Project Initiation Document

The main goal of a PID is to define the project and form the basis for its management and the assessment of its overall success.

Corporate Website Redevelopment Project – Phase 2	
Sponsoring Group	Corporate Management Team
Responsible Programme Board	Corporate & Strategic Services
Portfolio Holder	Cllr Ian Stephens (Digital Transformation)
Strategic Links	[Digital Strategy 2017-2020](#)
Project Executive/Sponsor	Claire Shand – Director of Corporate Services
Project Manager	███████████
Start Date	01/04/2021
Completion Date	31/03/2022

1. Approval

Name	Project Position	Date	Signature
Claire Shand	Project Sponsor	09/08/2021	
██████████	Senior User/Customer	09/08/2021	
████████████	Senior User/Customer	09/08/2021	
██████████	Senior Supplier	09/08/2021	
██████████	Senior Supplier	09/08/2021	

2. Aim

2.1. In 2017 the council published its [Digital Strategy 2017-2020](#).This document set out the council's ambition to undertake a project supporting a new approach to managing the council's website content. This "Digital by Default" approach aims to redesign services and processes to be focussed around the end user, and to be accessible through efficient and effective digital channels.

2.2. This project was initiated to design, build, and implement a new "from the ground up" corporate website for the Isle of Wight Council designed to deliver outcomes in line with the four commitments from the [MHCLG Local Digital Declaration](#)

- design services that best meet the needs of citizens

- challenge the technology market to offer the flexible tools and services we need

- protect citizens' privacy and security

- deliver better value for money

2.3. The new website will be developed around the guidelines set by the Government Digital Service and Government Communications Service, together with recognised best practice across the sector.

2.4. This proposed approach will enable a truly customer centric interface to be delivered underpinning the council's value of putting the customer at the heart of what we do.

2.5. The new website will continue to support the channel shift of users away from face to face and telephone enquiries (which are more expensive for the council to provide) towards digital channels.

2.6. The new website will be mobile friendly with an improved transactional focus so users can efficiently access the service they require from any device.

2.7. The first phase of this project was undertaken between 01/10/2019 and 31/03/2021. The project experienced delays and didn't meet all its original phase 1 outputs due to the impact of the Covid pandemic on staffing resource. The following outputs were delivered in Phase 1:

- Non-Functional (internal only) demo website design and platform – providing the design and framework for ongoing activities

- A draft approach to comms engagement with customers to provide check and challenge for website content

- A standard approach to engaging with services, via evidence-based workshops and joint working on customer journey development, to develop concise content and transactions for the new website

- Draft content (in Word documents) for the new website as agreed with the following services:

  - Planning

  - Fostering

  - Registrars

  - Coastal Management

2.8. The second phase of this project will continue to build on progress to date and will deliver the following by 31 March 2022:

- a website target focus group - to gain greater understanding of customer/user expectations, behaviours, and requirements to help shape future development

- a content management system - to enable content managers and services to update all content on the new website

- the launch of the council's Accessibility Framework - to highlight the importance of digital accessibility and provide guidance and training to services on how to achieve it when creating and reviewing web content on the new council website

- draft content and transactions for the new website co-produced and signed-off by the service, tested and challenged by users:

  - Adult Social Care (including Homeless Intervention)

  - Parking Services

  - Adult Community Learning

- modules to deliver the following website functionality and meet digital accessibility legislation:

  - My Account – to deliver customer personalisation

  - Search – to improve the efficiency and effectiveness of customer searches

  - Integration with the council's Customer Relationship Management system (CRM) – to ensure consistent information is given to customers regardless of the contact channel, to enable customer queries and transactions to be completed on behalf of customers and to provide back office functions to enable customer requests to be reviewed and actioned

  - Forms engine to ensure compatibility with the modern coding system being used in the development of the new website

  - Integration with existing website applications for the services covered in phase 1 and 2 e.g. planning pre-application advice

- live service content and transactions on the new website platform co-produced and signed-off by the following services from phases 1 and 2:

  - Planning
  - Fostering
  - Registrars
  - Coastal Management
  - Adult Social Care
  - Parking Services
  - Adult Community Learning

- a business case for phase 3 of the project (2022/23)

2.9. Whilst the second phase develops content, transactions and the required modules for the new website to go live, where resource allows content will be improved where possible on the current website for phase 1 & 2 services in line with the aims of this project.

