reports acknowledged the importance of effective management and governance of content, Council culture in relation to the Web and the customer experience.

#### 3.1. Pilot topics

Select **all** that apply to your pilot

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Efficiency & Effectiveness, Benchmarking | <input type="checkbox"/> Interoperability                 |
| <input checked="" type="checkbox"/> Inclusive eGovernment                    | <input type="checkbox"/> Legal Aspects                    |
| <input type="checkbox"/> eIdentity and eSecurity                             | <input type="checkbox"/> Multi-channel Delivery           |
| <input checked="" type="checkbox"/> eParticipation, eDemocracy and eVoting   | <input type="checkbox"/> Open Source                      |
| <input type="checkbox"/> eProcurement  | <input type="checkbox"/> Policy                           |
| <input checked="" type="checkbox"/> Services for Businesses                  | <input type="checkbox"/> Regional and Local               |
| <input checked="" type="checkbox"/> Services for Citizens                    | <input checked="" type="checkbox"/> User-centric Services |
| <input type="checkbox"/> High Impact Services with Pan-European Scope        | <input type="checkbox"/> Other                            |
| <input type="checkbox"/> Infrastructure                                      |   |

### 3.2. Pilot sector

Select **all** that apply to your pilot

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Communication (infrastructure) | <input type="checkbox"/> Internal market                      |
| <input type="checkbox"/> Crime, Justice and Law                    | <input type="checkbox"/> Local/Regional Community Development |
| <input type="checkbox"/> Culture and Media                         | <input type="checkbox"/> Procurement                          |
| <input type="checkbox"/> Customs                                   | <input type="checkbox"/> Social Security                      |
| <input type="checkbox"/> Education, Science and Research           | <input type="checkbox"/> Social Services                      |
| <input type="checkbox"/> Electricity/Gas                           | <input type="checkbox"/> Tax                                  |
| <input type="checkbox"/> Employment                                | <input type="checkbox"/> Travel, Transports and Motoring      |
| <input type="checkbox"/> Environment                               | <input type="checkbox"/> Water                                |
| <input type="checkbox"/> Fire Services                             | <input type="checkbox"/> Other Social Services                |
| <input type="checkbox"/> Healthcare                                | <input type="checkbox"/> Other                                |

### 3.3. Target users of pilot

Select **all** that apply to your pilot

- |  |   |
|--|---|
| <input type="checkbox"/> eGovernment                         | <input checked="" type="checkbox"/> Disadvantaged/deprived communities            |
| <input type="checkbox"/> Administrative                      | <input checked="" type="checkbox"/> Families and children at risk                 |
| <input checked="" type="checkbox"/> Business (self-employed) | <input type="checkbox"/> Homeless   |
| <input checked="" type="checkbox"/> Business (industry)      | <input checked="" type="checkbox"/> Minorities and migrants                       |
| <input checked="" type="checkbox"/> Business (SME)           | <input checked="" type="checkbox"/> Older people (60+)                            |
| <input checked="" type="checkbox"/> Citizen                  | <input checked="" type="checkbox"/> People living in poverty and/or precarity     |
| <input type="checkbox"/> Civil society                       | <input checked="" type="checkbox"/> People with anti-social and criminal behavior |
| <input type="checkbox"/> Intermediaries                      | <input checked="" type="checkbox"/> People with disability                        |
| <input type="checkbox"/> Other                               | <input type="checkbox"/> People with health and long-term care problems           |
| <input type="checkbox"/> eHealth                             | <input checked="" type="checkbox"/> People with no or poor digital literacy       |
| <input type="checkbox"/> Add Patients                        | <input checked="" type="checkbox"/> SMEs, associations and intermediaries         |
| <input checked="" type="checkbox"/> General public           | <input checked="" type="checkbox"/> Unemployed people                             |
| <input type="checkbox"/> Health authorities                  | <input checked="" type="checkbox"/> Young people at risk of marginalisation       |

- |                                     |                      |                          |       |
|-------------------------------------|----------------------|--------------------------|-------|
| <input type="checkbox"/>            | Health professionals | <input type="checkbox"/> | Other |
| <input type="checkbox"/>            | eInclusion           | <input type="checkbox"/> | Women |
| <input checked="" type="checkbox"/> | Any citizen          | <input type="checkbox"/> |       |

### 3.4. *Description of target users*

Please describe your target group and provide some information on size, composition and needs.

