the national archives

PROJECT INITIATION DOCUMENT (PID)

Project name	***Our Future Catalogue – Phase 1***
Release	Release 1.0
	Date: 17-July-2009

Authors:

Owner: Oliver Morley

Client: The National Archives

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Revision History

Date of next revision:

Revision	Previous revision	Summary of Changes	Changes marked
1.0	none	First release	n/a

Approvals

This document requires approvals from the following individuals or groups. A description of the type of approval and location of evidence of that approval appears below:

Name	Role	Form of Approval	Version	Location
Project Board Membership	Project Board	Project Minutes	1.0	Refer to Document Location

Distribution

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Purpose

To define the Project, to form the basis for its management and the assessment of overall success.

Content

This publication contains the following topics:

Background

The National Archives (TNA) currently maintains around twenty separate digital (online) repositories of metadata and, in some cases, presentation copies of records, www.nationalarchives.gov.uk/searchthearchives/?source=searcharchives. Each of these has its own database and presentation interface. Two significant issues are increasingly making the present service untenable for the future:

- It is now increasingly difficult to service some of TNA new and future requirements such as the ability to richly catalogue digitally born records, service efficiently the increasing volume stored metadata and records and to provide the service cost effectively
- The website search engine does search across many of repositories and returns results in a 'Google' style list. However once the user clicks on a returned item s/he is transferred to that application's unique presentation interface. In the course of a visit, users have to endure a fractured and confusing information retrieval experience, dropping in and out of presentation services with differing user interfaces. There is clear evidence from user research undertaken that the user experience can be significantly improved through the introduction a more intuitive and unambiguous online presentation service.

This project will address these issues, providing a new or revised platform to enable TNA to service its online requirements into the future.

Project Definition

Objectives

- To provide a sustainable online repository for the management and delivery of all National Archives metadata and associated records
- To provide a one stop, intuitive and unambiguous online presentation service

Method of Approach

- How we are proposing to manage it:

  Pragmatic PRINCE2 is and will continue to be the overarching framework. However PRINCE2 is ideally suited for the management of projects with clearly defined and attainable goals such as in the construction industry and less so for

creative projects (such as this), whose objectives are subject to evolution as the project scopes up its requirements and reconciles them with effective business delivery, what is technologically possible and budgetary constraints.

We will augment the PRINCE2 approach with Agile management, again pragmatically based on the ATERN Agile framework, incorporating business project roles that more appropriately reflect the TNA organisation and procedures that will enable us to be more agile in reacting to requirement changes without compromising time, quality and cost.

The project will of course include a business impact analyst, business change management and communications management

- How do we propose to break it up:

  The current perceived scope of the project is such that it will be delivered in discrete phases, each of which will be segmented into stages. These are currently tentatively identified as:

  - By end of May 2010 Phase 1 – Creation of a new data structure which allows for bulk upload of data from other catalogues, including both TNA data and other archives' data. Transition of the Catalogue data to this new structure. Data structure 'pushed' through the existing editorial process, into the new Catalogue. The Presentation service at the end of Phase 1 will remain the same for the current Catalogue.
  - By end of March 2011- Phase 2 - Move all catalogue metadata (paper and electronic, Your Archives) into new catalogue data structure, which includes a sub item layer. Provide access to content DocumentsOnLine (DoL) and Your Archives, and the ability to purchase such content through a single shopping basket. Provide content which can be repurposed for customised short life span publications such as exhibitions/tutorials or syndication
  - By the end of March 2012 - Phase 3 – Move other database content into new Catalogue. Present Census images for access/commercial delivery, possibly in addition to Commercial partner delivery. Option to provide opportunity for users to add contextualisation at image level. Other archives' databases to commence being integrated into new Catalogue database

  This PID focuses on the first phase of the Project.

- How we are proposing to do it

  For Phase 1

  - Stage 1 – Project Initiation

    This covers the review and preparation of:

    - Project roles

- Project Board
- Initial stakeholder assessment
- Scoping
- Business case
- PID
- Project governance documentation

- Stage 2 – Design the new digital online repository

  This covers:

  - Appointment of an Information Architect to:
    - Perform a discovery review of all TNA digital repositories
    - Identify all existing repositories (databases and applications) that should be in scope
    - Perform an AS-IS analysis of all in scope repositories
    - Design a logical data model (LDM) for the new online repository
    - Assess the business impact of the proposed LDM
    - Develop a suppliers' requirements specification for implementing the proposed LDM as a solution
  - A review of potential suppliers and work being undertaken by TNA peer organisations.
  - A Requirements Catalogue will be developed
  - Since online presentation to users at the end of Phase 1 will remain the same, detailed external user consultation will commence during Phase 2. However, in order to inform Phase 1 a user expectations research exercise will be undertaken.

- Stage 3 – Procurement for Phase 1

  If possible, a commercial (possible open source) off the shelf (COTS) application or service for the new digital repository

- Stage 4 – Implementation of Phase 1

  Implementation possibly subject to a proof of concept exercise

Subsequent Phases will provide a new presentation service and the integration of TNA remaining online repositories.