3. Outcomes

3.1. By the end of the second phase of this project (31 March 2022) the public will have a council website with live service content and transactions for the services listed above that:

- has content and transactions designed around the customer so they can achieve what they need to do online efficiently and effectively – webpages will be tested through customer engagement

- has an efficient and effective website search facility that is simple to use - tested through customer engagement

- is mobile friendly enabling users to access the council website from any device including tablets and smartphones – testing will include software emulators to test the mobile view of the website

- is focussed on the transaction's users are required to make – by using evidence from website analytics, customer feedback and service knowledge to improve the user experience and user journey

- is more accessible - with a readability age of no more than 9 years and compliant with the "Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018"

- is clear and concise and based upon Gov Digital principles and on gov.uk functionality/approach – webpages will be designed using Gov Digital principles and tested through customer engagement

- ensures all legally required information is published

- has simple and intuitive site navigation to enable more efficient and effect use – tested through customer engagement and via 'Google trends' data

- will not duplicate content that is readily available on websites owned and managed by trusted organisations (e.g. gov.uk). Rather it will signpost customers to these websites to ensure information is factual, relevant, and up to date.

- are accessed via a BETA site that allows for continued feedback and improvements post go-live

3.2. Council services involved with the project will have:

- website pages that are compliant with current accessibility legislation – evidenced by design development process and testing

- a website that ensures all legally required information is published

- a website content management system that is fit for purpose - evidenced by a survey comparing the current CMS with the new version

- documented potential process improvements that can be used as a basis to develop an improvement plan for their service

- more fit for purpose customer facing website content, transactions and associated processes – evidenced by customer feedback during testing

3.3. The Corporate Management Team will understand the options for phase 3 of the project including deliverables and funding requirements

4. Outputs

Following the completion of phase 2 of the project the following will have been delivered: -

4.1. A website target focus group to gain greater understanding of customer/user expectations, behaviours, and requirements to help shape future development

4.2. A new content management system to manage website content

4.3. The council's Accessibility Framework will have been launched

4.4. Draft content for the new website co-produced with and signed-off by the following services:

- Adult Social Care
- Parking Services
- Adult Community Learning

4.5. Modules for:

- My Account (customer personalisation)
- Search
- Integration with the council's Customer Relationship Management system (CRM)
- Forms engine

4.6. live service content and transactions (including any statutory requirements) on the new website platform based on the draft content scope co-produced with and signed-off by the following services in both phase 1 and phase 2:

- Planning
- Fostering
- Registrars
- Coastal Management
- Adult Social Care
- Parking Services
- Adult Community Learning

4.7. A business case for phase 3 of the project to outline deliverables and funding requirements

5. Business Need (Outline Business Case)

5.1. The council's current website was designed in 2014 and since then has undergone limited further development. This has included new services being added, limited mobile functionality being enabled and additional development of online transactions. However, little has been done by way of reviewing the customer journey and identifying improvements that could be made to this important interface the council has with the public.

5.2. In 2017 the council published its Digital Strategy 2017-2020.This document set out the council's ambition to undertake a project supporting a new approach to managing the council's website content as part of its "Digital by Default" priority.

5.3. In December 2018 the council became a signatory of the MHCLG Local Digital Declaration making a commitment to:

- design services that best meet the needs of citizens

- challenge the technology market to offer the flexible tools and services we need

- protect citizens' privacy and security

- deliver better value for money

5.4. In March 2019 the Corporate Management Team (CMT) agreed a proposal for the delivery of phase 1 of a new council website project, together with £230,000 of transformation funding.

5.5. The project launched in October 2019 and in December 2019, a further CMT report outlined the progress of the project in service engagement and recruitment to the engagement, analytics, content, digital platforms & customer centred service design workstreams. The report detailed how engagement workshops had culminated in an agreed set of principles, structure and framework for the new website and the next steps for the project in 2020.

5.6. On 1 September 2020 a report was taken to CMT to outline the limited progress on phase 1 due to project resourcing challenges brought about by the Covid pandemic. It provided options to continue the project. CMT agreed to the option 1 proposal outlined in the report: to continue the project by combining outstanding outputs from phase 1 into phase 2, subject to allocation of an additional £202,000 budget for 2021/22.

5.7. Due to the impact of the pandemic on the services originally identified as a priority for the project (Human Resources, Recruitment, Council Tax and Waste) it was agreed to review their capacity to engage with the project in phase 2 and if appropriate identify additional services to replace them.

