**project initiation Document**

Project Details

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| --- | --- |
| Project Name: | *Project is temporary in nature, with a specific start and end date, and created to deliver one or more specific products.* |
| Programme Name: | *Complete programme name if this project forms part of a larger programme of work (a group of related projects managed in a coordinated way to obtain benefits not available from managing them individually).* |
| Lead Organisation: | *Which organisation is accountable for the delivery of the programme or project?* |
| Senior Responsible Owner: | *Who has overall accountability for ensuring the programme or project meets its objectives and delivers the expected benefits?* |
| Responsible Finance Officer: | *Which Finance Officer have you consulted with regarding this project?* |
| Clinical Sponsor: | *If the programme or project has clinical elements, which clinical sponsor will oversee the clinical legislative aspects and guidance?* |
| Communications & Engagement Lead | *Which Communications & Engagement Lead will be supporting this project?* |

Document Control

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| Author(s): | Date: | Version: | Summary of Changes: | Approved by: |
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*To be completed by Portfolio Management Office*

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| Celoxis Reference Number | *To be completed by the Portfolio Management Office* |
| Portfolio: | *To be completed by the Portfolio Management Office* |

1. Introduction – Case for Change

*Why is the change required?* *This section should provide a compelling reason for undertaking this project or programme. Templates such as* [*5 Whys*](https://ourdorset.org.uk/transformation/wp-content/uploads/sites/5/2023/05/Root-Cause-Template-5-Whys.docx)*,* [*Driver*](https://ourdorset.org.uk/transformation/wp-content/uploads/sites/5/2023/05/Driver-Diagram.docx) *and* [*Fishbone Diagrams*](https://ourdorset.org.uk/transformation/wp-content/uploads/sites/5/2023/05/Fishbone-Diagram.docx) *can assist in identifying the root cause to support the case for change*

<Insert text here>

1. National, Regional and Local Drivers

*What are the national, regional and local priorities, strategies and policies which support your case for change? Has the government mandated the change? Have there been studies which support the need for intervention? How does this change align to the Five Pillars and the ambition in the Dorset Integrated Care System?*

<Insert text here>

1. Objectives

*An objective should be a* ***SMART*** *(Specific Measurable Achievable Realistic Time-bound) goal or outcome the project is designed to accomplish and provides direction and focus for all project activities. Objectives for public services are often considered within these areas:* ***Effectiveness*** *(improve the quality),* ***Efficiency*** *(improve the delivery),* ***Economy*** *(reduce costs),* ***Compliance*** *(meet statutory, regulatory or organisational requirements and best practice) and* ***Replacement*** *(re-procure to avert service failure.)*

|  |  |  |
| --- | --- | --- |
| **Ref** | **SMART Objective**  *(Be specific, avoid words such as maximise, minimise or improve (unless specifically quantified)* | **By When**  *(Be specific, avoid use of words such as by summer/winter/ongoing?* |
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1. Scope

*Scope describes the inputs and outputs of the project and defines its boundaries and limitations. This can include funding, resources etc and should include any constraints or assumptions made. NB: It is important to ascertain what it is not aiming to achieve or what areas it will not include, as well as specifically stating what it will do.*

<Insert text here>

1. Existing Arrangements / Current Processes

*What is the organisation or system currently doing in this area? What resources, processes, information, technology or assets are in place? What condition are they in? What capabilities are there already? How much is currently being spent to maintain these? This section should document the as-is state in support of the case for change in section 1.*

<Insert text here>

1. Requirements & New Arrangements

*What is the MVP (Minimal Viable Product) than can deliver value. What is essential to achieve the objectives? Tools such as a* [*MoSCoW*](https://ourdorset.org.uk/transformation/wp-content/uploads/sites/5/2023/05/MoSCoW-Template.xlsx) *template can help develop this. What are partner organisations doing that we could replicate? What other alternatives are there? This section should document a range of options that could be considered to deliver the objectives.*

<Insert text here>

1. Options appraisal

*The information to complete the options appraisal may not be available at the outset of the project however must be completed by Stage 2 of the Gateway Process. The project should consider four options and explain how the options meet the requirements for scope, solution, delivery, implementation and funding.*

|  |  |
| --- | --- |
| *Scope* | *What will the option potentially cover? What are the business needs, service requirements and the required scale of organisational change?* |
| *Solution* | *How will the preferred service scope be delivered? This might mean considering available technology or best practice methodologies.* |
| *Delivery* | *Who will deliver the preferred scope and solution? It could be internal resources, external providers, or alliances with strategic partners.* |
| *Implementation* | *When will preferred scope, solution and delivery arrangements be implemented? What deadlines, dependencies or constraints are attributed to the options? How long are the phases (or tranches)?* |
| *Funding* | *What funding is required to enable the successful delivery of the preferred scope, solution, delivery and implementation options? This could be public or privately funded, or both. Is it capital or revenue?* |

