



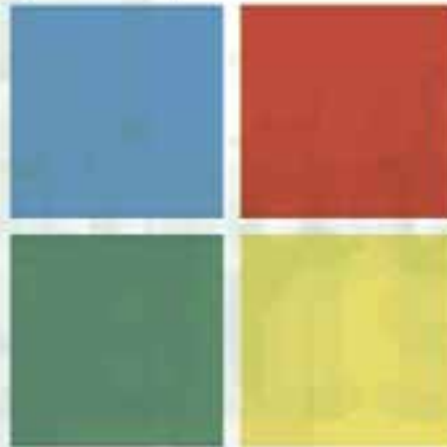
QSIC Review of Queensland Addressing Practices

Project Initiation Statement

Phase One Report

June 2006

Queensland Spatial Information Council



smart spatial solutions for Queensland

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Acknowledgements

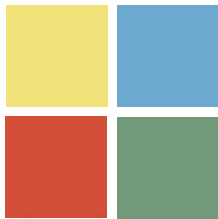
This document has been prepared for the Queensland Spatial Information Council (QSIC) by CTG Consulting Pty Ltd in conjunction with the Queensland Spatial Information Office (QSIO), as at July 2006.

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1 Overview of the QSIC Review of Queensland Addressing Practices Project

1.1 Objectives of the Project

A primary objective of the Review of Queensland Addressing Practices Project is to comprehensively assess the current practices for creating, using, maintaining and sharing address data in Queensland. This Review will also consider the standardised addressing practices used by Agencies within Victoria and Western Australia. The other imperative objective of this Review is the identification of opportunities to improve the current Queensland addressing processes and associated business benefits to all Queensland address clients.

To achieve these objectives the Queensland Government's recommended Business Process Re-engineering (BPR) methodology has been adopted. As part of the BPR process, several stages outlining the key activities to be undertaken are pre-defined. These stages are;

Stage one: Inception Phase
Stage two: Discovery Phase
Stage three: Envision Phase
Stage four: Detailed Phase

1.2 Project parameters

The parameters for the Project were established by the Queensland Spatial Information Council (QSIC) and were provided within the initial 'Request for Offer' documentation. An abstract from this initial document is below.

"The Queensland Spatial Information Council (QSIC) requires a review to be undertaken of current street and service addressing practices performed in Queensland by custodians, including allocation, management, use and dissemination of address data. The review will identify impediments and recommend solutions for a more efficient management of the street and service address life-cycle for the State. This will include but not be restricted to:-

1. Identifying all relevant Australian, State and Local Addressing Standards and By-laws.
2. Identifying the major addressing custodians within the Queensland addressing framework.
3. Reporting on the various data management practices and policies for the individual organisations identified as major addressing data custodians recognised in 'task 2'.
4. Undertaking Business Process Mapping of address allocation, management, distribution and update within and across stakeholders and users in Queensland.
5. Providing a re-engineered process(s) based on an authoritative point(s) of truth, considering all of the addressing issues raised above, within Queensland, (a technology based solution is not required).

The consultancy will deliver a report that includes:-

1. The current state of address management in Queensland
2. The solution(s) for an integrated address information business process model - including options for process ownership
3. Address service(s) business case".

2 Purpose of the Document – The Project Initiation Statement

The purpose of the Project Initiation Statement is to report the agreed objectives, scope, milestones and final outcomes for the entire Project. The activities undertaken to prepare the Project Initiation Statement relate to the Inception Phase (Stage 1) of this project.

The Inception Phase develops a:

- Project scope;
- Project Mandate;
- Project Management Plan; and
- Addressing Client Management Plan (and the establishment of communication channels).

2.1 Outcomes from the Inception Phase

In completing the Inception Phase of this Project, the project team have:

- reviewed, and refined the scope of the project such that the objectives and deliverables were clearly defined;
- reviewed the proposed project plan confirming activities, durations, resources, milestone targets and the review schedule;
- identified key business areas, external suppliers and customers, and key personnel for addressing client interviews during the Discovery Phase.

