

Programme or Project Initiation Document

Digital ID

Purpose of this document

The purpose of this document is to define the project, in order to form the basis for its management and an assessment of overall success.

This document is required to:

- Provide the Corporate Portfolio Management Office (CPMO) with a basis from which to prioritise incoming change initiatives
- Act as a base document against which the Project Manager (or equivalent) can assess progress, issues and ongoing viability questions
- Provide a single source of reference about the project

It is a living product in that it should always reflect the current status, plans and controls of the project. Its component products will need to be updated and re-baselined, as necessary, at the end of each stage, to reflect the current status of its constituent parts.

Document Sign Off

Approver	Name	Signature	Date

Document History

Version	Created By	Revision Date	Approved by	Reason
0.1		26/11/2020		
0.2		08/12/2020		
0.3		05/01/2020		Risk R.004 added

1. Definition

Provide a high-level overview of the background, context and requirement for the project. What would happen if the programme/project was not undertaken?

Following the implementation of YOTI as a mechanism for Customers of Jersey Government (“GoJ”) to utilise online Government Services, there remains a requirement to enable a small but important group of customers who are either unable (due to it only being available via a Smartphone) or unwilling to use the Yoti solution. GoJ must therefore provide an alternative solution to address the needs of these customers as an alternative to Smartphone only, providing access to digital services. The Digital ID project has been established to create this solution. Vaaiie, a subsidiary of Jersey Post, have been contracted to provide their verification process software and integrate it into Government infrastructure (██████████), with Government branded and owned User interfaces on one.gov.je and gov.je to enable the creation and provision of a unique Digital Identifier for Customers that will enable them to use and interact with a suite of online Government Services, the first of which will be Personal Income Tax.

1.1. Objectives

*Outline what the overall objectives are i.e. what is the programme/ project trying to achieve. These objectives must be **SMART** (Specific, Measurable, Achievable, Relevant, Timely) and align with the **CSP (Common Strategic Policy) 5 Strategic Priorities** and the **10 Future Jersey Outcomes** (if unsure of what these are contact the CPMO)*

- 1) Risk of dependence on Yoti is mitigated by up to 50% with the introduction of a 2nd Digital wholly Government owned offering**
- 2) A Government branded Digital online offering is in place reducing advertising of a 3rd party product to customers.**
- 3) Digital ID registration is available in gov.je by 15th Jan 2021 enabling Customers to access online services**

1.2. Scope

What are the boundaries for this project (e.g. type of problem, geographic area covered)? List any areas excluded that you believe stakeholders might assume are included, but are not (that is, ‘out of scope’). The more specific you are, the less opportunity there is for misunderstanding at a later stage.

Included (in scope)	Excluded (out of scope)
Purchase of ██████████ software and development support	Development of a physical product/token for Digital ID Users
Integration of ██████████ into GoJ owned ██████████	Access for 3 rd Parties to complete online tax returns for Individuals (██████████).

Read/Write access for [REDACTED]	Digital ID for Corporate Users
[REDACTED] for integration with [REDACTED]	Driving Licenses as verifiable ID document for Digital ID Users
Front End landing page for Customers to be able to Register for non-YOTI Digital ID	
Government branding on all User interfaces/web pages facing off to Customers	
Focused Islandwide Marketing and Communications campaign promoting non-YOTI Digital ID offering	
Physical support site in Jersey Post Office Broad Street branch	
Personal Income Tax filing capability enabled using Non-YOTI Digital ID for Customers	

1.3. Deliverables

What will the project deliver as outputs? Where you can, describe deliverables as tangible items like reports, products, or services. Remember to include a date that each deliverable is expected. You'll use this information to monitor milestones

Ref:	Deliverable	Description	Acceptance Criteria	Expected completion date
D_Id_D1	Unique Digital ID for customers	A unique Digital ID can be created for GoJ customers	A unique Digital ID can be created for GoJ customers That complies with accepted GoJ conventions and adheres to the 4 pillars of the GoJ Customer Experience strategy (Easy, Consistent, Accessible, Thinking Ahead)	15/01/2021 (TBC)
D_Id_D2	ID&V tool connected to PD	Vaiie's ID&V tool is fully interactive with GoJ's People Directory	Vaiie's ID&V tool is fully interactive with [REDACTED]	15/01/2021 (TBC)
D_Id_D3	Marketing and Communications Suite	Marketing and Comms campaign to support the launch of Digital ID	A Marketing and Comms campaign is launched with initial delivery to raise awareness of the Digital ID solution and continues throughout the year prompting of Customers of its value in utilising online Government services with initial focus on Personal	Ongoing through 2021. Tax focus through H1 2021.

