



Community Resilience Project

Project Initiation Document

Version 2.0

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1. Project Initiation Document History

1.1 Document Location

This document is only valid on the day it was printed.
The source of the document will be found on the project manager's PC in location.

1.2 Revision History

Revision date	Version No	Summary of Changes	Changes marked
22.05.2012	2.0	Changes following feedback from TPB v1.0	no

1.3 Approvals

This document requires the following approvals.

Name	Signature	Title	Date of Issue	Version
		Transformation Board		
		CPP Management Committee	30.05.2012	v2.0

1.4 Distribution

This document has been distributed to:-

Name	Title	Date of Issue	Version
Sally Loudon	Chief Executive	16.05.2012	1.0
Jane Fowler	Head of Improvement and HR	16.05.2012	1.0
Douglas Hendry	Executive Director Customer Services	16.05.2012	1.0

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Name	Title	Date of Issue	Version
Cleland Sneddon	Executive Director Community Services	16.05.2012	1.0
Sandy MacTaggart	Executive Director Development and Infrastructure	16.05.2012	1.0
Bruce West	Head of Strategic Finance	16.05.2012	1.0
Derek Leslie	CPP Management Committee	30.05.2012	2.0
Sally Loudon	CPP Management Committee	30.05.2012	2.0
Jane Fowler	CPP Management Committee	30.05.2012	2.0
Lynda Thomson	CPP Management Committee	30.05.2012	2.0
Eileen Wilson	CPP Management Committee	30.05.2012	2.0
Russell Dunn	CPP Management Committee	30.05.2012	2.0
Mark Wilson	CPP Management Committee	30.05.2012	2.0
Paul Connelly	CPP Management Committee	30.05.2012	2.0
Andrew Campbell	CPP Management Committee	30.05.2012	2.0
Jonathan Pryce	CPP Management Committee	30.05.2012	2.0
Glenn Heritage	CPP Management Committee	30.05.2012	2.0
Douglas Cowan	CPP Management	30.05.2012	2.0

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Name	Title	Date of Issue	Version
	Committee		

2. Introduction

Informed by the review of lessons learnt from the severe weather in January 2012 Argyll and Bute Council has identified a need to improve resilience during a weather related emergency. A budget of £700,000 has been identified to ensure we have suitable backup arrangements for power, IT and communications to enable the Council to fulfil its duties as a category one responder and to carry out critical business activities during disruptive challenges.

The Council also wants to ensure that individuals are better prepared for severe weather and working alongside the Scottish Government, third sector and the other category one responders to improve the resilience of our communities.

2.1 Purpose of Document

The purpose of this Project Initiation Document (PID) is to:

- a) To set out the aims, objectives and outcomes of the community resilience project.
- b) To define the scope of the project.
- c) Set out the workstreams, key stages, activities, resources and responsibilities
- d) Set out the arrangements for governance and management of risks, issues and dependencies.

2.2 Background

In an emergency situation the Council along with the “category one” responders is bound under the Civil Contingencies Act 2004 to carry out the following:

- Carrying out a risk assessment and contribute to the development of a community risk register.
- Planning for emergencies, including training and exercising.
- Ensuring robust business continuity arrangements are in place to maintain service delivery.

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- Ensuring arrangements are in place to warn and inform the public both before and during emergencies
- Co-operate with partner agencies
- Sharing information with partner agencies.

In addition to these, the Council has a seventh statutory duty – to promote business continuity to local businesses and the voluntary sector to ensure they have their own robust business continuity arrangements to continue their routine business during and following emergencies that have an effect on their organisation.

During the severe weather of winter 2011/12 and subsequent power outages for protracted periods in some areas, the issue of power resilience for key buildings and services to enable business continuity was identified as an area for significant improvement.

The lack of power had a critical negative impact on our communications infrastructure with telecommunications, web, mobile phones and other electronic communications adversely affected. The Council's Lync communication system is reliant on the availability of power to operate.

