

IT NEWCASTLE

FAME: CHILDREN WITH DISABILITIES

PROJECT INITIATION DOCUMENT

28 June 2004

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0. DOCUMENT CONTROL

DOCUMENT CONTROL

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Jim Lowden	Project Controller, IT Newcastle
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CHANGE HISTORY

Version	Date	Reason For Change
1.2	6/5/03	Original
2.1	20/5/04	Level of integration identified as inadequate
2.2	15/6/04	Exception plan requirements included
2.3	28/6/04	Version for distribution (PDF)

LOCATION

This document is only valid on the day it was printed.

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1. BACKGROUND

The Framework for Multi-Agency Environments (FAME) programme is an ODPM national project. It is a consortium of partner organisations drawn from a broad spectrum of Health and Social Care service providers. It plans to deliver a range of joint services in a 'multi-vendor' environment to individual customers of those services.

1.1 Purpose

The purpose of this Project Initiation Document is to define the project planning, management and quality control procedures that will be adopted during the implementation of the Children With Disabilities project (Work Strand) within the FAME programme.

1.2 Scope

This document is restricted to Children With Disabilities.

The project aim is "To develop a reusable framework for multi-agency teams that provide integrated services to children with disabilities".

Existing systems are to be interfaced from Social Services, Education and Health services.

1.3 Related Documents

A System for Children with Disabilities: "As Is" Analysis for Newcastle CWD Project, January 2004, Version 1.2, Author Anne Parker

FAME: National Project Proposal

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2. PROJECT DEFINITION

2.1 Project Objectives

The goal is to demonstrate the business processes and technology for sharing multi-agency information in the area of children with disabilities. Based on the original PID, the objectives are:

Objective	Measured by
Improved services for the child and their family through the visible cohesion of agencies involved	Satisfactory rating from a survey of caseworkers in pilot
Seamless sharing of information and services between the partner agencies to support a joint service delivery to children with disabilities;	Screens or reports show data from all systems. Missing or unobtainable data is highlighted
Processes that enable delivery of these services more efficiently and effectively	Efficiency is that a faster response to delivering services is achieved Effectiveness is that caseworkers believe they have access to multi-agency information that would not otherwise have been available
A 'real-time' case management system;	All desired screens and reports are available on-line via a browser.
An infrastructure for identification, referral and tracking of children with disabilities;	Hardware, software and networks operating without attention for a month
A single assessment of children with disabilities;	A single search request or screen or shows all the agencies involved and the actions that are advised. All agencies have access to each others summary information.
Parents and children have to access information.	Proof of concept only, not a delivered service. Printed reports only to be made available during demonstrations.
Data is presented that has been electronically extracted from computer systems from multiple agencies.	Social Services, Education and Health systems are included in the pilot.

Assistance is expected for the following sequence:

- Referral
- Assessment
- Care Plan
- Review

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2.2 Project Scope

Most data will be required to be entered into a new system, but the majority is also available from legacy systems. Some will be integrated electronically as indicated in the table below.

System	Type	Integration?
CUPID	Stand-alone Access database	No
Care First	Social Services records (OLM)	Yes
EMS	Education Management System (Capita)	Yes
CRAMS	Mental health – used by CAMHS	No
Speech & Therapy	Stand-alone Access database	No
PIMS	Activity data from CTLD team	Yes
CWD Register	Stand-alone Access database	No
DMS	Document Management System – at a later stage	No

Figure 2-1: Table of existing systems

This is a change from version 1 of the PID.

From a process perspective the scope includes all of the agencies involved in the services provided to children with disabilities. However, the computer system data integration is limited to three systems. .

2.3 Project Deliverables and Key Milestones

The following have been identified as major project deliverables:-

Product Name	Product Explanation
As is" Analysis	Document showing all the current business processes
Statement of Requirements	Confirmation of all User requirements for the CWD system
Business Process maps	A set of business process maps showing the workflow of the business processes
Information Sharing Protocols	Practical and working information sharing protocols that have been approved by all agencies.
Technical Design	Technical design of system with sections for CWD processing, infrastructure and adapters,
Infrastructure	Servers and telecommunications for CWD system, including links with external locations and systems
Success measures	Success measures and expected outcomes

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CareFirst, PIMS & EMS Adapters	Methods of linking electronically with computer systems from multiple agencies
Working CWD System	An implemented and working 'Children With Disabilities' system with the following functionality: <ul style="list-style-type: none"> • Single referral and assessment • Multi-agency joint working • Real-time case management • Security
Closure Report	Report giving lessons learnt from the project development process and achieved measures of system performance.