			<i>online tax returns in H1 2021</i>	
<i>D_Id_D4</i>	<i>Online Tax filing enabled</i>	<i>GoJ Tax Customers can register for Digital ID and complete online tax assessment</i>	<i>GoJ Tax Customers are presented with an alternative product to YOTI that will enable them to register for a Digital ID and complete their online tax assessments through a device agnostic, Government owned product.</i>	<i>15/01/2021</i>
<i>D_Id_D5</i>	<i>Government branded User Interfaces</i>	<i>All User Interfaces for the Digital ID offering are Government branded</i>	<i>All User Interfaces and online forms/pages that are used by Digital ID registering and enabled Customers are Government branded presenting a seamless Customer Journey from End to End.</i>	<i>15/01/2021</i>
<i>D_Id_D6</i>	<i>Digital ID available for wider Government online Services</i>	<i>Government Departments and Services other than Personal Income Tax are able to link into Digital ID to expand GoJ's online Services to Customers</i>	<i>Wider Government are able to link into the Digital ID framework to expand online Services to customers registered with Digital ID.</i>	<i>Ongoing through and beyond 2021</i>

1.4. Constraints

What things must you take into consideration that will influence your deliverables and schedule? These are usually external variables that you cannot necessarily control but need to manage

- Con1 – COVID_19 – Rising cases will restrict F2F activity and interaction and drain CLS resources away from project support.
- Con2 - Vaie's development engineers are [REDACTED]. Vaie manage the relationship and the use of Teams etc facilitates interaction, but it is worth noting that [REDACTED] outside of GoJ's direct control and influence.
- Con3 - Seasonal annual leave – Key Resources may be on annual leave during the Projects main deliverable period, particularly Develop Build and Test over December 2020 within GoJ Technology

1.5. Assumptions

What assumptions are you making at programme/project initiation?

- Vaaiie are able to deliver the Technology required to create a Digital ID for GoJ and it can be integrated into existing GoJ infrastructure.
- [REDACTED] can be stood up in good time (< 2weeks) to be able to be utilised by Vaaiie for testing of the Digital ID product.
- The Project can be granted an End of year Change Freeze exemption for December 11th 2020 to January 11th 2021.

1.6. Inter Dependencies

Describe what this project is dependent on and also what is dependent on the outputs of this project - include an indication of the complexity of these dependencies.

- No project inter dependencies within Gov at the time of writing 1st draft.

2. Business Case Benefit Justification

Build a business case to show why this project is going ahead. Describe the effect the project will have on the business, and support this with a detailed account of the risks that should be considered.

Goj have contracted with Yoti to provide a single digital identification and authentication services. The Yoti solution requires customers (largely citizens of Jersey) to use a smart mobile phone in conjunction with a passport to verified to access Government services online

There will be a small but important group of customers who are either unable (due to only being available via a Smartphone) or unwilling to use the Yoti solution. GoJ always intended to provide an alternative solution to address the needs of these customers as an alternative to Smartphone only, providing access to digital services.

The key benefits to introducing a YOTI alternative are to:

- mitigate the risk of a single 3rd party supplier;
- respond to negative feedback with a solution that addresses those areas that need to be to restore confidence in the Government online services;
- expand Government online services to Customers and as the initial service, increase uptake in online personal tax return completion in 2021

2.1. Options Considered

What other courses of action were considered as this project was designed and developed?

For detailed information on other options that were considered, see the embedded Problem Statement below. Headline options that were considered were:

Option A: Fully online

This option will allow a customer to onboard fully via a browser session, at home on their own device.

Option B: Fully In-person

This option will allow a customer to onboard fully in-person with a customer services representative at an appropriate Goj location.

Option C: Hybrid of online and in-person

This option allows the customer to start the process online and complete it in-person.