Some first responder agencies had generator capability, but this was not uniform throughout the area. Where generator capability was available the police station or hospital became the location for co-ordinating a multi-agency response.

The provision of emergency centres by the Council in areas with no power was restricted by access to mobile generators provided by the power companies which were only available in small numbers. Decisions on the mobilisation and location of these generators were difficult to make as a result of the wide ranging need across Argyll and Bute and priority given to the areas with the highest number of affected people. The availability in communities of small generators was unknown.

Public communications was severely affected, restricting the Council's ability to carry out its duty to "warn and inform" the public. The identification of key resilience "hubs" in communities through this project and the development of wider community resilience, working in partnership with the Scottish Government and other agencies, will improve emergency planning in Argyll and Bute.

The Council is currently undertaking a separate review of its Critical Activity Recovery Plans as part of a Business Continuity Programme Review and both projects will work closely to deliver their objectives.

3. Project Definition

3.1 Aims and Objectives

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The project has two aims the first to ensure the Council has power resilience in place, before the start of winter 2012/13, for key buildings and emergency centres. The second is to improve resilience within the communities of Argyll and Bute through engagement and communication.

The project will review the current list of key buildings and emergency centres and working with Facility Services, IT, Emergency Planning and informed by the Business Continuity Critical Action Recovery Plans prepare a revised register of key buildings and emergency centres and ensure backup power would be available if required.

Working with our Community Planning Partners, category one responders, the power companies and third sector partnership to identify what back up power arrangements are already in place or being developed. The project will identify priority locations for generators and prepare a business case to inform the procurement options. Options considered will range from a managed contract with a generator provider to installing fixed generators at Council buildings. Improved power resilience will lead to improved communication resilience.

The lessons learnt from the January storms showed how reliant the Council was on its existing communication methods. Communication resilience will be improved in two ways. The council has taken delivery of a satellite phone trailer from the Scottish Government and the civil contingencies team along with Roads and Amenities will develop a protocol for its deployment. The project along with IT will review the BT landline capability and locations. The use of landline phones is linked to business continuity plans.

The second project workstream aims to improve the resilience of communities through engagement and information. This will involve working closely with our Community Planning Partners, category one responders, the power companies, Scottish Government and third sector partnership. Engaging with stakeholders through the CPP and Third Sector and Communities Group the project aims for communities and individuals to be better prepared for a severe weather emergency situation including power loss by providing better information.

Civil Contingency officers currently work with island communities to prepare area emergency plans; the project will expand on these. Along with the Third Sector and Communities Thematic Group the project will identify the most appropriate body to liaise with in each community, whether Community Council, development trust or other third sector organisation etc, to encourage and support them to develop a Community Emergency Plan in line with the Scottish Government's advice and template document. The Scottish Government document encourages communities to carry out a local risk assessment of the risks their area may face; the skills and resources in the area which could be utilised; key locations in the area and how they could be used in an emergency; contact details of people and organisations involved in the emergency plan; what would trigger the plan to be used; step by step guidance, a draft agenda for a first meeting; actions to which the local authority have agreed and alternative arrangements should communications be disrupted.

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A media campaign will be launched in parallel to better inform of the Council's responsibility in an emergency and the Council's priorities to its customers and the services it delivers. Communications material will also be prepared offering advice and support on how best individuals can support themselves when council services are unable to be delivered, this could be in conjunction with the Scottish Government, similar to their "Be Prepared" leaflet of 2011.

3.2 Project Scope

The project will include all of the communities within Argyll and Bute, particular consideration will be given to the island communities when severe weather can result in not only power loss but connection to the mainland and therefore supplies and services.

The project will be delivered with input from council services especially IT, Facility Services and Emergency Planning and the Community Planning partnership, Scottish Government, utility companies and third sector partnership.

3.3 Method of Approach

The project will be managed using PRINCE 2 project management principles and the Council's generic project management methodology.