Figure 2-2: Major Project Deliverables

The project also produces deliverables for internal control and sub-products eg Test Scripts – See Figure 8-1: Product Flow Diagram.

2.4 Exclusions

Newcastle is also participating in several other related national projects and evaluations that could interface with CWD eg VESCR. At time of writing, it is not possible to include any of them, even though interoperability is envisaged at some future date. However, they should be considered as part of the flexibility requirements.

2.5 Constraints

The following constraints have been identified:

- The project should be completed by September 2004, with final payments extended to December 2004;
- Existing technology infrastructures and development timetable;
- Central Government directions in this area which are still evolving;
- Security requirements to support national standards for encryption and security;
- No program changes are acceptable within the source systems other than provision of access to data file;
- A total budget of £250,000.

2.6 Interfaces

Control of interfaces is at the heart of the project. Eventually every system listed in Figure 2-1 should have an interface, but this is not necessary or practical with the degree of change in potential feeder systems.

The generic framework strand of FAME has concluded that a “Hub and Spoke” model of integration is appropriate for multi-agency working. The CWD strand should use these principles.

2.7 Assumptions

- User interfaces with existing systems do not change
- User resources are available for delivering several products eg requirements, test scripts and training material

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- Decisions are taken quickly by the project board

2.8 Project Approach

The high level approach is to use standard Prince2 controls.

The Stages are:

- User Requirements
- Technical Specification and Design
- Implementation
- Closure

The implementation has been outsourced to Liquid Logic.

Multiple agencies are involved throughout; the Project Board is responsible for obtaining user resources and disseminating information.

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3. STRUCTURE

3.1 Organisation

There is no full-time project team structure. People continue to report to their normal managers and support the project as necessary. The User organisations to be serviced are:

Organisation	Directorate or external
Community Paediatrics	Newcastle upon Tyne Hospitals Trust (NUTHT)
Children with Disabilities Social Work Team	Social Services
Short break Services	Social Services
Children's Community Nurses	NUTHT
Specialist School Health Nursing Service	NUTHT
Educational Psychology	Education
CAMHS	Newcastle, North Tyneside and Northumberland Mental Health Trust
Physiotherapy	NUTHT
Occupational therapy	NUTHT
Speech & Language therapy	NUTHT
Welfare rights	Social Services
CTLD	Northgate and Prudhoe Trust
Education	Education
Loan equipment service	Newcastle PCT

Liquid Logic manage their own staff of developers.

IT Newcastle provide ICT services to support the users, developers and the FAME National Project Board.

3.2 Roles

The table below shows the closest Prince2 equivalent role:

Role	Title	Person (if known)
Project Board Executive	Manager, Newcastle Children's Trust	Andy Roberts
Programme manager	FAME programme manager	Mark Baptist
Project Manager	ICT Business Consultancy Manager	Leonard Anderson
Senior User – Social Services	Management Information & Systems Team Manager, Social Services	Edwin Jones
Senior User – Social Services	Principal Officer, Policy and Resources	Caroline Thomas

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Senior User - Education	Performance Information Manager	Deb Tyler
Senior User – multi- agency	Manager, Multi-agency Integration	Joan Debnam
Senior Supplier - ICT	Manager, Client Services	Lorraine Dixon
Senior Supplier - ICT	Manager, Infrastructure Services	Terry Goulding
Senior Supplier	Project Manager, Liquid Logic	Anne Parker

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4. COMMUNICATION PLAN

The table below shows the expected communications.

Communication	Purpose	Main Recipients	Frequency
Project Highlight Report	Review of overall project	<ul style="list-style-type: none"> • CWD Project Board • FAME national project 	Monthly
CWD Board notes	Information and action items	<ul style="list-style-type: none"> • CWD Project Board 	Fortnightly
Checkpoint Report	Progress on a Work Package	<ul style="list-style-type: none"> • Project Manager • Key user 	Weekly
FAME website	Communicate status to external parties	<ul style="list-style-type: none"> • National project observers 	Ad hoc

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5. QUALITY PLAN

5.1 Quality Expectations

The project is an operational pilot to provide learning to other local authorities. The following factors will influence the level of quality:

- Accuracy of data is paramount, it must be comprehensive and correct;
- Security, authentication, authorities and data privacy legislation must be followed;
- All work must be finished by September 2004 and speed of implementation takes precedence over appearance and performance;
- It will primarily be used for demonstrations and the system may not be fully documented and sustainable at low cost;
- Instantaneous access to all integrated system data will not be achievable, some data is expected from asynchronous sources that may take 24 hours to obtain.
- Compliant with ODPM requirements.