5.8. This approval by CMT has enabled the project to continue albeit on a smaller scale than originally anticipated.

6. Project Description (Scope)

6.1. Included

- launch of council's Accessibility Framework

- a content management to record and publish web page content to the new website

- Customer My Account module that is mobile friendly and meets digital accessibility legislation requirements

- an efficient and effective website search facility that is simple to use

- an online form solution that is mobile friendly and meets gov.uk and digital accessibility legislation requirements

- integration required between website services, customer interactions and transactions and CRM to enable website content and transactions (that are in scope) to go live

- how documents are published to the new website to meet digital accessibility requirements

- a review of information the council is legally required to publish

- For Planning Services, Registrars, Fostering and Coastal Management (phase 1 services):

  - Any additional work on content and transactions (as agreed by project team with service, customer representatives, software development and digital services) from phase 1 required to enable them to be transferred to the new council website (e.g. due to legislation and other service changes since the content was originally developed)

  - testing and sign-off of new website content and transactions by service and customer representatives

  - agreed content and transactions live on the new council website

  - documented potential process improvements that can be used as a basis to develop an improvement plan for the service

- For Adult Social Care, Parking Services and Adult Community Learning (phase 2 services):

  - current website content and transactions reviewed by project team with service, customer representatives, software development and digital services

  - scope of content and transactions to be developed for new website agreed with project team, service and software development

  - development of agreed content and transactions for new website in line with government guidelines (Government Digital Service and Government Communications Service) and recognised best practice

  - testing and sign-off of new website content and transactions by service and customer representatives

  - agreed content and transactions live on the new council website

  - documented potential process improvements that can be used as a basis to develop an improvement plan for the service

- Generic content required for phase 1 and 2 services e.g. send a message, make a complaint, request an FOI

- Review of deliverables and funding requirements for phase 3

6.3 Excluded

- for Planning Services, Registrars, Fostering and Coastal Management (phase 1 services) - website content and transactions agreed as out of scope as part of the scope approval process

- for Adult Social Care, Parking Services and Adult Community Learning (phase 2 services) - website content and transactions agreed as out of scope as part of the scope approval process

- other service content and transactions not related to the services identified in phases 1 and 2 above

- micro-sites identified by services as part of the scoping exercise

- service business process redesign requirements (e.g. additional website applications or data warehousing) – these will be captured as part of the review and scoping process and forwarded to Software Development to be dealt with as part of the project (if resource is available) or by the current change request process

- business software systems (3rd party or internal) linked to the new website that may need re-commissioning or changed to secure improvements, but which cannot be delivered within the phase 2 project timescale or budget

- document library module

7. Project Assumptions

7.1. Non-project (business as usual) resource will be available if required in ICT to support project resource in the development of the new website modules included in the scope of this project as it is a strategic priority

7.2. New and old versions of the council's website will continue to run in parallel until all content and transactions on the old website have been reviewed and moved, where appropriate, to the new website.

7.3. Development of the new website will not negatively impact the existing and ongoing functionality requirements of the current CRM and A-Z systems.

8. Project Constraints

8.1. The project budget is fixed as per the financial plan in section 14 below

9. Risk Management Strategy

9.1. The project will adopt the IWC Risk Management Framework and will record, monitor and report risk using the project RAID log. Any strategic risks will also be logged in the council's risk management system.

9.2. Initial project risks identified are shown below:

Risk	Probability	Impact	Mitigation Method
Project resource will be diverted to other council priorities (including any Covid response activity) impacting on delivery timescales	Medium	Very High	Supplier leads will monitor project resource via daily time recording and escalate to project board as soon as issue arises with options to resolve. Onward reporting to the corporate services programme board and strategic programme board as necessary for decision on resource availability
Inability of the project team to work together effectively due to opposing viewpoints will impact the planning/successful delivery of the project	High	Very High	Weekly delivery working groups and project boards will be introduced to ensure the project team is focussed on delivery and problems are resolved in a timely manner/escalated to senior management if required
Non-project (business as usual) resource will not be available to support project deliverables impacting on delivery timescales	Medium	High	Work with services to ensure resource requirement is understood and agreed and secure sign off from relevant director as to the identified schedule of time commitment, timeline and resource requirements. Escalate to project board as soon as issue arises with options to resolve
Late recruitment to vacant project posts will impact negatively on project delivery	Medium	High	Cover vacant posts (ICT) with existing service resource Escalate to project board as soon as issue arises with options to resolve

