PROJECT INITIATION DOCUMENT

SINGLE VISION

Purpose	To:
	- Create and implement a new service by merging the Adult Learning and Libraries and Heritage Services. - Manage both the cultural and operational transition from the two services into one.

Project Definition

Project objectives (bullet points)	The project objectives are: • To scope the outcomes to be achieved by the project by March 2006; these outcomes then define the remit of the project teams • Agree the givens that the project has to work within and take into account when creating solutions, options and recommendations • Agree the questions that need to be answered and the solutions that need to be generated which will then determine the work streams and milestones in the project • Agree the roles of the project team and define the project's modus operandi. • To deliver the cultural change that occurs with merging the two services. The overall purpose of the merged Adult Learning, Libraries and Heritage service is to develop and deliver first class innovative learning opportunities that: • Improve the knowledge, skills and life chances of the diverse communities of Buckinghamshire and beyond • Inspire people of all ages and backgrounds to want to enrich their lives and achieve personal, intellectual and cultural fulfilment • Offer choice and diversity and are accessible and relevant to all sectors of the community • Balance and exceed the expectations of our diverse range of customers and stakeholders
Method of approach	There will be a Project Board who will oversee the running of the project. A Project Management Group, who with the Project Manager, will undertake the day to day management of the project and report to the Board. There will be a number of Project Groups who will conduct specialist work and will report to the Management Group. The Project Groups and the Management Group will

	produce a series of options for the Board to consider. A number of facilitated sessions will also take place to identify the vision, purpose, threats and opportunities of the new service.
Project scope	The areas that will be looked at are: • All Adult Learning services • All Libraries & Heritage Services The following are givens that the project has to acknowledge and work with: 1. Adult Learning, Libraries and Heritage will be a single merged service by March 06 2. Customer First initiatives and principles: • BCC customer contact centre in operation from Feb 06. • 1 stop shop approach • flexible staffing • potential for 'mobile' formats across BCC 3. The planned Libraries and Heritage restructuring will be taking place at the same time 4. The Library review will be implemented with potential impact on smaller libraries 5. New funding regimes for Adult Learning in the years 2005/6 and 2006/7 6. Buckinghamshire Knowledge Shop will be in operation from July 2006 7. New High Wycombe 'library' will be in operation from October 2007 8. Branding decisions are aligned with corporate requirements
Outline project deliverables / desired outcomes	**DELIVERABLES** The key deliverables for March 06 were agreed as being: • A new structure and roles either out for consultation or in place due for implementation in April 06. • Strategies in place for the different project groups. • Implementation plans for each of the options papers. • A new Head of Service.

- A joint service plan

Other Key Deliverables

- Joint vision for the service (Dec 04)
- Initial identification of customer base and needs assessed (Dec 04)
- Stakeholder groups and their expectations and requirements identified. (Dec 04)
- Communication, consultation and marketing strategy (June 05)
- Review of accreditation and inspections and impact of the merger on them. (Sept 05)
- Options for service delivery mechanisms (Dec 05)
- Options for structure and roles. (Dec 05)
- Options for strategic management structures. (Dec 05)
- Options for IT and an IT strategy. (Dec 05)
- Options for Finance and a Finance strategy. (Dec 05)
- Options for training & development. (Dec 05)
- Options for restructuring back office systems and procedures. (Dec 05)
- Options for joint services. (March 06)
- Detailed research and analysis into the needs and expectations of customers of the new service (March 06 and beyond).

DESIRED OUTCOMES
JOINT SERVICE DELIVERY

1. The new joint service will be rebranded into a single service which has:
- A clear shared vision
- And a clear public identity

2. Services will be jointly developed in ways that:
- Address a diverse range of customer needs
- Reach and motivate hard to reach target groups

3. Services will be jointly provided:
- By means of shared delivery mechanisms (eg locations; IT)
- By building on corporate principles and initiatives of Customer First (eg contact centre; 1 stop shop; kiosks)

4. Joint service delivery will:
- Achieve improved customer access at the front end
- Achieve reduced overall costs
- Demonstrate added value to customers

ORGANISATION

1. A new and robust organisation structure will be in place that:
- Is fit for the purpose of joint service delivery
- Integrates teams across the service at all levels including the front line
- Ensures that:
  - only those services which are relevant to the vision and direction of the new service remain within the new structure
  - those services which are currently outside the 2 services but which are relevant to the vision and direction of the new service are brought into the new structure

2. Appropriate delivery mechanisms will be in place that facilitate effective joint service provision.

3. All managers and employees will:
- Be clear about roles across the service generally
- Understand what is expected of them and be fulfilling new or revised roles
- Feel confident, skilled and motivated to fulfil these roles
- be in appropriate accommodation

4. Options for the future strategic organisational management of the service will have been presented to members

5. Current accreditation will have been reviewed and, where relevant, renewed and new accreditation will have been achieved