Project management will be provided from Improvement and HR with the project team including officers from IT, Facility Services, Communications and Civil Contingencies. The project will work closely with the Business Continuity project manager to ensure dependencies are identified and mapped.

3.4 Project Governance and Control

The sponsor of the project will be Douglas Hendry, Executive Director Customer Services. The Senior Responsible Officer, SRO, to be confirmed and the project manager will be Morag Brown, Programme Manager Improvement and Organisational Development.

The project will be included in the programme of projects reporting to the Transformation Board. With the Transformation Board being the senior board in governance terms.

A project board will be created for this project and Terms of Reference will be prepared. Meetings of this board will take place regularly throughout the duration of the project.

The project will also engage with the Community Planning partnership through the Third Sector and Communities Thematic Group and the Management Committee.

The project will report to Elected Members through briefing notes and to the relevant committee once approved.

The project manager will be responsible for the day to day management of the project, coordinating the workstreams and issuing the work packages, ensuring timescales and budget are kept, and quality is adhered to.

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Role	Resource	Key Responsibilities and Activities
Project Sponsor	Douglas Hendry, Executive Director Customer Services	<ul style="list-style-type: none"> • To be accountable for successful delivery of the project – <ul style="list-style-type: none"> ○ achievement of desired outcomes ○ Realisation of expected benefits • Chairing Board meetings • Ensuring Project Board meets its remit • Internal and external promotion of project • Liaison with SRO and Project Manager
SRO	TBC	<ul style="list-style-type: none"> • Providing progress reports to Transformation Programme Board • Internal and external promotion of project • To be accountable for successful delivery of the project – the driving force behind it • Successful achievement of agreed deliverables • Is empowered to direct the project overall, to take decisions and resolve escalated issues • To own the vision for the project • To manage key strategic risks
Project Board	TBA Membership to include: Sponsor SRO Police Fire NHS Third Sector	<ul style="list-style-type: none"> • To provide visible leadership and commitment to the Project • To endorse and support the project manager on an ongoing basis • Attendance at board meetings as scheduled; • Agreement on project manager's responsibilities and objectives; • Agreement of project plan, PID and ongoing update of plans; • Acceptance of all project products; • Provision of all resources and facilities required for the project; • Agreement of milestone achievements; • Regular reviews of scope and identification of benefits to ensure the continued alignment to business continuity and corporate priorities.

3.5 Project Team – Roles and Responsibilities

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The following table indicates the relevant resource required to complete the project and is in addition to the governance resource detailed in section 3.4. As the project needs to be completed by winter 2012 identifying and ensuring that resource is available to support delivery is essential.

Role	Resource	Responsibility
Project Manager	Morag Brown IOD Programme Manager (Business Development) Part Time – 3 days per week	<ul style="list-style-type: none"> • Overall management and first point of contact. • To operationally manage the project, coordinating and delivery of all project products • Ongoing project planning and management • Reporting progress to SRO • Exception reporting to project board as appropriate • To coordinate with the business continuity project, including management of interdependencies • To manage project team • To manage the provision and quality of all resources and workstreams • To operate the governance framework, including management of benefits, stakeholders, risks and issues, resources, quality, planning and control. • Develop and issue work packages • Project reporting
Project Assistant	To be identified Part Time – 3 days per week	<ul style="list-style-type: none"> • To provide support for project manager • To provide administrative support to the project – arranging and minuting meetings • Assisting with the preparation of communications material • Assisting with the QA of project deliverables • Managing project office and project documentation • Maintaining risk and issue logs.
Civil Contingencies officers	Carol Keeley and Susan Donnelly Part Time in accordance with	<ul style="list-style-type: none"> • To advise on lessons learnt, provide examples of best practise • To liaise with partners and promote project aims • To lead on communications