All users of the Council website and intranet (staff). Size, composition and needs will be identified in the Customer Experience Workstream of the project.

### 3.5. *Type of service*

Select the **one** that best applies to your pilot

- |                                     |                               |                          |  |
|-------------------------------------|-------------------------------|--------------------------|--|
| <input type="checkbox"/>            | Not applicable/not available  | <input type="checkbox"/> | IT infrastructures and products        |
| <input type="checkbox"/>            | Awareness-raising information | <input type="checkbox"/> | Participation                          |
| <input type="checkbox"/>            | Training and education        | <input type="checkbox"/> | Inclusive services of general interest |
| <input checked="" type="checkbox"/> | Content provision             | <input type="checkbox"/> | Other                                  |

### 3.6. *Overall implementation approach*

Select the **one** that best applies to your pilot

- |                                     |  |
|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Public administration  |
| <input type="checkbox"/>            | Private sector   |
| <input type="checkbox"/>            | Non-profit sector  |
| <input type="checkbox"/>            | Partnerships between administration and/or private sector and/or non-profit sector |

## 4. Pilot description

These sections of the PID describe what the pilot will do and how it will do it.

### 4.1. Objectives

What outcomes should be delivered by the pilot? (Business case/benefits should be set out in Section 5)

- To deliver a **new Council website** that provides up to date and accurate information, the capacity for visitors to complete transactions and facilitates consultation and engagement with citizens
- To deliver a **new Intranet site** that facilitates effective working and acts as a knowledge repository
- To **develop and embed new web governance** structures, policies and guidelines to ensure content is comprehensive, correct and constantly reviewed
- To **foster a web-focussed culture** that ensures ongoing sustainability and encourages site-use
- To put in place a **platform that is adaptable and scalable** to incorporate future innovations and new technologies that support web standards.

### 4.2. Approach

How will the pilot do this?

The Web & Intranet Workstream will be set up, managed and controlled using the PRINCE 2 methodology.

The project deliverables (products) will be delivered via work packages which will be the responsibility of one of the 5 workstreams of the project or, in the case of management products, of the project manager.

### 4.3. Deliverables

What outputs/processes/procedures/definitions will be delivered by the pilot?

Physical Deliverables	New Council Website
	New Council Intranet
	7 Galaxy sites from existing CapInfo sites
	Content Management System
	Hosting Infrastructure
Business Deliverables	Web Governance Policies and Processes
	Customer Experience Definition and Strategy
	Service and Support Arrangements
	Testing and Quality Approach
	Business Case for Council Papers Online

### 4.4. Exclusions

What issues are **outside** the scope of the pilot?

The following are areas excluded from the scope of the Project.

The migration or re-build of current external sites onto the Jadu platform (unless specifically included during the course of implementation).

Responsibility for coordinating/delivering separate web developments in departments. These should be kept to a minimum anyway as a necessity of the benefits case for rationalisation of sites.

Responsibility for developing separate services and systems that need to integrate with the websites, e.g. CRM, payments engine, maps and spatial data software

#### ***4.5. Constraints***

What issues constrain the pilot? (These will include financial, technical, and timing issues.)

The following are constraints on the project:

Current lack of prioritisation of web work and lack of awareness of the strategic importance of the Web and Intranet within the culture of the Council

Commitment of managers to allow departmental staff time to create and manage content

Availability of staff for training and testing

Technical Web expertise within the Council

#### ***4.6. Assumptions/dependencies***

Set out the assumptions you have made at the beginning of the pilot – particularly if your pilot is dependent upon other projects/pilots. Identify external factors which may affect the pilot.