3 Background

3.1 Scope

The Inception Phase of the project has identified an initial list of key addressing clients who are custodians and / or are users of Queensland addresses. However, during the next phase of the Project (the Discovery Phase), other addressing clients imperative to the Review, will also be identified. These clients will essentially be used, at different capacities, as participants over the various Phases of the Project.

It was further recognised that as a component of this Project, addressing practices and processes within other selected States of Australia also need to be reviewed.

3.1.1 Addressing clients

A list of organisations have been identified as key Queensland addressing clients. These initial organisations are listed below and are represented by Queensland State Government Agencies, Government Owned Corporations (GOCs) and Local Government Authorities (LGAs).

- Department of Emergency Services (DES)
- Department of Local Government Planning, Sport and Recreation (DLGPSR)
- Department of Natural Resources, Mines and Water (DNRMW)
- Department of Transport
- Electoral Commission of Queensland (ECQ)
- Australia Post
- Energex Limited
- Ergon Energy Limited
- PSMA Australia
- Telstra Corporation
- Selected Queensland Local Government Authorities:
 - Beaudesert Shire Council
 - Brisbane City Council
 - Broadsound Shire Council
 - Bulloo Shire Council
 - Caboolture Shire Council
 - Monto Shire Council
 - Townsville City Council

3.2 Approach

This section describes the terms used to define the current and proposed process interactions for address data between clients.

3.2.1 Service/ Product (Process)

The service referred to in this project is the Queensland Smart Address process which will provide an authoritative source of all Queensland premise and postal addresses that meets stakeholder and user requirements.

3.2.2 Channels

The Project will identify and document the major channels of address data movement within Queensland including:

- Address flows from primary address custodians to their clients and between clients.

- Correction (i.e. errors, omissions and deletions) of address data flows to primary address custodians from and between clients.

3.2.3 Process

This project will focus on the activities and interactions associated with the end-to-end process of address creation through to addresses being used to deliver a product or service by an organisation that relies on a valid address instruction.

3.2.4 Information and Technology

This project will identify information systems relevant to address management operations within the organisations being interviewed. Any impacts on existing information systems of providing an improved address processes will be captured.

3.2.5 Exclusions

This project is not required to consider the business requirements of private sector clients of the Queensland Smart Address process such as data brokers, banks and insurance companies. This project is limited to defining an improved business process and does not provide a technical solution.

3.3 Conduct of the Assignment - Methodology

The Queensland Government's BPR Services Integration Method has been adopted and adapted as the methodology for this Project. This method outlines the recommended activities to be undertaken to ensure all outcomes are delivered.

The initial CTG project management approach has been cross referenced to the activities and deliverables in the recommended BPR methodology and is as follows:

Table 3.3. CTG Management approach, cross referenced to the BPR methodology.

Project Stage	Original CTG Proposed Deliverable	Cross Reference to Agreed BPR Deliverable
0. Mobilisation	<ul style="list-style-type: none"> ▪ Signed Contract <ul style="list-style-type: none"> ○ Agreement for provision of Services ○ Provision of Services Deed ○ Security and Access Deed 	
1. Planning (INCEPTION)	<ul style="list-style-type: none"> ▪ Terms of Reference including Project Plan and resource commitments 	<ul style="list-style-type: none"> ▪ Project Initiation Statement <ul style="list-style-type: none"> ○ Project Scope ○ Project Mandate ○ Project Management Plan ○ Stakeholder Management Plan
2. Requirements Investigations (DISCOVERY)	<ul style="list-style-type: none"> ▪ Situation Assessment ▪ Directions Statement identifying; <ul style="list-style-type: none"> ○ where QSIC want to be ○ by when, and ○ possible ways forward 	<ul style="list-style-type: none"> ▪ Process Mapping ▪ Current State Baseline ▪ Improvement Opportunities
3. Options Analysis (ENVISION)	<ul style="list-style-type: none"> ▪ Options Analysis Results providing a detailed assessment of costs, benefits, risks and implementation considerations for each viable option. 	<ul style="list-style-type: none"> ▪ Directions Statement
4. (DETAILED DESIGN)	<ul style="list-style-type: none"> ▪ BPR Detailed Design ▪ Service Business Case 	<ul style="list-style-type: none"> ▪ Smart Address Process - Detailed Design ▪ Service Business Case
5. Reporting & Presentations (HAND OVER)	<ul style="list-style-type: none"> ▪ Final Report identifying the preferred options that meet the QSIC business case criteria 	<ul style="list-style-type: none"> ▪ Implementation Planning (N/A) ▪ Final Report