Milestones

- Analysis of business requirements (Phase 1 - Stage 2) by mid November 2009
- Award for the supply of new repository (Phase 1 – Stage 3) by early January 2010
- Delivery of new repository (Phase 1 – Stage 4) by March 2010: Data structure will be new, but presentation will remain the same
- Transition of current Catalogue data (Phase 1) by early May 2010
- Transition of DoL (Phase 2) in 2010-11
- Transition of Your Archives (Phase 2) in 2010-11
- New presentation service (Phase 2) in 2010-11

Scope

A detailed Requirements Catalogue will be produced however the over arching scope of the Project for all phases to completion is to:

- Deliver access to content through one presentational route with pricing information
- Present all metadata in an easily accessible format through one route, with a link to relevant content
- Provide the facility for fast bulk uploads and integration of new and existing metadata/content
- Use intuitive searching to allow relevant access to appropriate metadata and content
- Make the presentation accessible and 'sticky', through other supporting services
- Make re-purposing metadata and content easy to allow creation of other contextualised material/presentational formats for the time period required
- Provide for user contribution of metadata and images optionally with reference to existing metadata and records
- To provide all of the above for all the current digital databases and applications that will be agreed (as part of this Project) in scope
- To include storage of metadata for paper and electronic records
- To interface with DORIS
- To interface with development of global search, person and place search, including Geo-spatial search
- To provide access at item or sub item levels to both digitised images and born digital records
- To provide bulk up load of both data and content to the new

Catalogue structure

In order to achieve the above the scope in the Phase 1 of the Project is limited to:

- Creating a new digital repository
- Population of the new digital repository with the content of TNA current digital Catalogue

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Deliverables

The deliverables of the Project for Phase 1are:

- Agreement on which current databases and applications are within scope of the new digital repository and which are not
- Design of a logical data model (LDM) for the digital repository, which will eventually contain the metadata and presentation copies of records held in the databases and applications identified as in scope
- A review of potential suppliers of services and software for a new digital repository based on the new LDM
- A review of what TNA peer organisations are currently undertaking, or intending to undertake, in this area of interest
- A review of TNA user experience expectations to inform the sort of presentation interface that they require
- A Requirements Catalogue for the deliverables in scope
- A high level requirements for the back office data management and editorial requirements for TNA future digital repository
- An Invitation to Tender (ITT) for a new digital repository
- Procurement of a new digital repository
- Implementation of a new digital repository
- Population of the new digital repository with the content of TNA current digital Catalogue

Subsequent Phases of the project, which will be subject to separate PID(s), will deliver:

- A new one stop, intuitive and unambiguous online presentation service
- Transfer the remaining existing digital repositories identified as in scope to the new digital repository

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Exclusions

This Project excludes:

- The new repository will be limited to storing and presenting descriptive, catalogue metadata about TNA records and, where made available, presentation copies of original records. It will not store or preserve original records, such as digitally born records. TNA has a separate system to service these needs.

- Those existing databases and applications that will be identified and agreed as not in scope
- Detailed back office data management and editorial requirements for the new digital repository. This is a remit of a separate project (as yet undeclared). However this Project will take the high level TNA requirements of these into consideration when procuring a new digital repository so that should it have provision for such services TNA requirements for these will be supported
- Will not include development of any content work - i.e. addition of new content or technical methods for gathering said content. However ranges of standards of image quality needs to feed into the image delivery mechanism and may impact on the charging mechanism
- Development of a decision model for deciding whether content should be published by TNA or an external commercial partner
- Review of TNA online charging model(s)
- Business process changes to the editorial administration process, accept possibly the interface to add metadata in current structure to the 'new' catalogue.

Constraints

The constraints on the Project are:

- Availability of funding
- Availability of TNA resources to undertake the work
- Time. The present time frames for Phase 1 have been set very aggressively.

Interfaces

The Project will interface with the following:

- Stakeholders of each of the services affected by the Project
- User expectations
- Usability and accessibility
- TNA Information and Communications Technology Department (ICTD) and environment
- TNA System Development Department (SDD)
- TNA marketing services
- TNA customer service teams (e.g. Contact Centre, ARK)
- TNA Catalogue team
- Third party supplier by-in, including:
    - Autonomy
- TNA Finance Department

- TNA Procurement Department
- Government Standards and Organisations including but not limited to:
  - The Office of Government Commerce (OGC)
  - The Accreditation Document Set (ADS)
  - Central Government Infrastructure, e-GIF and e-GMS
- TNA and Government data handling and GSI compliance guidelines