2.2. Option Chosen

Summarise the option chosen and reasons behind selecting this option.

Option C was eventually selected as the closest to the Digital ID solution whereby the primary goal is for it to be Self-Service, however given the demographic being targeted it was understood that physical and telephony support would need to be provided to those customers who may have access or technology limitations, namely physical impairment requiring support or where a customer does not have for example a camera on microphone on phone/desktop hardware.

2.3. Cost timeline for Chosen option

Do you consider this to be a Major Project under the GoJ Public Finance Manual?

Financial analysis			2020 (£)	2021 (£)	2022 (£)
Chief Operating Office	Modernisation and Digital	Design	£ [REDACTED]	Amount	Amount
Chief Operating Office	Modernisation and Digital	Implementation	£ [REDACTED]	Amount	Amount
Chief Operating Office	Modernisation and Digital	Development	£ [REDACTED]	Amount	Amount
Chief Operating Office	Modernisation and Digital	Test	£ [REDACTED]		
Chief Operating Office	Modernisation and Digital	Production Final Sign Off	£ [REDACTED]		
Chief Operating Office	Modernisation and Digital	External Project Resource costs	£ [REDACTED]		
Chief Operating Office	Modernisation and Digital	Marketing and Comms Budget	£ [REDACTED]		
		Maintenance and Support (Year 2 2021-2022)		£ [REDACTED]	
		Maintenance and Support (Year 3 2022-2023)			£ [REDACTED]
		Remote Guided Support (Year 2 2021-2022)		£ [REDACTED]	

		Remote Guided Support (Year 2 2022-2023)			£ [REDACTED]
		In Person Support (Year 2 2021-2022)		£ [REDACTED]	
		In Person Support (Year 2 2022-2023)			£ [REDACTED]
Total (£)			£ [REDACTED]	£ [REDACTED]	£ [REDACTED]

[REDACTED]

[REDACTED]

2.4. Benefits

What benefits do you expect the Programme/Project to deliver? Include information on how these benefits will be measured and realised.

Please provide a link to a detailed benefits realisation plan

Benefit ID	Benefit Owner	Benefit Description	Benefit Type	Baselined Benefit (Number, GBP)	Forecasted Benefit (Number, GBP)	How will it be measured

2.5. Risk and Issues

The management of risks is key to the success of any project. An initial risk analysis exercise at the start of the project will ensure that a pro-active approach to reducing the likelihood of risk occurrence and containment of risk impact. Each risk identified will be logged within the risk and issue log and allocated an owner who will be responsible for monitoring the proximity of the identified risks.

2.6. High-level Risks

Risk ID	Risk Owner	Risk Description	Probability	Impact	Mitigations
R.001		Impact of annual leave/seasonal holidays on critical period for delivery - December of GoJ Technical resources	3	2	Secure alternate Resource support from Infrastructure team
R.002		There is a risk that [REDACTED]	3	2	[REDACTED]

		[REDACTED]			[REDACTED]
		implementation available.			
R.003		There is a Risk that due to low staff levels within the GoJs CLS CX team, no dedicated resource can be allocated to the Digital ID project to help with defining the Customer Journey - particularly the start and end points - which will cause delay to development	3	2	Re-plan of delivery deadline may need to be considered. Review risk WC 14th December
R.003		There is a Risk that offering the Customers of GoJ a 2 nd alternative method of having a Digital Identity to utilise online services and transact with GoJ may lead to confusion amongst the Customer base			Clear unambiguous marketing and communication are required to ensure Digital ID will be branded as a parallel offering/alternate Provider, Government owned and branded in line with GoJ's long term strategy and mitigation of Risk of single service provider. There will be no denigration of YOTI given its value add to and outside of Gov.je services to current and future Users.

2.7. High-level Issues

An issue is defined as 'an existing situation that impedes the progress of the project and about which no agreement has yet been reached'. Effective issue management is critical to the success of the project as it provides a visible decision-making process around how issues are being addressed.