A detailed mapping of the BPR Methodology Inception stage and activities relevant to this project is provided in Appendix B.

3.4 Project Definition of a Client

For the purposes of this Project, Clients have been defined as organisations that either;

- contribute new address data as an authorised supplier of addresses, or
- use address data for their own business purpose.

Clients can also be Custodians of address data where a Custodian is defined as “A group or agency having a recognised responsibility or formal authority for creating, compiling, maintaining and distributing [address] data. A single custodian may not perform all these roles”¹

¹ Draft Australian/New Zealand Standard DR1221– Geographic Information Property Street Addressing (2001)

4 Project Plan

The proposed project plan has been reviewed in relation to key resources and milestones. The following issues are noted:

1. The client manager responsible for coordinating resource availability and support for the consulting team is Kevin Landy from QSIO.
2. The Project Steering Committee comprises;

Steve Jacoby (Chair)	General Manager Information Policy Department of Natural Resources, Mines and Water (NRMW)
Tim Barker	Director Queensland Spatial Information Office Office of Economic and Statistical Research (OESR) Queensland Treasury
Kevin Landy	QSIO State Coordinator (Review of Queensland Addressing Practices Project Manager)

3. Progress reports will be provided to the Project Steering Committee every 2 weeks commencing Friday 2nd June 2006.
4. A review of the project schedule and task estimates will be made at the end of each work stage and the project schedule will be adjusted if necessary.

A copy of the Project Plan in MS Project format is provided in Appendix A. Estimated key milestones for the project are as follows:

Table 4.1 Key Milestones for the Project.

Project Stage	Agreed BPR Project Deliverable	Estimated Delivery
0. Mobilisation		29/05/2006
1. Planning (INCEPTION)	<ul style="list-style-type: none"> ▪ Project Initiation Statement <ul style="list-style-type: none"> ○ Project Scope ○ Project Mandate ○ Project Management Plan ○ Stakeholder Management Plan 	02/05/2006
2. Requirements Investigations (DISCOVERY)	<ul style="list-style-type: none"> ▪ Process Mapping ▪ Current State Baseline ▪ Improvement Opportunities 	23/06/2006
3. Options Analysis (ENVISION)	<ul style="list-style-type: none"> ▪ Directions Statement 	03/07/2006
4. (DETAILED DESIGN)	<ul style="list-style-type: none"> ▪ BRP Detailed Design ▪ Service Business Case 	19/07/2006
5. Reporting & Presentations (HAND OVER)	<ul style="list-style-type: none"> ▪ Implementation Planning (N/A) ▪ Final Report 	28/07/2006

5 Project Governance

For the purposes of this Project, key stakeholders and existing addressing network groups have been identified along with the project governance arrangements. These are as follows:

GROUP/POSITION	MEMBERSHIP	FUNCTION	SET DATES
Project Sponsor	Steve Jacoby	Provides funding and direction	Life of Project
Contractor	CTG Consulting – Mark Watt – Jeff Wright	To provide a review of addressing practices in Queensland by Custodians as detailed in contract documentation	Life of Project
Project Manager	Kevin Landy	To ensure timelines for deliverables are met and to provide QSIO support in accordance with contract specification and documentation	Progress meetings on a fortnightly basis. The first meeting being on the 5 th June. Until 3/7/06 and then Cathy Ross.
Steering Committee	Tim Barker (Chair), Steve Jacoby, Kevin Landy	To approve and sign off on deliverables as they are met.	Wed the 7 th June and then a couple of days after each Deliverable is met.
Advisory Committee	Mark Leyland (LGAQ), Scott Jamieson (Energex), Gary Shaw (Info. Qld), Bryan Evans (Emerg Serv)	To review project documentation and provide advise where required or requested.	Tue 6 th June then every 2 weeks or as required. It may be possible to conduct some business by e.mail rather than formal meetings
Addressing Working Group	See QSIO membership list)	To facilitate and champion projects that will improve the addressing infrastructure and flow of addressing information in Qld. Updates of progress with the addressing review will be provided at each meeting.	27 th June, 1 st August
OTHER PROJECT STAKEHOLDERS			
GROUP/POSITION	MEMBERSHIP	FUNCTION	SET DATES
Premier's Task Force	Headed up by Phil Clarke DLGPSR	To resolve issue of addressing private roads. The scope of the task force could possibly be widened.	Inaugural meeting on the 31 st May

5.1 Support Facilities

The consulting team's access to Queensland Treasury's network for basic office communications, email, printing and internet access is limited due to IT&T access and security policies, therefore the CTG consulting team will not have access to Queensland Treasury email, diary and calendar system for coordinating stakeholder meetings.

A PC will be provided to the consulting team for access to the client Intranet service. The consulting team will use a laptop computer and printer supplied by CTG Consulting when necessary.

The project team will be located on Level 8 at 33 Charlotte Street as the primary location. Meeting room and telephone facilities are available for stakeholder and project meetings.

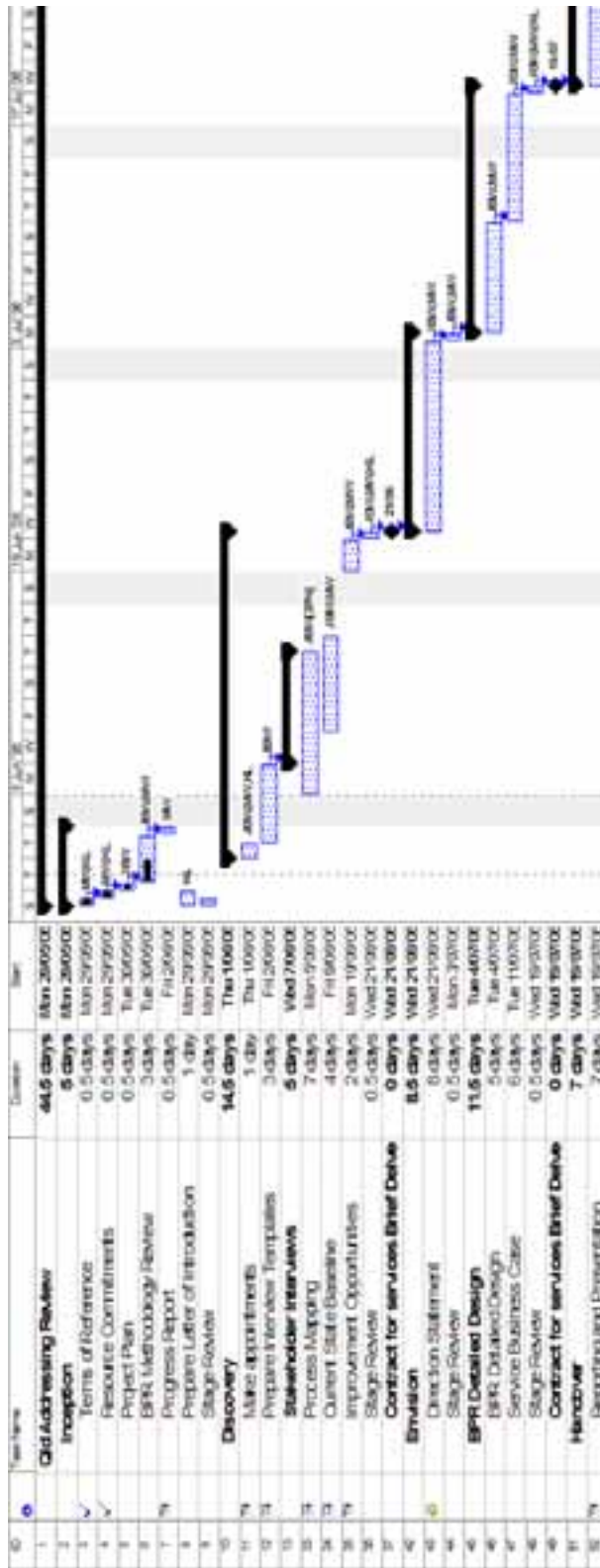
The client project manager will maintain a document register for recording all documents provided to the consulting team for the duration of the assignment.