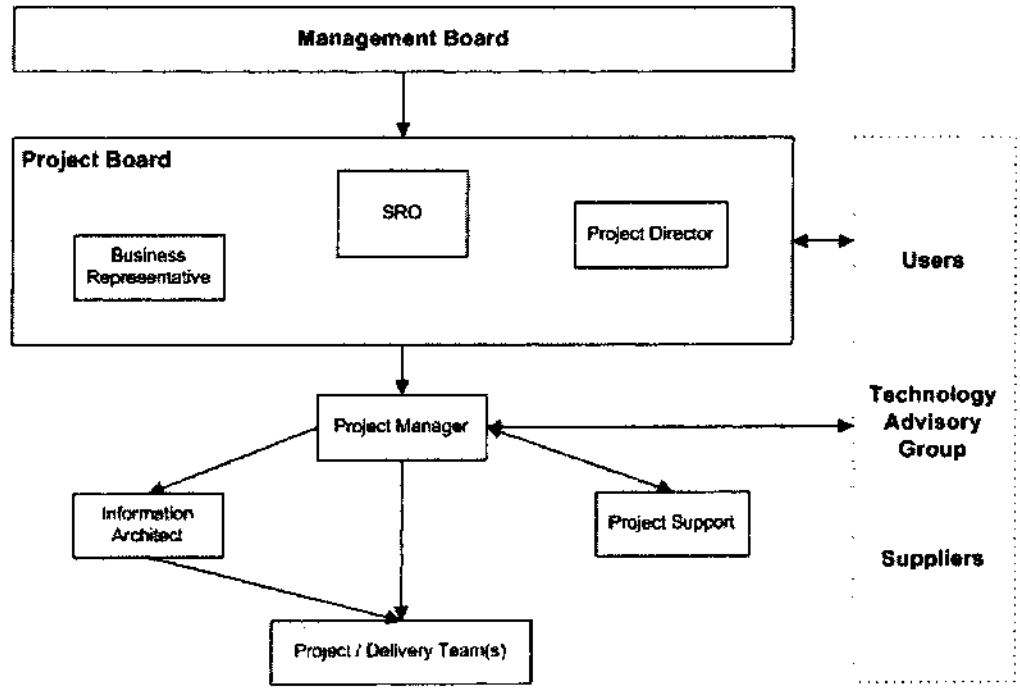
Assumptions

The assumptions supporting the Project are:

- That sufficient staff resource is available for all aspects of the Project to meet the declared time scales
- That adequate funding is made available
- That the deliverables support the corporate aspirations of TNA
- That there is director level support for the Project

Project Organisation Structure

Reporting structure



Project management team structure

All roles may change and/or be supplemented during the course of the Project to reflect the stage at which the Project is.

- Corporate Management Board

The SRO is a TNA Director and will report directly to the Management Board

- The Project Board

  The Project has its own Project Board

  The Project Board will be responsible for authorising and agreeing the Project initiation and key documents, business plan, stage boundaries, key milestones, costs against agreed budgets, risk management and highlight reports for the Project.

  The Project Board membership is:

Name	Position	Role
Louise Craven	Archival Catalogue Programme Manager	Senior Supplier and User
	Senior Project Manager	Project Manager
Oliver Morley	Director, Customer & Business Development	Senior Responsible Officer (SRO)
Chris Owens	Head of Projects	TNA Business Representative
	Head of Customer Experience	Senior Supplier
	Head of Knowledge Transfer	Senior User
Alison Webster	Head of Strategic Development	Project Director

- The Project Team membership

  The Project Team undertakes the day-to-day work of the Project

  The Project Team membership is:

Name	Position	Project Role
Louise Craven	Archival Catalogue Programme Manager	Catalogue Team
	Senior Archivist, Catalogue Manager	Catalogue Team
	Database Administrator	Database Administrator
	Customer Research Manager	User experience
	Senior Archivist - Access	Desk research
	Contractor	Information Architect
	Project Manager	Project Manager
	Internal Communications	Communications – internal

	Officer	communications
Chris Owens	Head of Development Services	TNA Business Representative
	Head of Customer Experience	User experience

- The Project Technology Advisory Group (TAG)

  The TAG provides the Project with functional and technical expertise assurance. Membership is drawn both from within TNA and externally and represents the diverse spectrum of interests the Project covers. TAG members:

  - Have a keen interest in the project as a whole
  - Have a more detailed interest and possibly skill in one or more aspects of the project
  - Contribute knowledge and skills where appropriate
  - Make the Project Board and Team aware of what colleagues outside other organisations are up to
  - Question areas that are uncertain and/or require clarification

  The TAG membership is:

Name	Position	Role
Louise Craven	Archival Catalogue Programme Manager	Catalogue Team
	Website Designer Developer	Web technology
	Database Administrator	Database Administrator
Tim Gollins	Head of Digital Preservation	TNA Digital Records System
	SGML/XML Manager	Cataloguing and taxonomy knowledge
Caroline Kimbell	Head of Licensing	Licensing
Chris Mumby	Head of Commercial Delivery	Commercial Delivery
	Technical Lead Co-ordinator, Digital Continuity	Information and data architecture knowledge
	Head of e Services, Public Sector Information	Semantic web knowledge
	Archives and Manuscripts Catalogue Integration Manager at the British Library	External critical friend

	Archives Sector Development Information Resources Officer	External archives
Amy Warner	Product Manager, Applications	TNA's Global Search

- The Project Support

  Project support is provided by the following:

Name	Position	Role
	TNA Programme Support Office Manager	Project governance

Communications Plan

Effective communication plans are/will be developed for each of the instances. The overall communication plan is owned by the Project Communication Officer:

- Within the Project Team:

  This communication is owned by the Project Manager and will be through regular project team Project Team meetings. Where sub teams are appointed the sub team leader will report regularly to the Project Manager on general progress and on exceptions as circumstances demand, which is usually as soon as they occur.

- To the Project Board:

  The Project Manager will report regularly to the Project Board on general Project progress through highlight reports and on exceptions as circumstances demand, which is usually as soon as they occur.

- Business change:

  A detailed communication plan will be developed once the scope of the business change has been established and the Project Board agrees on the delegation of responsibility for its management.

- Internal stakeholders and users:

  Communication will be developed.

  Communications will be through departmental awareness briefings and the use of TNA Intranet, Narnia.