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Role	Resource	Responsibility
	Health and Safety team plan	<ul style="list-style-type: none"> • To gather and collate information held by service • To ensure management within service are kept up to date with progress • To deliver work package as issued by project manager • To produce agreed deliverables to time and quality • To advise project manager of any new or changed risks and issues
IT officer	<p>To be identified</p> <p>As per project plan for organisational resilience workstream</p>	<ul style="list-style-type: none"> • To gather and collate information held by service • To liaise with colleagues and management within service • To ensure management within service are kept up to date with progress • To deliver work packages as issued by project manager • To produce agreed deliverables to time and quality • To advise project manager of any new or changed risks and issues
Facility Services officer	<p>To be identified</p> <p>As per project plan for organisational resilience workstream</p>	<ul style="list-style-type: none"> • To gather and collate information held by service • To liaise with colleagues and management within service • To ensure management within service are kept up to date with progress • To produce agreed deliverables to time and quality • To advise project manager of any new or changed risks and issues
Mechanical and Electrical Engineer	<p>To be identified</p> <p>dependent on outcome of options appraisal</p>	<ul style="list-style-type: none"> • Undertake an evaluation of options for each location identified • Detailed design and specification to assist with tender • Assist with preparation of any consents required • Administer the contract on site
Communications officer	<p>To be identified</p> <p>as per community</p>	<ul style="list-style-type: none"> • To assist with the preparation of communications material for improved community resilience campaign • To ensure management within service are

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Role	Resource	Responsibility
	resilience workstream project plan	kept up to date with progress <ul style="list-style-type: none"> To advise project manager of any new or changed risks and issues

In addition to the above support may be required from Procurement and if the option is chosen to install generators support may be required from Planning and Regulatory services with regard to consents for installing and associated fuel supply.

4. Project Deliverables and Associated Timescales

Start Up and Stakeholder Engagement

Deliverable	Estimated completion date	Responsibility
Project Initiation Document approved	21 May 2012 6 June 2012	Transformation Board CPP management committee
Resource secured	8 June 2012	Project board
Initial meeting with stakeholders, CPP	8 June 2012	Project manager
Initial meeting with power companies to clarify role and determine responsibility, capacity, plans and resource	8 June 2012	Project manager
Initial meeting with Scottish Government	8 June 2012	Project manager
Collate lessons learnt and map to project deliverables	15 June 2012	Project manager

Organisational Resilience - workstream 1

Deliverable	Estimated completion date	Responsibility
Collate and review current lists of key offices with facility services, IT and business continuity	1 June 2012	Project manager
Liaise with partner agencies to determine capacity and backup	15 June 2012	Project manager

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Deliverable	Estimated completion date	Responsibility
power at other locations		
Prepare register of key offices	29 June 2012	Project manager
Review register of Emergency centres	29 June 2012	Project manager / Civil Contingencies
a)Power resilience		
Identify any existing back up power arrangements	13 July 2012	Project manager
Identify any existing flexible generator resource available – Council and partner	20 July 2012	Project manager
Prioritise locations for generators	3 August 2012	Project manager / facility services / IT / civil contingencies / business continuity
Prepare options appraisal / business case for procurement options and / or managed contract	3 August 2012	Project manager / M&E Engineer
Tendering	Mid October 2012	Project manager / M&E Engineer / Procurement
Apply for and receive any necessary consents	End October 2012	Project Manager / M&E Engineer / Regulatory services
Administer contract on site	November 2012	M&E Engineer
b)Communications resilience		
Review existing BT landline capability	August 2012	Project manager and IT
Install landline phones at key council locations	September 2012	Project manager and IT
Protocol for deployment of satellite phone trailer	August 2012	Head of Improvement and HR and Head of Road and Amenity Services

Community Resilience – workstream 2

Deliverable	Estimated completion date	Responsibility
Meet with Third Sector and Communities Thematic Group to	August 2012	SRO Project manager