The client project manager will file a comprehensive list of stakeholder contact details.

The client project manager will file a glossary of terms used in project reports.

Appendix A – Initial Project Schedule of Activities

Note: Included Activities from the methodology may be in a modified form.



Appendix B – BPR Methodology Mapping – Inception Phase

Note: Included Activities from the methodology may be in a modified form.

Section 1. Define Project Objectives & Alignment

Key Activity	N/A	Included	Notes
Identify Stakeholders		●	Workshop documentation.
Induction Training	●		Insufficient time.
Set-Up of the operating environment		●	Not commenced
Scoping Workshop with Agency Rep.		●	Workshop documentation.
Understand Impact of Change Drivers		●	Workshop documentation.
Define Project Objectives		●	Services contract/scoping documentation.
Align Participant Understanding of Project		●	Workshop documentation/Steering committee meetings.

Section 2. Scope Definition

Key Activity	N/A	Included	Notes
Define the Service/Product Scope		●	Services contract/scoping documentation.
Define the Organisational Scope		●	Services contract/scoping documentation.
Determine Client Scope		●	Workshop documentation.
Determine Channel Scope		●	BP diagrams in Discovery documentation.
Determine Process Scope		●	Inception documentation/ workshop documentation/Steering committee meetings.
Define Technical and Data Scope		●	Services contract/scoping documentation.
Define information systems and infrastructure scope		●	Project is to examine at a high level address data flows within Qld. In depth analysis within each stakeholder is out of scope.
Identify the privacy requirements		●	No personal information will be sought during this project..
Identify constraints		●	See scoping documentation.

Section 3. Project approach and staffing

Key Activity	N/A	Included	Notes
Outline Project approach		●	Inception document project governance table.

Section 4. Develop Project Mandate

Key Activity	N/A	Included	Notes
Write Project Mandate		●	Inception document.
Obtain Project Authorisation		●	Request for Offer.

Section 5. Mobilisation

Key Activity	N/A	Included	Notes
Plan & Design the Mobilisation Program		●	Project initiation documentation.
Obtain Project Resources		●	Contract for services.
Appoint BPR Facilitator		●	External BPR facilitator appointed.
Align Team Member Objectives with Project Objectives	●		Project size and scope.
Run the Mobilisation Program		●	Inception documentation.
Confirm Project Steering Committee and Consultative Groups		●	Inception documentation.

Section 6. Develop Project Management Plan

Key Activity	N/A	Included	Notes
Review project elements	●		
Perform detailed stakeholder assessment	●		Out of scope.
Develop detailed approach		●	Project plan/Discovery stage methodology.
Update detailed staffing approach	●		Project size and scope.
Develop Change Management and Communications Plans		●	Project steering committee.
Perform detailed risk assessment	●		Project scope and size.
Develop detailed resources & Project Gantt		●	Project plan.
Develop Project Performance Framework		●	Inception documentation.
Approve Project Gantt & Project Management Plan		●	Steering committee.