- External stakeholders and users:

  Communication will be developed.

Project Quality Plan

Quality controls

Quality controls will be through:

- The Project will be managed in accordance with PRINCE2 methodology and quality review
- Quality will be measured and controlled through reviews at the appropriate levels through the Project Team and the Project and Board
- Quality acceptance procedures will be adopted under the guidance of the Project Board
- The Project Assurance:

  Project Assurance is provided and managed through the Project Board and TAG, whose individual members will be asked to assure specific areas of the project including but not necessarily limited to:

  - Project governance
  - Capture of TNA functional and technical requirements
  - Satisfaction of the procured solution
- The project will be subject to Gateway reviews, currently agreed as 2/3 (combined fit procurement and verification of choice of right supplier), 4 (fit for purpose) and 5 (post project review)

The components of the quality plan are:

- Brief competent Information Architect and work up appropriate Logical Data Model to be approved by the TAG, Project Board and TNA Executive
- Develop a Requirements Catalogue for the new online repository to be approved by the TAG and Project Board
- Procure a suitable system or service based on Proof-of-Concept and agreed test scripts and processes
- Solicit and respond to feedback where appropriate from key stakeholders, user focus groups and internal panels

Change management

- PRINCE2 Change technique will be adopted to manage change. All changes will be logged as issues and escalated through to resolution using agreed tolerances for managing the changes.

Configuration management

- All Project products will be subject to dated version control
- All Project documentation is stored in Objective in folder:

Our Future Catalogue.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue

Acceptance criteria

Detailed acceptance criteria for Project products will be defined once the product requirements and specifications have been developed. They will be based on:

- Functionality
- Technical solution
- Accuracy
- Interfaces with other systems
- Usability
- Accessibility
- Coverage / scope

Subject to the system procured it may be procured on an initial Proof-of-Concept basis.

Project Tolerances

These are:

- The timescale tolerance level for the Project is set at two weeks for each milestone
- 10% of the developed budget will be allowed for contingency costs, which will be the overall cost tolerance on the Project.
- The Project Manger will raise exception reports with the Project Board if costs and/or timescales for an approved stage plan are expected to exceed the agreed tolerance levels set for the Project.

Project Controls

- The Project will adopt PRINCE2 Control processes
- Checkpoint meetings with the Project Team chaired by the Project Manager will be held regularly to monitor progress and manage arising issues. Any issues and/or risks updated in the

respective logs.

- Where the Project is sub divided into work package for which there is a designated work package or team leader, the Project Manager will agree regular checkpoint reports from that team leader
- The Project Board, chaired by the Senior Responsible Owner (SRO) and will have representation from Senior User(s) (SU) and Senior Suppliers (SS). TNA business requirements as a whole will be represented in the SRO and SUs on the Project Board. The SRO and SUs will ensure that these business requirements are being pursued in the Project.
- The Project Board will meet at appropriate times, initially to initiate the Project and agree the Project plan and then to review the progress of the Project, offer advise and steering and to manage exceptions.
- The Project Board will report to Management Committee, through the SRO, on Project plan and key stage approval and subsequent Project progress.
- The Project Manager will produce regular highlight reports for the Project Board. These will review progress to date, highlight actual and potential problems and provide a brief description of the work schedules for the next period.
- Risk and Issue Logs will be kept to record any risks and issues or changes that arise during the Project.
- Change Management controls will be introduced to manage all aspects of Project variance as they occur and will take into account importance, impact and priority for the change. Among others for:
    - The scope of this Project as specified
    - Changes to the agreed requirements specifications developed as part of this Project.
- Additional controls will be maintained through:
    - The Project will be subject to the Gateway review process
    - Submissions for approval, where appropriate, to the Change Approval Board
    - Procedures, which will be developed, to manage appropriately any changes to the Project scope and/or deliverables
    - Procedures, which will be developed, to manage any possible effects that the Project or any changes made to it may have on systems and/or services outside its immediate scope

Attachments

Business Case	The business case is held in folder: Business Case.obr or: File Plan\Strategic Development\Projects\Our Future Catalogue \Management Products\Business Case
Benefits Realisation	The Benefits Realisation is held in folder: Benefits Realisation.obr or: File Plan\Strategic Development\Projects\Our Future Catalogue \ Management Products\Benefits Realisation
Project Plan	The project plan folder: Project Plan.obr or: File Plan\Strategic Development\Projects\Our Future Catalogue \Management Products\Project Plan
Risk Register	The risk Register is held in folder: Risk Register.obr or: File Plan\Strategic Development\Projects\Our Future Catalogue \Management Products\Risk Log
Issue Log	The issue log is held in folder: Issue Log.obr or:

File Plan\Strategic Development\Projects\Our Future Catalogue \Management Products\Issue Log

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Communications Plan

The Communications Plan and associated communication documentation is held in folder:

Communications.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \ Management Products\Communications

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Requirements Catalogue

The Requirements Catalogue is held in folder:

Requirements Catalogue.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \ Specialist Products\requirements Catalogue

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Stakeholders

The stakeholder list is held in folder:

Stakeholders.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \Specialist Products\Roles\Stakeholders

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Databases and applications in scope

The list of databases and applications in scope is held in folder:

IA Scoping & Status.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \Specialist Products\Information Architecture\ IA Scoping & Status