It is assumed that:

- sufficient dedicated staff resource will be made available to the Project Team throughout the life of the project to ensure that the required products can be delivered in line with the Project Plan. The Project Board will have ultimate responsibility for securing and allocating the required resources to the Project.
- all budgeted financial resource for the Project will be made available in line with the agreed payment schedule incorporated into the contract(s). Any changes to the Project Objectives or Scope that fall outwith the agreed budget will be subject to a budgetary review.
- the provision of finance for the Project will remain the responsibility of the Council.

## 5. Business case

Set out why your municipality feels the pilot is necessary, what the pilot seeks to achieve, and what benefits it will deliver. Include how these benefits will be measured (e.g. increased customer satisfaction, faster processing etc.).

### 5.1. Summary/overview

The Council needs to replace its web content management system and develop a new Council Website and Intranet in order to move forward with the development of its web presence and deliver both financial and time efficiencies and an improved customer experience.

### 5.2. Customer benefits

More useful, accessible and usable website with up to date, reliable and accurate information.  
Ability to complete transactions online 24/7

### 5.3. Performance benefits

- Improved Socitm Better Connected Rating
- Improved Customer Satisfaction
- Compliance with publication requirements and standards
- Increased service uptake

### 5.4. Employee benefits

- More efficient publishing tool
- More efficient Intranet

### 5.5. Financial benefits

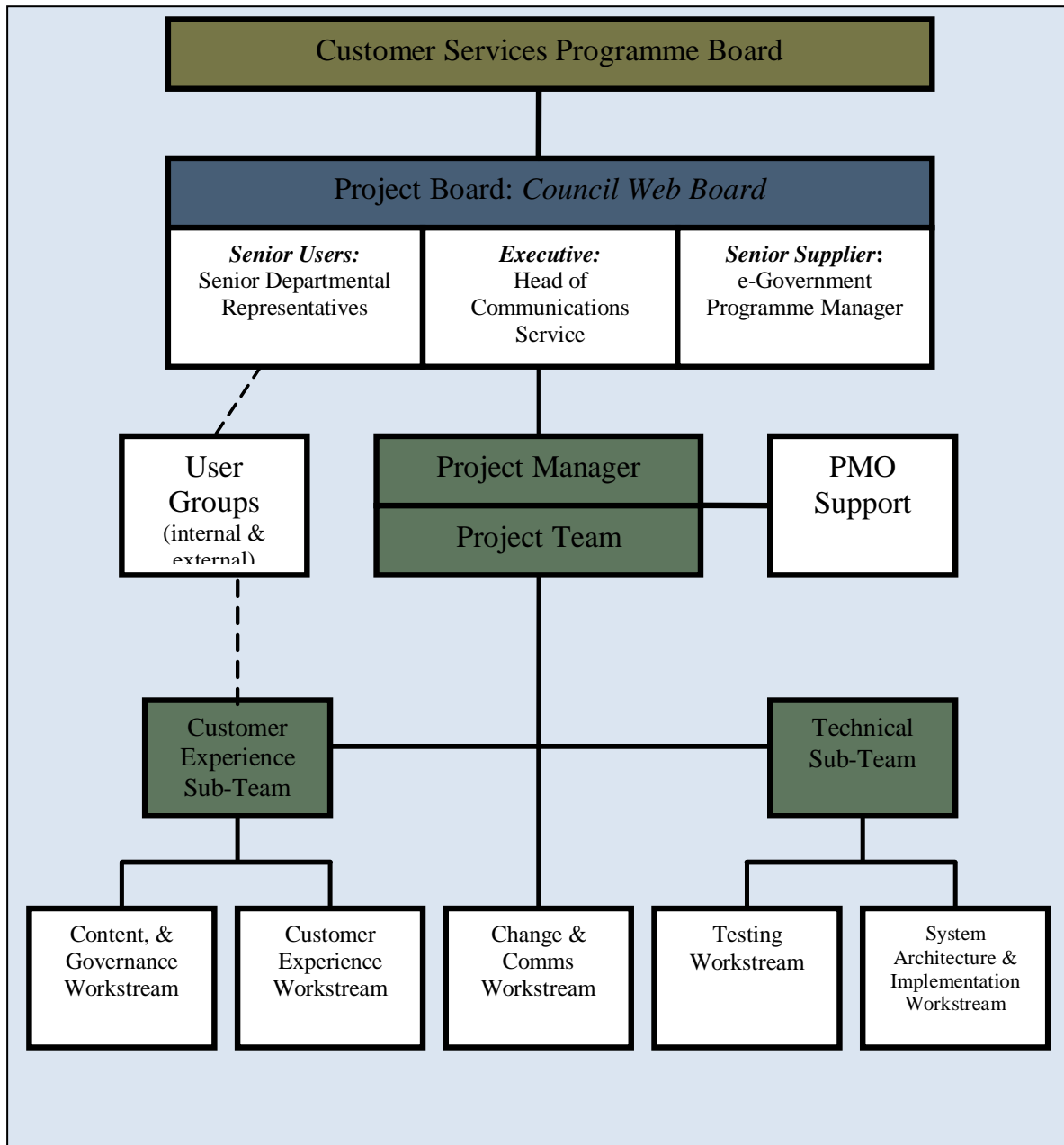
- Lower annual support costs
- Reduced annual costs from rationalisation of external sites
- Staff time savings
- Lower customer contact handling costs from channel shift