5.2 Acceptance Criteria

All products should have quality criteria established in a Product Description. These are reviewed on delivery of a product.

5.3 Audit processes

A review of selected products against product descriptions is offered to external reviewers during development.

If continued use is undertaken, a comprehensive audit should be undertaken.

5.4 Configuration Management

Files will be stored on a shared directory - Currently all plans for this Project are stored in h:\1. customer\soc\fame\cwdpid2j.doc.

5.5 Tools

5.5.1 QA Review

A Quality Assurance Review should be used for all key documents. This includes:

- Statement of Requirements;
- Technical Design;
- Implementation Plan.

Appropriate stakeholders will be invited to comment and a meeting held to review all responses and answer all questions. A neutral chairman should control the meeting.

The author is responsible for incorporating all agreed changes.

5.5.2 User survey

Being a multi-agency product, it is important that all users contribute to measurement of perceived quality.

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A questionnaire should be designed and results included in the end-project report.

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6. CONTROLS

6.1 Risk and Issue Management

A risk log and an issue log should be maintained. The only significant difference is that a risk is an event that may happen. It is an issue when the event has occurred and escalation processes may be invoked to resolve them. See section 10.1.

6.2 Cost management

Approximate use of in-house team resources will be monitored.

Direct costs to external parties will be managed by acceptance of products, which may include stage payments according to an agreed schedule. Cost at completion will be estimated monthly.

6.3 Schedule control

The original project was due to complete by March 2004.

A revised baseline Gantt Chart will be marked with milestones and gateways for key product delivery. Actual achievement of milestones will be noted.

6.4 Change Management

A change log will be maintained on a spreadsheet. Columns to be used are:

- Change Request No.
- Date raised
- Originator
- Description
- Benefits Type; quality, scope, cost, time, resource, control
- Cost Estimate
- Decision; implement, defer or reject
- Approved date
- Date closed

	FAME: Children With Disabilities Project Initiation Document	Section 7 Business Case
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7. BUSINESS CASE

7.1 Strategic Assessment

The government believes that multi-agency operation is key to service delivery improvement, especially in relation to children.

The FAME national project is funded to maximise the learning and Newcastle is pioneering for children with disabilities.

Interoperability of multiple agency systems is non-trivial and a variety of techniques should be piloted.

7.2 Business justification

The CWD framework is intended to be flexible and adoptable by other local authorities. The major products should all be useful after publication, saving initial development work.

Currently there are no agreed benefits parameters used by Newcastle. It is not common practice to give a value to, for example, a child's life or reputation lost as the result of missing critical assessments.

7.3 Procurement strategy

Liquid Logic has been selected as a result of an assessment of its "Protocol" software, which has been used in other public sector projects.

7.4 Investment Decision

Because of ODPM funding for FAME, no ROI has been performed for CWD development.

Estimates for sustaining the system have not been calculated, but they should be obtained during the development stage.

7.5 Readiness for service

During the Implementation stage the deliverables should be re-assessed to ensure that the baseline benefits will be achieved.

A benefits realisation plan, as part of the Success Measures product, should be adopted.

7.6 Benefits realisation.

All stakeholders should review the planned benefits against the achieved benefits and make recommendation for continuation or improvement. Some opinions may be formed early enough to be contained in the project closure report.

The lessons learnt will be valuable to many more local authorities.

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8. DELIVERY PLAN

8.1 Description

The plan covers the delivery of the CWD system and products for the FAME national project.

8.2 Prerequisites

- Directorate and external operational systems
- Approvals for integration of data
- Technical infrastructure

8.3 External Dependencies

- Access to data from external agencies is achievable;
- The adapters for OLM is fit for purpose and timely;

8.4 Planning Assumptions

- All development work must be completed by end September;
- Prince2 will be adopted, using product based planning;
- PIMS and EMS adapters are simple, not real-time and fast to write;
- Sufficient funding is available.