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2.0	1.0	Comments from Project Board	n/a
1.0	none	First release	n/a

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- The website search engine does search across many of repositories and returns results in a 'Google' style list. However once the user clicks on a returned item s/he is transferred to that application's unique presentation interface. In the course of a visit, users have to endure a fractured and confusing information retrieval experience, dropping in and out of presentation services with differing user interfaces. There is clear evidence from user research undertaken that the user experience can be significantly improved through the introduction a more intuitive and unambiguous online presentation service.
- Although the separate YourArchives service provides an opportunity for users to generate user content about material held at TNA this is not fully integrated with none of the present systems down to item level (although there is a basic url cross link between YourArchives and the present Catalogue). The user community is already very engaged in selected cataloguing projects, which currently require cumbersome processes for metadata collection. There is clear evidence that the user community, provided with effective online contribution tools, would enrich TNA's catalogue metadata significantly and relatively.

This project will address these issues, providing a new or revised platform to enable TNA to service its online requirements into the future.

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Objectives

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    - Project governance documentation
  - Stage 2 – Design the new digital online repository

    This covers:

    - Appointment of an Information Architect to:
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  Implementation possibly subject to a proof of concept exercise

Subsequent Phases will provide a new presentation service and the integration of TNA remaining online repositories.

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This Project excludes:

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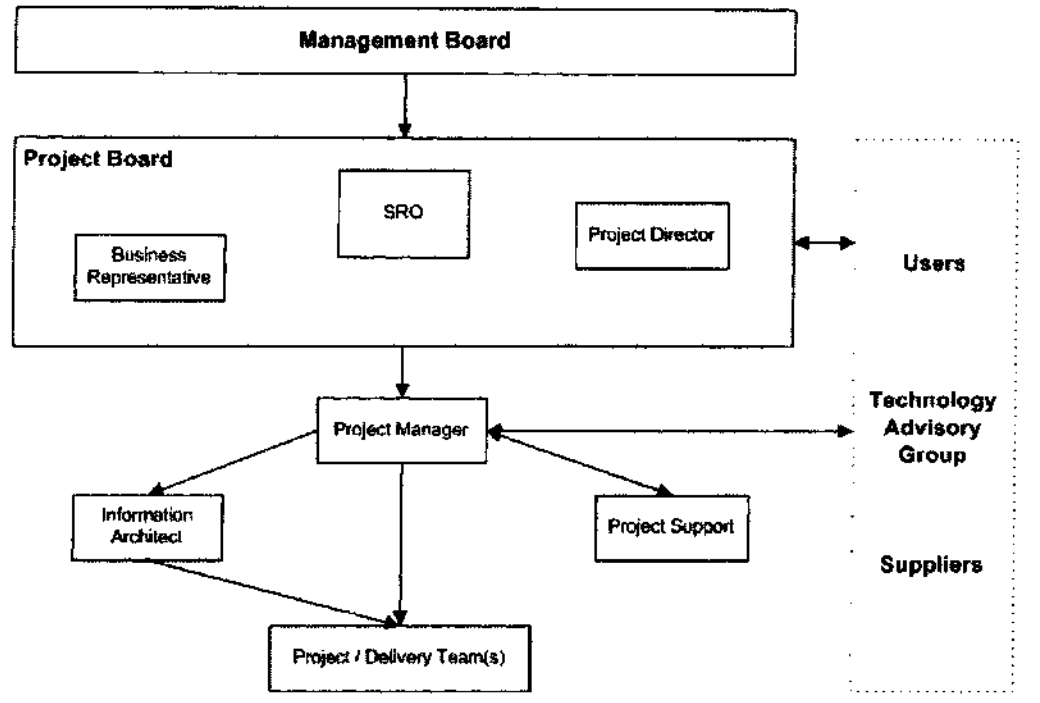
Reporting structure



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Name	Position	Role
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	Your Archives Manager	Senior User
	Senior Project Manager	Project Manager
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Chris Owens	Head of Projects	TNA Business Representative

	Head of Customer Experience	Senior Supplier
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Alison Webster	Head of Strategic Development	Project Director

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  The Project Team undertakes the day-to-day work of the Project

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	Senior Archivist - Access	Desk research
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Project Quality Plan

Quality controls

Quality controls will be through:

- The Project will be managed in accordance with PRINCE2 methodology and quality review
- Quality will be measured and controlled through reviews at the appropriate levels through the Project Team and the Project and Board
- Quality acceptance procedures will be adopted under the guidance of the Project Board
- The Project Assurance:

  Project Assurance is provided and managed through the Project Board and TAG, whose individual members will be asked to assure specific areas of the project including but not necessarily limited to:

- Project governance
- Capture of TNA functional and technical requirements
- Satisfaction of the procured solution

- The project will be subject to Gateway reviews, currently agreed as 2/3 (combined fit procurement and verification of choice of right supplier), 4 (fit for purpose) and 5 (post project review)

The components of the quality plan are:

- Brief competent Information Architect and work up appropriate Logical Data Model to be approved by the TAG, Project Board and TNA Executive
- Develop a Requirements Catalogue for the new online repository to be approved by the TAG and Project Board
- Procure a suitable system or service based on Proof-of-Concept and agreed test scripts and processes
- Solicit and respond to feedback where appropriate from key stakeholders, user focus groups and internal panels

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Change management

- PRINCE2 Change technique will be adopted to manage change. All changes will be logged as issues and escalated through to resolution using agreed tolerances for managing the changes.