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Deliverable	Estimated completion date	Responsibility
identify most appropriate organisations within each community to receive SG guidance and templates.		
Meet with Third Sector and Communities Thematic Group to identify appropriate third sector support for communities to prepare plans	August 2012	Project manager
Liaise with other agencies and Scottish Government over plans for a winter preparedness campaign	July 2012	Project manager
Write to identified community organisations with Scottish Government "Guide to Emergency Planning for Community Groups"	August 2012	Project manager
Prepare communications plan for resilience campaign	September dependent on other agency plans	Project manager and communications
Prepare leaflets, posters, press releases, web pages etc	September 2012	Project manager and communications
Print and distribute as per communications plan	October 2012	Project manager

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5. Risk Log

Ref	Risk	Area of Risk	Inherent risk Impact (1-3)	Inherent risk Probability (1-3)	Inherent Risk per matrix (1-9)	Risk Mitigation Procedures/Controls in place	Residual risk Impact (1-3)	Residual risk Probability (1-3)	Residual Risk per Matrix (1-9)	Actions Planned
1	Delivery	Lack of engagement and buy in by stakeholders will result in council failing to improving resilience by not addressing all lessons learnt	3	1	2	Seek early and ensure ongoing discussions with council services, partners, power companies and Scottish Government	1	1	1	Start up meetings will be scheduled as soon as PID approved
2	Delivery	Failure to free up resource to support the project will result in timescales not being met	3	2	6	PID identifies resource required to support successful delivery of project	1	1	1	Project board responsible for providing resource to support the project
3	Delivery	Changes to the council administration may result in changing priorities	2	1	2	Clear communication and member involvement is essential to success	1	1	1	Engage with members at early stage of project development
4	Financial	Project budget may not cover all deliverables until more robust costings have	3	1	3	Initial costings will be reviewed and early engagement with partners	1	1	1	Start up meetings will be scheduled as soon as PID approved. Project team includes

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	<p>been prepared. Project success may be dependent on additional budget and or resource being found from partners, power companies, communities, funding bodies</p>					<p>representatives from IT and facility services</p>
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6. Key Stakeholders

6.1 Communications

Communications will be managed by the project manager. It will be the responsibility of the project manager to ensure a regular flow of informative and timely communications to all stakeholders.

The success of the improved Community Resilience workstream will be entirely dependent on the clear and effective communications. This will be managed through a communications plan and all products approved by both the project board, transformation board and the communications team. This will be managed by the civil contingencies officers and project manager.

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6.2 Stakeholder analysis

Stakeholder	Examples of stakeholders interests / needs	Stakeholder requirements – consulted / informed etc	Objective	Methods	Frequency
Residents of Argyll and Bute	<ul style="list-style-type: none"> • Greater understanding of what to do in an emergency situation such as power loss • Greater understanding of Councils responsibility • Greater understanding of what individuals can do to help themselves 	informed	<ul style="list-style-type: none"> • To ensure individuals are better informed and prepared 	Mail shots, leaflets, web pages, press release, local radio campaign, text service, social media (twitter, facebook)	As per project and communications plan
CPP	Opportunities for partnership working to	consulted	To ensure Council is working with partners and third sector to	Attending meetings of and briefings to: Third Sector and	As per project plan and programme of

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Stakeholder	Examples of stakeholders interests / needs	Stakeholder requirements – consulted / informed etc	Objective	Methods	Frequency
	improve resilience		improve upon lesson learnt from Jan 2012 severe weather	Communities Thematic Group Third Sector Partnership CPP Management Committee	meetings
Community Councils / community organisations	Working with Council to improve community resilience	engaged	Prepare community plans using the templates within the Scottish Government “Guide to Emergency Planning for Community Groups”	Letter to all community organisations with accompanying guidance and providing contact number for additional information and support	As per project plan
Elected Members	Reassurance that the Council will put in place plans to improve resilience	Informed and consulted	To ensure that the council is better prepared, communities and individuals are better prepared and lesson learnt have been acted upon.	Members briefing document Appropriate committee TBA	As per project plan As per committee programme