**To complete:**

| **Option 0**  *Do Nothing/*  *Business as Usual* | **Option 1**  *Do Minimum* | **Option 2**  *Intermediate* | **Option 3**  *Preferred Way* |
| --- | --- | --- | --- |
| **Scope**  <Insert text here> | **Scope**  <Insert text here> | **Scope**  <Insert text here> | **Scope**  <Insert text here> |
| **Solution**  <Insert text here> | **Solution**  <Insert text here> | **Solution**  <Insert text here> | **Solution**  <Insert text here> |
| **Delivery**  <Insert text here> | **Delivery**  <Insert text here> | **Delivery**  <Insert text here> | **Delivery**  <Insert text here> |
| **Implementation**  <Insert text here> | **Implementation**  <Insert text here> | **Implementation**  <Insert text here> | **Implementation**  <Insert text here> |
| **Funding**  <Insert text here> | **Funding**  <Insert text here> | **Funding**  <Insert text here> | **Funding**  <Insert text here> |

1. Procurement

*This section should document whether you intend to buy anything (services or products) and the resulting procurement process. Always check with the procurement team to understand timescales and procurement requirements.*

*This section should be reviewed and updated regularly during the project life cycle as more information becomes available.*

<Insert text here>

1. Key Financial Information

*This section should document the financial management of the project such as, how much funding do you think the programme/project might need at this stage**? Are there any funding opportunities you intend to bid for? Is this capital or revenue funding? How long will the funding run for? Is this funding non-recurrent or recurrent? If non-recurrent, how will the finances be managed post project? Have you made the finance team aware of this initiative**?*

*This section should be reviewed and updated regularly during the project life cycle as more information becomes available.*

<Insert text here>

1. **Key Stakeholders and Communication & Engagement Plan**

*A stakeholder is any individual who is interested in or affected by the outcome of a project. Who are your key stakeholders? How will you communicate with them? How will they be engaged? Who has the most influence or interest in the project? Have you discussed this with the Comms & Engagement team? A* [*Stakeholder Map & Analysis*](https://ourdorset.org.uk/transformation/wp-content/uploads/sites/5/2023/05/Stakeholder-Mapping-Analysis.xlsx) *and* [*Comms & Engagement Plan*](https://ourdorset.org.uk/transformation/wp-content/uploads/sites/5/2023/05/Communications-Engagement-Plan.docx) *can support the development of this section.*

*This section should be reviewed and updated regularly during the project life cycle as more information becomes available.*

<Insert text here>

1. Roles and Responsibilities

*What key roles will be involved in this project and what are their responsibilities? What will the governance structure for the project be? A* [*Terms of Reference template*](https://ourdorset.org.uk/transformation/wp-content/uploads/sites/5/2023/05/Terms-of-Reference-Template.docx) *may assist in identifying all the areas to consider. The table below has been included to help you answer these questions. Consider the use of a* *[RACI](https://ourdorset.org.uk/transformation/wp-content/uploads/sites/5/2023/05/RACI-and-RAPID-Templates.xlsx) to help you document the roles and responsibilities of the project team.*

| **Role** | **Responsibility** | **Organisation/Individual** |
| --- | --- | --- |
| *Host Organisation* | *Responsible and accountable for receiving and ensuring the delivery of funding associated with the programme or project.* |  |
| *Lead Organisation* | *Accountable for the project's success and is responsible for ensuring that the project is completed on time, within budget, and according to the specified quality standards.* |  |
| *Senior Responsible Owner* | *Have sufficient seniority to provide the project with the necessary support and resources, make key decisions, and act as a bridge between the project team and senior management. Should have sufficient capacity to support the project as they are accountable for ensuring the programme or project meets its objectives and delivers the projected benefits.* |  |
| *Programme / Project Manager* | *Responsible for the day to day running of the project, ensuring work is completed in a timely manner and managing cost, time and quality for a successful outcome.* |  |
| *Benefits Manager* | *Develops and maintains the benefits management approach and provides oversight and assurance that the programme is on track to deliver the expected benefits.* |  |
| *Change Manager* | *Responsible for facilitating and managing changes and their impact, both to the baseline scope of the project and to stakeholders affected by the change* |  |

1. **Project Plan**

How long might the project take from beginning to end? What are the key milestones? What key decisions need to happen and when? Depending on the stage of the project, this section could be completed via a [Gantt Schedule & Milestones template](https://ourdorset.org.uk/transformation/wp-content/uploads/sites/5/2023/05/Gantt-Planning-Schedule-and-Milestones-Template.xlsx) or an extract from the more detailed Celoxis or similar project management project plan.