Configuration management

- All Project products will be subject to dated version control
- All Project documentation is stored in Objective in folder:

Our Future Catalogue.obr

or:
File Plan\Strategic Development\Projects\Our Future Catalogue

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Acceptance criteria

Detailed acceptance criteria for Project products will be defined once the product requirements and specifications have been developed. They will be based on:

- Functionality
- Technical solution
- Accuracy
- Interfaces with other systems
- Usability
- Accessibility

- Coverage / scope

Subject to the system procured it may be procured on an initial Proof-of-Concept basis.

Project Tolerances

These are:

- The timescale tolerance level for the Project is set at two weeks for each milestone
- 10% of the developed budget will be allowed for contingency costs, which will be the overall cost tolerance on the Project.
- The Project Manger will raise exception reports with the Project Board if costs and/or timescales for an approved stage plan are expected to exceed the agreed tolerance levels set for the Project.

Project Controls

- The Project will adopt PRINCE2 Control processes
- Checkpoint meetings with the Project Team chaired by the Project Manager will be held regularly to monitor progress and manage arising issues. Any issues and/or risks updated in the respective logs.
- Where the Project is sub divided into work package for which there is a designated work package or team leader, the Project Manager will agree regular checkpoint reports from that team leader
- The Project Board, chaired by the Senior Responsible Owner (SRO) and will have representation from Senior User(s) (SU) and Senior Suppliers (SS). TNA business requirements as a whole will be represented in the SRO and SUs on the Project Board. The SRO and SUs will ensure that these business requirements are being pursued in the Project.
- The Project Board will meet at appropriate times, initially to initiate the Project and agree the Project plan and then to review the progress of the Project, offer advise and steering and to manage exceptions.
- The Project Board will report to Management Committee, through the SRO, on Project plan and key stage approval and subsequent Project progress.

- The Project Manager will produce regular highlight reports for the Project Board. These will review progress to date, highlight actual and potential problems and provide a brief description of the work schedules for the next period.
- Risk and Issue Logs will be kept to record any risks and issues or changes that arise during the Project.
- Change Management controls will be introduced to manage all aspects of Project variance as they occur and will take into account importance, impact and priority for the change. Among others for:
    - The scope of this Project as specified
    - Changes to the agreed requirements specifications developed as part of this Project.
- Additional controls will be maintained through:
    - The Project will be subject to the Gateway review process
    - Submissions for approval, where appropriate, to the Change Approval Board
    - Procedures, which will be developed, to manage appropriately any changes to the Project scope and/or deliverables
    - Procedures, which will be developed, to manage any possible effects that the Project or any changes made to it may have on systems and/or services outside its immediate scope

Attachments

Business Case	The business case is held in folder: Business Case.obr or: File Plan\Strategic Development\Projects\Our Future Catalogue \Management Products\Business Case
Benefits Realisation	The Benefits Realisation is held in folder: Benefits Realisation.obr or:

File Plan\Strategic Development\Projects\Our Future Catalogue \ Management Products\Benefits Realisation

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Project Plan

The project plan folder:

Project Plan.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \Management Products\Project Plan

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Risk Register

The risk Register is held in folder:

Risk Register.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \Management Products\Risk Log

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Issue Log

The issue log is held in folder:

Issue Log.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \Management Products\Issue Log

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Communicati ons Plan

The Communications Plan and associated communication documentation is held in folder:

Communications.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \ Management Products\Communications

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Requirements Catalogue

The Requirements Catalogue is held in folder:

Requirements Catalogue.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \ Specialist Products\requirements Catalogue

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Stakeholders

The stakeholder list is held in folder:

Stakeholders.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \Specialist Products\Roles\Stakeholders

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Databases and applications in scope

The list of databases and applications in scope is held in folder:

IA Scoping & Status.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \Specialist Products\Information Architecture\ IA Scoping & Status

the national archives

PROJECT INITIATION DOCUMENT (PID)

Project name	***Our Future Catalogue – Phase 1***
Release	Release 3.0 Date: 06-Aug-09
Authors:	
Owner:	Oliver Morley
Client:	The National Archives

Document History

Document Location

Hard copy versions of this document are only valid on the day that they are printed
This document can be accessed here:

Project Initiation Document (PID).obr

The Objective file path for this document is:
File Plan\Strategic Development\Projects\Our Future Catalogue\Management products\Project Initiation Document (PID)

Revision History

Date of next revision:

Revision	Previous revision	Summary of Changes	Changes marked
3.0	2.0	Comments from Louise Craven (06/08/09)	n/a
2.0	1.0	Comments from Project Board	n/a
1.0	none	First release	n/a

Approvals

This document requires approvals from the following individuals or groups. A description of the type of approval and location of evidence of that approval appears below:

Name	Role	Form of Approval	Version	Location
Project Board	Project Board	Email from PDM	2.0	Refer to Document Location
Project Board Membership	Project Board	Project Minutes	1.0	Refer to Document Location

Distribution

This document is stored in Objective with the following see, open and edit privileges: All users SOCED
An Objective link to this document has been sent to the following individuals or groups.