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Stakeholder	Examples of stakeholders interests / needs	Stakeholder requirements – consulted / informed etc	Objective	Methods	Frequency
Scottish Government	Opportunities for partnership working to improve resilience and deliver on identified lessons to populate the national lessons database	consulted	<ul style="list-style-type: none"> To ensure Council is working with partners to improve upon lesson learnt from Jan 2012 severe weather To ensure improved community resilience campaign is included within any SG campaign 	meetings	As per project plan
Category 1 Responders	Opportunities for partnership working to improve resilience and deliver on lessons learnt	consulted	<ul style="list-style-type: none"> To ensure Council is working with partners to improve upon lesson learnt from Jan 2012 severe weather To ensure improved community 	Briefings at: <ul style="list-style-type: none"> • SECG • CPP management Committee 	As per project plan Programme of meetings

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Stakeholder	Examples of stakeholders interests / needs	Stakeholder requirements – consulted / informed etc	Objective	Methods	Frequency
			resilience campaign doesn't overlap or is included with any other campaigns		
Power Companies	Opportunities for partnership working to improve resilience and deliver on lessons learnt	consulted	To clarify responsibility, capacity, plans and resource to successfully deliver project	meetings	As per project plan
Business Continuity	Ensuring alignment between both projects and that information on key offices meets the needs of CARP plans	consulted	To ensure register of key buildings supports locations identified in CARP plans	Regular meetings with project managers emails	Ad hoc

7. Budget

A budget of £700,000 has been identified from Council funds to deliver this project. The project manager will also identify if there is additional funding available from CPP, Scottish Government, Power Companies and funding bodies to support the project.

8. Quality Plan

8.1 Quality Expectations

Approach	In accordance with best value principles
Deliverables	The Project Manager and SRO will be responsible for assuring the quality and availability of the project products and the documentation underpinning the project.
Consultation	Consultation with stakeholders must be comprehensive and facilitated by use of methods to record, quantify and analyse the outcomes of such consultation.
Standards	Prince2 is the standard project management methodology employed throughout the project. Installed equipment should meet relevant Industry Standards for safety and design and be accompanied by relevant certificates and documentation.

8.2 Quality Criteria

Project documentation will be in a consistent format using PfC standard templates and configuration management rules within shared directories.

Every work package issued will specify the acceptance quality criteria. Subject matter experts will be consulted in the development and completion of key products. Customer input will be sought wherever possible on customer facing elements.

9. Project Controls

9.1 Control

The Project Manager will hold weekly operational meetings with the SRO to review progress against plan. A fortnightly highlight report and updated Risk and Issue Logs issued to the project board will form the basis of these discussions

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The SRO will present the fortnightly highlight report to the Transformation Programme Board.

Regular Project Board Meetings will be held with a structured agenda to cover each workstream and its related risks, issues and exception reporting.

9.2 Configuration Management

The Project Manager will be responsible for version control. The Project Manager will ensure that a library of project products, records of meetings, technical documentation and any other relevant documentation will be held in the "Community Resilience Project" Share Point site

9.3 Tolerances

Once the PID has been agreed the following tolerances will apply:

Time:

Delay of a project milestone of more than 1 week must be reported by the project manager to the SRO.

Delay of a project milestone of more than 2 weeks must be reported to Transformation Programme Board.

Cost:

Increase in project costs by more than 10% must be reported to the project board.

9.4 Exception Process

If the timescales or cost of the project is likely to exceed the agreed tolerance levels, the Project Manager will produce an exception report which will be sent to the SRO to inform them. All Change Requests will be submitted as Exception Reports

The Exception Report will include:

- A description of the cause of the deviation from plan
- The consequences of the deviation
- The available options
- The effect of each option on the business case, risks, project and stage tolerances
- The Project Manager's recommendations

10. Acceptance Criteria

The criteria for acceptance of the project are the delivery and sign off of all the deliverables to the satisfaction of the Project Board.