*This section should be reviewed and updated regularly during the project life cycle as more information becomes available.*

<Insert text here>

1. **Benefits**

A benefit is defined as “the measurable improvement resulting from an outcome, perceived as an advantage by at least one stakeholder group” and these are split into distinct categories being Cash-Releasing/Non-Cash Releasing/Societal (wider benefit can be monetised)/Quantitative (can be measured but not monetised).

This section should set out what benefits you expect to realise, depending on the preferred option selected in Section 7. How will you baseline the current state? How will you measure and track the benefits? When will they be realised? How does this project provide value for money? A [benefits template](https://ourdorset.org.uk/transformation/wp-content/uploads/sites/5/2023/05/Benefits-Log-Template.xlsx) or [Best Possible Value template](https://ourdorset.org.uk/transformation/wp-content/uploads/sites/5/2023/05/BPV-Options-Appraisal-Template.xlsx) can support the development of this section.

*This section should be reviewed and updated regularly during the project life cycle as more information becomes available.*

<Insert text here>

1. **Risk**

A risk is an uncertain event or condition that will have a positive or negative effect on a project’s objectives. It is recommended describing risks using these three clauses: “***If***” [the risk event], “***Then”*** [Impact/Effect], “***So***” [Consequence]. A [risk register](https://ourdorset.org.uk/transformation/wp-content/uploads/sites/5/2023/05/RAID-Log-Risks-Assumptions-Constraints-Issues-Dependencies.xlsx) can support the development of this section to ensure all risks are documented, along with the risk scores, owners, likelihood, consequence and mitigation. Alternatively, if you are using Celoxis, an extract of the Celoxis Risk Register can be used.

*This section should be reviewed and updated regularly during the project life cycle as more information becomes available.*

<Insert text here>

1. **Constraints**

A constraint refers to any factor that limits the options or actions of the project team. Typically, these apply to scope, time and cost but quality, legal, regulatory, risk and resource might also be constraining factors. This section needs to show how your project will balance these constraints to ensure that the project meets its objectives while staying within the specified limitations.

*This section should be reviewed and updated regularly during the project life cycle as more information becomes available.*

<Insert text here>

1. **Dependencies**

What factors, other projects, relationships and/or connections does this project rely on to ensure successful delivery? Is the project dependent on any funding? Does anything need to happen before work starts on this project? What assessments need to be completed e.g. [DPIA](https://ourdorset.org.uk/transformation/wp-content/uploads/sites/5/2023/05/DPIA-Template-ICB.docx), [SQEEIA](https://ourdorset.org.uk/transformation/wp-content/uploads/sites/5/2023/05/Impact-assessment-SQIA.docx), Digital Clinical Safety Case tec. How might this impact start and end dates of other projects and key milestones. What impact might the constraints have on successful delivery?

*This section should be reviewed and updated regularly during the project life cycle as more information becomes available.*

<Insert text here>

1. **Handover to Business as Usual**

*The information to complete this section may not be available at the outset of the project however must be completed by the end of Stage 4 of the Gateway Process.*

*This section should document the planned activities to transitioning a project to business as usual (BAU) once the project has reached its completion. It should incorporate Documentation and Knowledge Transfer (supported through* [*Standard Operating Procedures)*](https://ourdorset.org.uk/transformation/wp-content/uploads/sites/5/2023/05/Standard-Operating-Procedure-Template.docx)*, User Training and Support, Verifying Operational Readiness for Infrastructure and Support, documented Monitoring and Performance Metrics and Reporting, Handover of Responsibilities,* *Establishing a Feedback Loop and Conducting Post Implementation reviews (captured through* [*Lessons Learned*](https://ourdorset.org.uk/transformation/wp-content/uploads/sites/5/2023/05/Lessons-Learned-Log.xlsx) *logs).*

<Insert text here>