Name	Title	Role	Date of Issue	Version
Project Board Membership		Project Board	30-July-09	2.0

Name	Title	Role	Date of Issue	Version
Project Board Membership		Project Board	17-July-09	1.0

Purpose

To define the Project, to form the basis for its management and the assessment of overall success.

Content

This publication contains the following topics:

Background

The National Archives (TNA) currently maintains around twenty separate digital (online) repositories of metadata and, in some cases, presentation copies of records, www.nationalarchives.gov.uk/searchthearchives/?source=searcharchives. Each of these has its own database and presentation interface. Three significant issues are increasingly making the present service untenable for the future:

- It is now increasingly difficult to service some of TNA new and future requirements such as the ability to richly catalogue digitally born records, service efficiently the increasing volume stored metadata and records and to provide the service cost effectively
- The website search engine does search across many of repositories and returns results in a 'Google' style list. However once the user clicks on a returned item s/he is transferred to that application's unique presentation interface. In the course of a visit, users have to endure a fractured and confusing information retrieval experience, dropping in and out of presentation services with differing user interfaces. There is clear evidence from user research undertaken that the user experience can be significantly improved through the introduction of a more intuitive and unambiguous online presentation service.
- Although the separate YourArchives service provides an opportunity for users to generate user content about material held at TNA this is not fully integrated with none of the present systems down to item level (although there is a basic url cross link between YourArchives and the present Catalogue). The user community is already very engaged in selected cataloguing projects, which currently require cumbersome processes for metadata collection. There is clear evidence that the user community, provided with effective online contribution tools, would enrich TNA's catalogue metadata significantly and relatively effectively.

This project will address these issues, providing a new or revised platform to enable TNA to service its online requirements into the future.

Project Definition

Objectives

- To provide a sustainable online repository for the management and delivery of all National Archives metadata and associated

records

- To provide a one stop, intuitive and unambiguous online presentation service

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Method of Approach

- How we are proposing to manage it:

  Pragmatic PRINCE2 is and will continue to be the overarching framework. However PRINCE2 is ideally suited for the management of projects with clearly defined and attainable goals such as in the construction industry and less so for creative projects (such as this), whose objectives are subject to evolution as the project scopes up its requirements and reconciles them with effective business delivery, what is technologically possible and budgetary constraints.

  We will augment the PRINCE2 approach with Agile management, again pragmatically based on the ATERN Agile framework, incorporating business project roles that more appropriately reflect the TNA organisation and procedures that will enable us to be more agile in reacting to requirement changes without compromising time, quality and cost.

  The project will of course include a business impact analyst, business change management and communications management

- How do we propose to break it up:

  The current perceived scope of the project is such that it will be delivered in discrete phases, each of which will be segmented into stages. These are currently tentatively identified as:

  - By end of May 2010 Phase 1 – Creation of a new data structure which allows for bulk upload of data from other catalogues, including both TNA data and other archives' data. Transition of the Catalogue data to this new structure. Data structure 'pushed' through the existing editorial process, into the new Catalogue. The Presentation service at the end of Phase 1 will remain the same for the current Catalogue.
  - By end of March 2011- Phase 2 - Move all catalogue metadata (paper and electronic, Your Archives) into new catalogue data structure, which includes a sub item layer. Provide access to content DocumentsOnLine (DoL) and Your Archives, and the ability to purchase such content through a single shopping basket. Provide content which can be repurposed for customised short life span publications such as exhibitions/tutorials or syndication
  - By the end of March 2012 - Phase 3 – Move other database content into new Catalogue. Present Census images for access/commercial delivery, possibly in addition to Commercial partner delivery. Option to

provide opportunity for users to add contextualisation at image level. Other archives' databases to commence being integrated into new Catalogue database

This PID focuses on the first phase of the Project.

- How we are proposing to do it

  For Phase 1

  - Stage 1 – Project Initiation

    This covers the review and preparation of:

    - Project roles
    - Project Board
    - Initial stakeholder assessment
    - Scoping
    - Business case
    - PID
    - Project governance documentation

  - Stage 2 – Design the new digital online repository

    This covers:

    - Appointment of an Information Architect to:
      - Perform a discovery review of all TNA digital repositories
      - Identify all existing repositories (databases and applications) that should be in scope
      - Perform an AS-IS analysis of all in scope repositories
      - Design a logical data model (LDM) for the new online repository
      - Assess the business impact of the proposed LDM
      - Develop a suppliers' requirements specification for implementing the proposed LDM as a solution
    - A review of potential suppliers and work being undertaken by TNA peer organisations.
    - A Requirements Catalogue will be developed
    - Since online presentation to users at the end of Phase 1 will remain the same, detailed external user consultation will commence during Phase 2. However, in order to inform Phase 1 a user expectations research exercise will be undertaken.

  - Stage 3 – Procurement for Phase 1

If possible, a commercial (possible open source) off the shelf (COTS) application or service for the new digital repository

- Stage 4 – Implementation of Phase 1

  Implementation possibly subject to a proof of concept exercise

Subsequent Phases will provide a new presentation service and the integration of TNA remaining online repositories.