### 5.6. Project benefits

- Improved Council brand image and reputation
- Enabler for greater social inclusion

## 6. Pilot management/organisation

Set out the organisational structure that will manage your pilot. This should include relevant senior managers, project/pilot managers and staff. Please indicate how the pilot will be managed.



## 7. Staff/financial resources

Set out what resources are available to deliver the pilot. This should include what budget and staff the pilot can call upon.

### 7.1. Funding sources

Select **all** that apply to your pilot

- |                                     |                         |                                     |                                  |
|-------------------------------------|-------------------------|-------------------------------------|----------------------------------|
| <input checked="" type="checkbox"/> | Public funding EU       | <input checked="" type="checkbox"/> | Public funding local             |
| <input type="checkbox"/>            | Public funding national | <input type="checkbox"/>            | Private sector                   |
| <input type="checkbox"/>            | Public funding regional | <input type="checkbox"/>            | Charity, voluntary contributions |

### 7.2. Overall cost/budget (€)

Approx € 951,528 (£850,000)

### 7.3. Contribution from local funds (€)

Approx € 570,916

### 7.4. Contribution from Smart Cities (regional, in €)

Approx € 380,612

### 7.5. Contribution from Smart Cities (transnational, in €)

None

### 7.6. Staff resources

7.5 FTE on project team supported by up to 30 staff from departments at various stages

## 8. Reporting framework

How will the pilot report progress, both to local management and to the Smart Cities project? How will the pilot's timelines and reporting mechanisms link with reporting for the Smart Cities project?

The Web Services Project will be controlled in line with PRINCE2 methodology.

The Project Board must authorise the acceptance of all major products within each stage before the Project is allowed to move to the next stage. Meeting dates will be set to coincide with project milestones and decision points as far as possible and additional meetings called if required.

The Project Manager will control the day to day activities of the Project through the maintenance and management of the following products:

- Business Case
- Project Plan
- Risk Log
- Issues Log
- Lessons Learned Log
- Quality Log

The Project Team will meet weekly or more often as required.

The Project Manager will provide the Project Board with weekly high level and monthly detailed Highlight Reports detailing progress being made, budget and resource status and any new issues that may have arisen.

The Project Manager will provide End Stage reports to the Project Board at the end of each distinct Project stage.