8.5 Product Flow Diagram

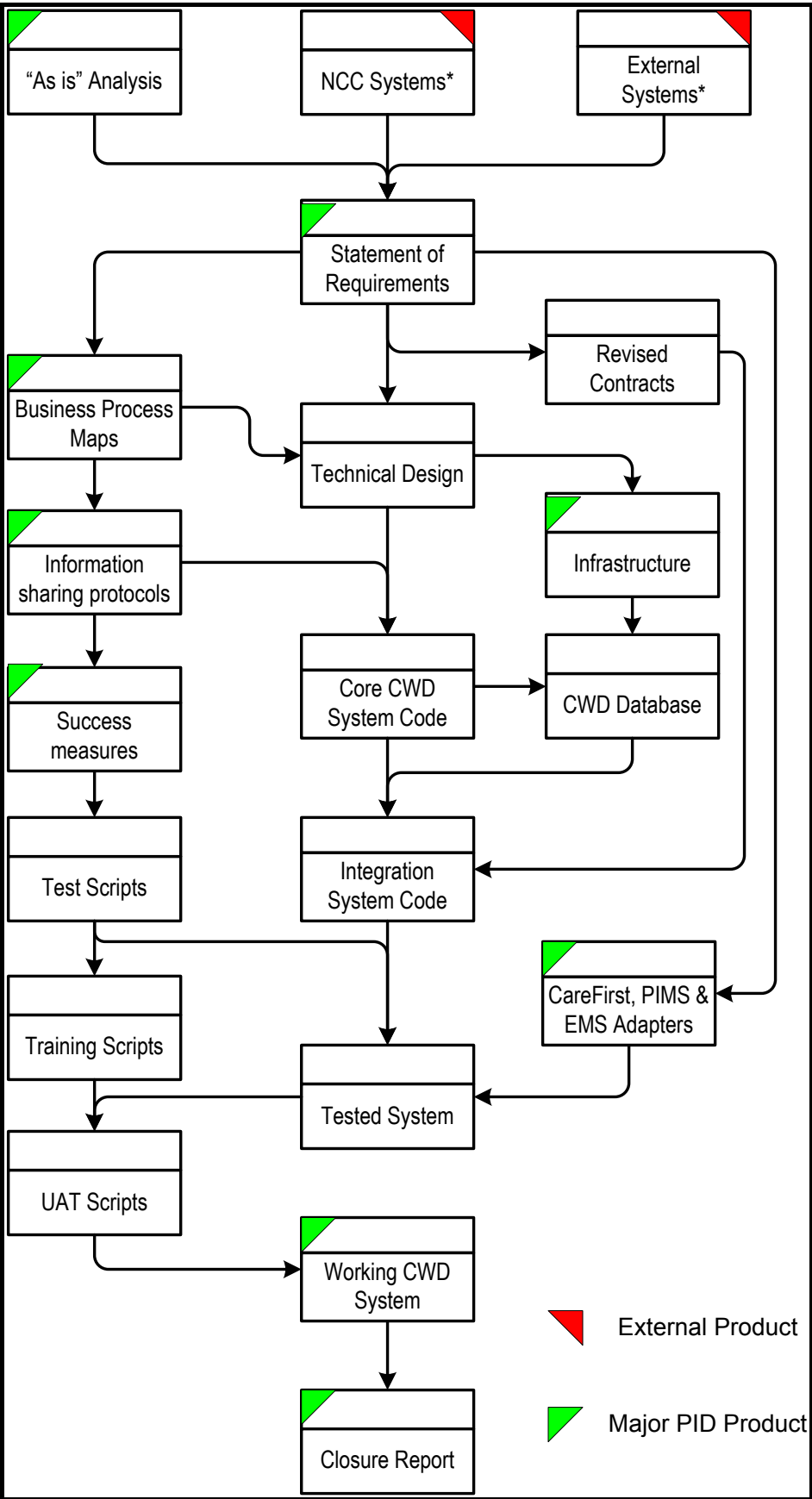


Figure 8-1: Product Flow Diagram

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Product descriptions will be appended, after confirmation of the Requirements and Technical Design.