SYSTEMS AND PROCESSES

1. A single IT system, serving the joint needs of the service will be in place

2. Back office processes will have been re engineered to ensure that:
- Service delivery is supported in the most efficient and cost effective manner
- Best working practices from each service are adapted/adopted

3. Joint finance systems and procedures will be in place

4. Sustainable funding models will have been developed and implemented

PLANNING, COMMUNICATION AND CONSULTATION

1. All users of the service (current and potential), employees, members and partners:
- Understand and identify with the new service's identity
- Are bought into the change
- Feel that they have been consulted with genuinely

2. The plan for change has been developed and implemented in a way that has:
- Allowed externals and internal imperatives and events be taken into account as they occur
- Accommodated the agreed 'givens'
- Delivered a seamless transition

	3. Robust mechanisms will be in place to review and monitor the implementation of the change
Rationale for change	The change has been driven by the need to respond to external imperatives and pressures and by the expectation that it will deliver significant benefits to service provision, for example: 1. We already have a platform of working in successful partnerships together on which to build 2. There are real synergies and commonalities between the services which allow us to capitalise on our joint strengths and expertise ie: • Shared target markets and customers, both current and potential • Shared goals and challenges 3. By working together we can: • Make a greater impact on our customers • Improve access to learning in a more cost effective way • Maximise service delivery at a local level • Share learning and good practice to create better solutions/services • Exercise greater influence and authority 4. Joint service provision will: • Strengthen our position in relation to the achievement of targets • Allow us to reduce the number of management posts so that employees at a local level are empowered to make decisions and resolve local issues for themselves • Break down barriers between services, increasing opportunities for staff development • Enable us maximise job security for employees 5. There are strong external pressures for: • Integrated learning • Reprioritising public expenditure
Any exclusions	• Student Support – this service will be subject to a review in November 2005. • Wider cultural services – services that may be included under the new culture service will be looked at in the future.
Constraints (include dependencies on other people, groups or projects)	• Capacity of employees to deliver the change.
Others involved	• **Change Support Team** – Claire Humphries will be offering ad hoc support in particular to the Communication, Consultation and Marketing Group. • **IT** – this service will be represented on the IT strategy

	group. • **Property** – given the number of buildings involved, Property will be represented on the Project Board and on the Accommodation Strategy Group.	
Outline costs		All costs will be met by both services equally.

Customer's quality expectations

Acceptance Criteria	The vision describes the experiences and achievements we expect our customers and stakeholders to have enjoyed as a result of the creation of this new service.

The vision is described from the following perspectives:

- Customers
- Members
- Employees
- Communities we work with
- Government /funders
- Partners

Customers

- Anytime, any place, anywhere. Well it certainly seems that way. I do not have far to go to take advantage of the range of provision offered
- It's been great for helping me get a job, find information, learn something new, help with my children's homework, explore new and old interests or choose a book to read for pleasure.
- The people are friendly, helpful and unbiased. You feel really confident that they know what they are doing and that they understand and value what I need.
- The learning environment is comfortable and welcoming – and there's always a buzz about the place that inspires you to want to do more
- We've got access to the latest technology so that we can learn at places and times that are convenient to us
- It's definitely good value for money

Employees

- I like working for this service because it feels good. I am proud to tell people who I work for and I get a great buzz from supporting people in the way I am able to.
- I am doing a fun and interesting job which makes a real difference to people's lives
- I'm excited about the plans for the future – I know what the priorities are and how my job affects these
- I am trained not only to do a good job now but I'm |

encouraged to carry on learning and developing as far as I can
- Managers trust me to deliver – they are confident that I'm not going to let them down
- Whenever we need to we can always recruit great people who stay with us – so I never feel that we're struggling to keep up with the job

Government/Funders

- This authority seems to be hitting all the right buttons. It is exceeding national standards and targets and we can always trust it to take the lead and deliver on new national initiatives
- It's modern, efficient and what's more the evidence shows that it's having a positive impact on all sectors of the community – even those that have traditionally been difficult to reach
- Customer take up and satisfaction in particular is at record levels
- Buckinghamshire has established a national model for how a fully integrated library, heritage and learning service should be delivered

Members

- Everywhere I go I hear about this service. Not only have I used it and found it excellent but more importantly my voting public are impressed and the council is getting good press because of it.
- It's a flagship service which makes the council look good and sets an example of how you can combine real value for money with efficiency and quality local delivery
- We're proud of its high national profile

Communities we work with

- We want to be a part of what Buckinghamshire is doing – they help to enhance our range of services and our facilities
- More and more people from all sectors of our communities are taking part, enjoying and benefiting from what we jointly offer
- The improvement in skills in our communities is supporting record levels of employment

Partner organisations

- We achieve more working together with Buckinghamshire

	than we achieve on our own • Working with Buckinghamshire offers us credibility and tremendous support • They are flexible, responsive and always work hard at finding the common ground to achieve shared objectives • The quality and efficiency of their service has attracted significant numbers of new partnerships and brought record levels of funding and resources to Buckinghamshire • They are just so easy work with and you know you can trust them to just get on with it