### 8.1. *Baselines/zero measuring*

What baselines do you have? Do you have evidence to how the pilot is need for this p

- Baselines for all project benefits are in place

### 8.2. *How will you measure progress?*

How will you show how your pilot is progressing?

- Pre site go-live: progress according to plan
- Post site go-live: delivery of the benefits

**8.3. How will you measure the impact of your pilot?**

e.g. increased citizen awareness/use of a service

Delivery of the benefits

**8.4. What local indicators will you use?**

e.g. surveys of local citizens, businesses

- Local web analytics
- Customer Satisfaction surveys

**8.5. What national/transnational indicators will you use?**

e.g. levels of service use

Socitm Better Connected Review

**8.6. What work-package/subtheme indicators will you use?**

TBC

## 9. Pilot plan

This should set out how the pilot will deliver the items set out in 4.3, including timelines for all deliverables and outputs.

Stage 1 Project Initiation: 28/09/09 – 15/10/09

- PID signed off

Stage 2 Install & definition: 16/10/09 – 11/12/09

- Hardware & Software installed and configured
- Content Approach agreed
- Customer Experience Research Approach agreed

Stage 3 Research & preparation: 14/12/09 – 25/03/10

- Customer Experience Research
- Design Brief
- Content Framework & Strategy Definition
- Web Governance Approach and Outline Plan
- CMS Configuration Plan
- Non-functional testing

Stage 4 Design: 26/03/10 – 06/05/10

- Website Designs
- Content Audit
- Full Content Migration Plan

Stage 5 Build: 07/05/10 – 10/06/10

- Website Templates Built
- Migration Ready Content

Stage 6 Migration & Training: 11/06/10 – 21/07/10

- Author training completed
- Migrated Content
- User Scenario Test Reports
- Accessibility Test Reports
- Intranet Implementation Plan produced

Stage 7 User Acceptance Testing (UAT) 22/07/10 – 20/08/10

- UAT completed
- User Functional tests completed
- Usability testing completed
- Final accessibility test completed

Stage 8 Go-Live: 23/08/10 – 14/09/10

- Pre-go-live checks completed
- Website Go-Live
- Customer Experience Standards produced
- Intranet Phase initiation

Intranet Phase: 15/09/10 – 31/03/11

Implementation of Intranet site

## 10. Risks

Set out the main risks the pilot faces and what steps you will take to manage these risks.

See separate risk log: WebServices\_RiskLog.xls

## 11. Co-design

### *11.1. With other organizations and institutional partners*

How are you working with other **local** organisations / institutional partners to co-design your pilot?

Scotinform (<http://www.scotinform.co.uk/>): research participant recruitment, interviews and focus groups for Customer Experience research and usability

AbilityNet (<http://www.abilitynet.org.uk/>): accessibility testing

User Vision (<http://www.uservision.co.uk/>): usability reviews

### *11.2. Co-design with citizens and individuals*

How are you working with citizens and individuals to co-design your pilot?

See successful submission to Consumer Focus Scotland (attached) (<http://www.consumerfocus.org.uk/scotland/>) – project recognized as an example of best practice.

### *11.3. The impact of co-design*

How has this work changed your pilot – are you doing anything differently?

See successful submission to Consumer Focus Scotland

## 12. Transnational work

### 12.1. Transnational links

What other municipalities and pilots are you working with as you develop/deliver your local pilot?

Liaising with other Local Authorities using the same Jadu Content Management System, including Manchester City Council, East Lothian, Cheltenham Borough Council, Lichfield.

Participate in online Community of Practice to share experience and best practice.

### 12.2. Transnational learning

How are you incorporating transnational learning into the design/implementation of your pilot?

Timescales did not permit formal incorporation of lessons from other partners.

Informal feedback from attendance at Smart Cities meetings including Amsterdam.

### 12.3. Transnational outputs

How will your pilot contribute to the project's transnational outputs? What transnational outputs will it contribute to, and what do you expect the contribution to look like?

Presentations at Amsterdam and Edinburgh

Sharing of Customer Experience Research report (attached).