8.6 Gantt Chart

Product	Resp	May	Jun	Jul	Aug	Sep	Oct
Requirements	LL	XXXX	XX				
Revised Contracts	IT	---X	XXXX				
Business Process maps	LL	---X	XX				
Technical Design	LL	---X	XXX				
Information Sharing Protocols	SS		-XXX				
Success measures	SS	--XX	XXXX				
Infrastructure	IT		-XXX	X			
Core CWD System Code	LL		-XXX	X			
CWD Database	LL		-XXX	X			
Integration System Code	LL		---X	XXXX	X		
Test Scripts	SS		---X	XXXX	X		
Training Scripts	SS			---X	XXXX	X	
CareFirst, PIMS & EMS Adapters	LL			XXXX	X		
Tested System	SS				-XX		
UAT Scripts	SS				-XXX		
Working System	LL					-XXX	XX
Project Closure report	SS						-XXX

Figure 8-2: Gantt Chart

Note: The "X" shows the weeks when work should be most active.

SS = Social Services; IT = IT Newcastle; LL = Liquidlogic.

The timescale is aggressive and at risk because of test activity during August. There is one week free slack to permit a signed off user acceptance test in mid September.

Gateway reviews should take place at end-June and end-August.

8.7 Budget

Resource	Costs £000's
Directorate staff costs	110
Hardware or managed service	20
System software/licenses	20
Technological/process development (Liquid Logic)	100
Total	250

No detailed breakdown is available.

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Newcastle have agreed to contribute £20k to the building of an adapter to the OLM CareFirst System used by Social Services.

The interfaces with EMS and PIMS are subject to an additional contract to be agreed.

8.8 Resources

The team consists of part-time involvement of over 30 staff from:

- Social Services
- Education
- IT Newcastle
- National Health Service
- Liquidlogic

A detailed resource usage plan will not be agreed owing to the urgency of completing by September.

8.9 Contingencies

All contingency in time has now been used.

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9. RISKS

The three highest ranking risks are:

ID	Risk	Risk Index
	The delay the agreeing the requirements until mid June has made it impossible to deliver all products by September, resulting in loss of credibility and loss of ODPM funding.	51
	The system fails to demonstrate benefits from improved workflow and data integration across multi-agency boundaries, resulting in abandonment of the system.	51
	Running costs are too high to sustain continued operations. This could include an assessment of scalability to more children or ability to link with other integrated systems in the city or wider region.	50

	FAME: Children With Disabilities Project Initiation Document	Section 10.1 Current Risk Log
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10. APPENDICES

10.1 Current Risk Log

Risk No.	Date raised	By	Description (the event ... results in ... with impact ... in time ...)	Category Q/C/T/B/R	Impact S/L/M/H/A	Probability S/L/M/H/V	Risk Index	Response P/R/T/A/M	Risk response actions	Owner	Last review	Status
3	06/05/04	LA	The agreement with outside agencies fails to achieve integration and one of the key objectives. This could be a result of inability to agree to protocols or technical problems	All	250,000	10%	44	Reduce	Check integration plans and system functions. 14/6: Several agencies have responded positively.		14/06/04	Open
4	06/05/04	LA	Users cannot identify benefits above existing protocols and methods in field testing resulting in abandonment of the system.	Benefits	250,000	30%	49	Reduce	Look for efficiency improvements - not just software. Start preparing a challenging test data set. 14/6: Testing has started and revealed usability problems		14/06/04	Open
8	06/05/04	LA	The legal requirements are compromised during testing to the extent that it would be unlawful to extend to live data trials and the pilot cannot	Costs	200,000	5%	40	Prevent	Check with legal depart ASAP. 14/6: Paul Morgan actively involved.		14/06/04	Open
9	14/06/04		The delay the agreeing the requirements until mid June has made it impossible to deliver all products by September, resulting in loss of credibility and loss of ODPM funding	Reputation , Costs	250,000	50%	51	Mitigate	Include integration with Carefirst, PIMS and EMS. Accept poor quality Education and NHS interfaces.		14/06/04	Open
10	14/06/04	LA	Running costs are too high to sustain continued operations as a result of supplier support costs leading to abandonment of system.	Costs	250,000	40%	50	Mitigate	Enter negotiations with assistance of ODPM, rather than negotiate directly with LL		14/06/04	Open
11	14/06/04		The system fails to demonstrate benefits from improved workflow and data integration across multi-agency boundaries, resulting in abandonment of the system	Benefits	250,000	45%	51	Reduce	Work with demo systems to identify biggest faults.		14/06/04	Open

	FAME: Children With Disabilities Project Initiation Document	Section 10.2 Product Descriptions
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10.2 Product Descriptions

To be completed prior to quality assurance of key products.