Risk	Probability	Impact	Mitigation Method
Development of a replacement content management system will impact negatively on delivery timescales	High	Very High	Establish an agreed delivery programme and associated resource requirements Escalate to the project board should any delay or problems arise with options to resolve
The link between the Content Management System and the Customer Relationship Management system (which is essential for the website to go-live) may not be delivered within the project timescale	Medium	Very High	Agree and define the required process and establish a delivery programme and associated resource requirements Escalate to the project board should any delay or problems arise with options to resolve
Late recruitment to either of the 2 vacant ICT project posts will impact negatively on delivery timescales	Medium	High	Vacant posts covered by other ICT staff until posts filled. Any recruitment issues or competing priorities for covering staff will be escalated to the project board with options for resolution
Services do not engage with the project due to limited resource or competing priorities impacting on delivery timescales	Low	Medium	Escalate to the project board should any delay or problems arise with options to resolve Identify replacement services
The election of a new council could lead to changes to corporate priorities affecting the scope, funding and/or delivery of the project	Low	High	Sponsor will engage with Portfolio Lead to ensure any potential issues are highlighted and the impact on the project assessed
New transactions needed by services covered in Phase 1 & 2 will not be developed due to insufficient ICT resource or budget	High	Medium	Ensure services are aware during scoping phase of resource limitations to develop new website transactions (i.e. potentially out of scope) Formally document additional transaction requirements and transfer any agreed as out of scope to ICT business as usual change process
3rd party applications may not meet digital accessibility	Medium	Medium	Ensure discussions with providers include digital accessibility requirements and escalate funding

Risk	Probability	Impact	Mitigation Method
regulations and the required changes may have cost implications that cannot be met within the project budget			issues and potential options promptly to project board

10. Issue Management Strategy

10.1. The project will track issues in line with the IWC Project Management Framework.

10.2. As this project is categorised as a strategic project any issue that places the project into exception will automatically be escalated to the Corporate Services and Strategy Programme Board, the Strategic Programme Board and the Members Review Board.

10.3. Issues can be dealt with by the project team if they don't materially affect the time, cost or quality of the project.

10.4. Where an issue does impact on the time, cost or quality of the project, an exception report will be produced recommending corrective action and detailing what additional resources may be required. Exception plans will be expected to show a consideration of two or more options. The Project Board will approve the option to manage the issue going forward.

11. Dependencies

11.1. There are no identified projects, legislation or other service changes on which this project depends or creates dependencies for.

12. Stakeholder and Communication Plan

The following key stakeholders of the project have been identified: -

Name	Role
Claire Shand	Project Sponsor/Director of Corporate Services
Cllr Ian Stephens	Portfolio Holder - Digital Transformation
███████	Senior User/Customer
███████████	Senior User/Customer
████████	Senior Supplier - ICT

Name	Role
███████████	Senior Supplier – Comms & Engagement
████████	Strategic Manager - ICT & Digital Services
██████	Registrations & Coroners Manager
███████	Strategic Manager - Planning Services
██████████	Marketing Officer - Fostering
█████████	Coastal Management
█████████████	Director of Adult Social Care/Interim Director
███████	Parking Services Manager
████████	Strategic Manager of Adult Community Learning
Service users/Public	To be identified as part of service engagement

A stakeholder engagement plan will be developed as part of phase 2

13. Project Management Team Structure

13.1. Project governance is provided by the project board (see below) who meet at least once a month. The project manager provides the board with monthly highlight reports that track progress to date, risks & issues and decisions required.

Name	Project Role	Project Board Responsibilities
Claire Shand	Sponsor	- Chair of board - Oversees development of the Project Brief and Business Case - Ensures governance arrangements and project plans are in place - Reports to Programme Board if project will exceed agreed tolerances (time, cost, quality) and recommends appropriate action - Signs-off End of Project Report, Lessons Learned and approves project closure

Name	Project Role	Project Board Responsibilities
▉▉▉▉▉▉	Project Manager	• Authority to run the project on a day-to-day basis on behalf of the Project Board • Plans and monitors the project • Produces key project documents and regular reports for Project Board sign-off • Manages project risks and associated plans • Chairs the working groups
▉▉▉▉▉▉	Senior Supplier - ICT	• Accountable for supplier 1 resource/product • Agrees timescales for ICT activities • Resolves ICT requirement conflicts • Ensures release of required ICT resources
▉▉▉▉▉▉	Senior Supplier – Comms & Engagement	• Accountable for supplier 2 resource /product • Agrees timescales for supplier 2 activities • Resolves supplier 2 requirement conflicts • Ensures release of required supplier 2 resources
▉▉▉▉▉▉	Senior User – IWC Services	• Ensures project requirements are fully and accurately specified in the Business Case • Resolves requirement conflicts • Ensures release of required user resources to the project
▉▉▉▉▉▉	Senior User – Contact Centre /Public	• Ensures project requirements are fully and accurately specified in the Business Case • Resolves customer requirement conflicts

13.2. The project also reports to the Corporate & Strategic Services Programme Board which meets monthly. The project manager (via the project sponsor) provides this board with monthly highlight reports that track progress to date, risks & issues and escalates any key decisions that have been made or are required.