Issue ID	Issue Owner	Issue Description	Action Strategy	Action date
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I.001	[REDACTED]	There is an Issue that due to annual leave, the external (outsourced) consultant allocated to build the [REDACTED] for testing of deployment cannot be built in December as originally planned.	The delivery date for the project has to be moved out to the End of January (agreed by with Sponsor) to accommodate the delay and allow full testing to go ahead. Development Build to take place 5th and 8th January 2021	8th Jan 2021

3. Who – Project Organisation

Describe how the project will be organized and managed. Identify reporting lines and outline specific roles that will be filled. You need to be clear about staff roles so that you don't duplicate responsibilities, and so that everyone is clear about what's expected of them. If this is a long-term project, you may even consider developing job descriptions for team members

3.1. Roles and Responsibilities

Complete the table below in relation to the organisation diagram that applies to your project. You may need to add or delete roles depending on your project size and structure.

Role	Name	Responsibilities	Department
Project/Programme Manager	[REDACTED]	Set up and Delivery of the Programme	Chief Operating Office
Senior Responsible Officer (SRO)	[REDACTED]	Ensuring Project meets its objectives and delivers the projected benefits	Modernisation and Digital
Sponsor	John Quinn	Secure funding for the project Identify and qualify project benefits Evaluate the project's success on completion	Chief Operating Office
Senior user(s)	[REDACTED]	Ensuring that the user needs are specified correctly and that the solution meets those needs.	[REDACTED] - Treasury and Exchequer [REDACTED] – Customer and Local Services
Senior Supplier(s)	[REDACTED]	Provide supplier resources to the project Ensure that the products will meet the expected criteria, including quality criteria.	

Procurement lead	██████████ (TBC)	Procurement and Commercials	Chief Operating Office: Commercial - Digital
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3.2. Stakeholder Map/Matrix

Insert diagram or stakeholder list here.

Stakeholder – Individuals and key individuals within a group	Likely impact of change on stakeholder	Potential Issues and concerns	Potential risks to the change if concerns not addressed
██████████	Wider array of Government Services available online for CLS Customers	E2E Customer experience does not comply with 4 pillars of Customer Services: Easy, Consistent, Accessible and Thinking Ahead	Delays to delivery timelines and costs
██████████	Uptake in volume of online completion of personal Income tax returns for 2021	Negative customer feedback if Digital ID does not offer a more simple and accessible offering to YOTI. No significant reduction in manual processes around tax returns.	Delays to delivery timelines and costs
██████████	Additional Service to maintain and monitor	Solution is not robust and encounters technical issues of a size and frequency that significantly impact on current workstack	
██████████	Positive feedback around customer interaction with online Government Services	Negative feedback and complaints around Digital ID from the Public resulting in reputational damage for GoJ	

4. How and When – Project Planning and Control

In this section provide broad information about how the project will be implemented. This is a high-level overview that will, as the project proceeds, be supported by more detailed planning documents.

4.1. Schedule

Please provide a link to a high-level milestone plan, including clear project start and end dates - this can be in any format (e.g. MS Project, Excel).

0 – Qualification	1 – Business Justification	2 – Investment Decision	3 – Delivery	4 – Closure	5 – Benefits realisation
<date this gate was achieved>	<date this gate was achieved>	03/12/2020	10/01/2021	29/01/2021	31/12/2021

Link to high level plan:



4.2. Resources

Please specify the FTE requirements for the duration of the project.

There are no specific FTE requirements for this project

4.3. Control

This section outlines how the project progress be monitored and communicated

4.4. Communications Plan

Outline how the project will keep the project team, key stakeholders and CPMO informed of progress, detailing how often meetings or information exchange will take place.

Please provide a link to your full stakeholder engagement and/or communication plan (if applicable).

Recipient	Frequency	Method of Communication
Project Team	Daily	Daily 15 minute stand up calls.
Projector Sponsor update	Weekly	Weekly update calls with Project Progress slide outlining achievements, next steps, escalations and RAG statuses.
Stakeholders (individual / team / association)	Weekly	Weekly Steering Group Teams calls and records of captured actions, any blockers, Risks, Issues etc.
CPMO	Monthly	Perform reporting system
Project Board	Weekly	30 Minute calls, circulated Minutes and Actions via email

4.5. Change Request

Should any changes to the project structure and scope be required, this will be documented via a Change Request form produced by the Project Manager.

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