13.3. As this project has been identified as strategically important to the council it also reports to the council's Strategic Programme Board and Members Review Board. These boards meet every 2 months and are provided with a highlight report that tracks progress to date, risks & issues and escalates any key decisions that have been made or are required.

13.4. Project assurance and a critical friend role is provided by the council's Organisational Intelligence team

14. Financial Plan

14.1. As agreed by CMT in 2019 project phases will be funded by annual bids as part of the budget setting process.

14.2. In Phase 1 (2020/2021) a bid for £230,000 was approved of which £219,800 was spent.

14.3. For phase 2 a bid of £202,000 has been approved plus a carry forward of £10,200 from phase 1 giving a total budget of £212,200

14.4. In phase 2 additional resource has also been secured from the Adult Social Care budget to fund an additional part-time (22 hours a week) Digital Content Manager to focus on ASC web content.

14.5. Direct Costs

Phase 1	2020/2021	
Type	**Detail**	**Budget £**
Salary	Digital Content Managers	76,873
Salary	Analyst/Developer	98,382
Salary	Project Manager	52,081
Admin	Training & Recruitment	385
ICT	Licences / Computing	2,279
Total Budget		**230,000**
Total Spent		**219,800**

Phase 2	2021/2022	
Type	**Detail**	**Budget £**
Salary	2 Digital Content Managers x 1.3fte	48,829
Salary	Digital Content Team Lead Uplift (7.5%)	3,044
Salary	ICT Analyst/Developer x 1fte	51,188
Salary	Project Manager x 1fte	53,073
Salary	ICT Systems Analyst x 1fte	42,427
Admin	Training & Recruitment	370
ICT	Licences / Computing	2,279
Other	Staff Inflation & Contingency	10,990
Total		**212,200**

14.6. Non-Direct Costs (met by existing budgets)

Phase 2	2021/2022	
Type	Detail	Budget £
Salary	ASC Digital Content Manager x 0.6 fte	19,238

15. Timescales and Outline Plan

Task	Deadline
Phase 2 services scopes agreed & signed-off	30/08/2021
Business case for project phase 3 developed for Star Chambers (project brief)	30/09/2021
Adult & Community Learning content developed, tested and signed-off by service	30/09/2021
Parking Services content developed, tested and signed-off by service	30/10/2021
New CMS tool available for the new website to enable content development & testing	19/11/2021
Full version CMS developed	31/01/2022
ASC agreed content, tested and signed-off by service	31/03/2022
Phase 1 services agreed content, tested and signed-off by service	31/03/2022
Customer My Account, Search and online forms modules developed (or purchased)	31/03/2022
All Phase 1 & 2 agreed content and transactions live on new website	31/03/2022

16. Project Controls

16.1. The project must operate within the following IWC frameworks/policies: -

- Project Management Framework

- Risk Management Framework

- Procurement & Contract Management framework

- Human Resources policies

- Financial Management policies

- General Data Protection Regulations

- Freedom of Information Act

- Environmental Strategy

16.2. Project Board meetings must be at least once a month and Highlight reports for the board will be circulated 3 days in advance of the meetings.

16.3. Highlight reports will be sent monthly to the Corporate Services & Strategy Programme Board and every two months to the Strategic Programme Board and Members Review Board.

16.4. The project must stay within the agreed budget. Any use of a contingency budget must be approved by the project board.

16.5. The project must adhere to the 31 March 2022 deadline. Any potential over-run must be reported to the project board members as soon as it is known together with any mitigating actions which require approval.

17. Project Data Protection Impact Assessment (DPIA)

17.1. A DPIA should be conducted where data processing "is likely to result in a high risk to the rights and freedoms of natural persons".

17.2. A DPIA is required by this project as the new website will be a different way of storing data.

17.3. A draft DPIA has been completed for the project, forwarded to the council's Corporate Information Unit for review and signed-off by the project board by 23 August 2021.

17.4. All resulting actions from the approved DPIA will be monitored via the project plan.

17.5. As part of development of modules and transactions further specific DPIAs will be undertaken if required.

18. Equality Impact Assessment

18.1. An Equality Impact Assessment (EIA) should be carried out when developing a new policy, strategy, function or service or when reviewing, changing or removing existing policies, strategies, functions or services.

18.2. An EIA is required by this project as the project will be reviewing and changing website content and transactions for some services.

18.3. A draft EIA has been completed and will be signed-off by project board by 16 August 2021.

18.4. All resulting actions from the approved EIA will be monitored via the project plan.

18.5. As part of development of modules and transactions further specific EIAs will be undertaken if required.