Milestones

- Development of requirements and out to tender (Phase 1 - Stage 2) by mid November 2009
- Award for the supply of new repository (Phase 1 – Stage 3) by early January 2010
- Delivery of new repository (Phase 1 – Stage 4) by March 2010: Data structure will be new, but presentation will remain the same
- Transition of current Catalogue data (Phase 1) by early May 2010
- Transition of DoL (Phase 2) in 2010-11
- Transition of Your Archives (Phase 2) in 2010-11
- New presentation service (Phase 2) in 2010-11

Scope

A detailed Requirements Catalogue will be produced. However the over arching scope of the Project for all phases to completion is to:

- Deliver access to content through one presentational route with pricing information
- Present all metadata in an easily accessible format through one route, with a link to relevant content
- Provide the facility for fast bulk uploads and integration of new and existing metadata/content
- Use intuitive searching to allow relevant access to appropriate metadata and content
- Make the presentation accessible and 'sticky', through other supporting services
- Make re-purposing metadata and content easy to allow creation of other contextualised material/presentational formats for the time period required
- Provide for user contribution of metadata and images optionally with reference to existing metadata and records
- To provide all of the above for all the current digital databases

and applications that will be agreed (as part of this Project) in scope

- To include storage of metadata for paper and electronic records
- To interface with DORIS
- To interface with development of global search, person and place search, including Geo-spatial search
- To provide access at item or sub item levels to both digitised images and born digital records
- To provide bulk up load of both data and content to the new Catalogue structure

In order to achieve the above the scope in the Phase 1 of the Project is limited to:

- Creating a new digital repository
- Population of the new digital repository with the content of TNA current digital Catalogue

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Deliverables

The deliverables of the Project for Phase 1are:

- Agreement on which current databases and applications are within scope of the new digital repository and which are not
- Design of a logical data model (LDM) for the digital repository, which will eventually contain the metadata and presentation copies of records held in the databases and applications identified as in scope
- A review of potential suppliers of services and software for a new digital repository based on the new LDM
- A review of what TNA peer organisations are currently undertaking, or intending to undertake, in this area of interest
- A review of TNA user experience expectations to inform the sort of presentation interface that they require
- A Requirements Catalogue for the deliverables in scope
- A high level requirements for the back office data management and editorial requirements for TNA future digital repository
- An Invitation to Tender (ITT) for a new digital repository
- Procurement of a new digital repository
- Implementation of a new digital repository
- Population of the new digital repository with the content of TNA current digital Catalogue

Subsequent Phases of the project, which will be subject to separate PID(s), will deliver:

- A new one stop, intuitive and unambiguous online presentation service

- Transfer the remaining existing digital repositories identified as in scope to the new digital repository

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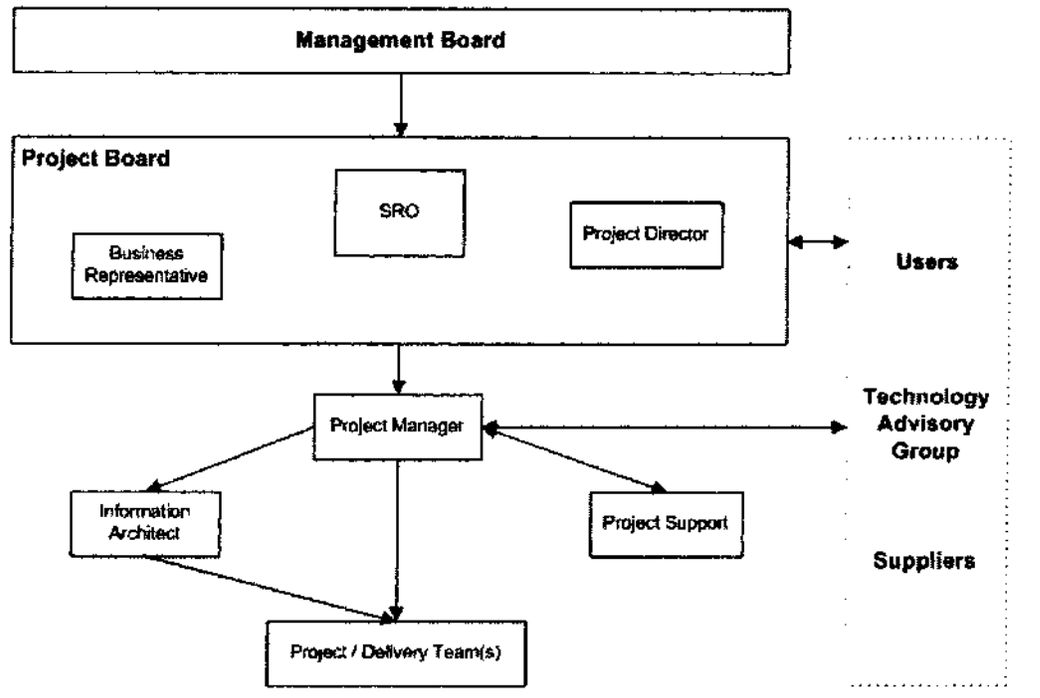

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  Project Assurance is provided and managed through the Project Board and TAG, whose individual members will be asked to assure specific areas of the project including but not necessarily limited to:

- Project governance
- Capture of TNA functional and technical requirements
- Satisfaction of the procured solution

- The project will be subject to Gateway reviews, currently agreed as 2/3 (combined fit procurement and verification of choice of right supplier), 4 (fit for purpose) and 5 (post project review)

The components of the quality plan are:

- Brief competent Information Architect and work up appropriate Logical Data Model to be approved by the TAG, Project Board and TNA Executive
- Develop a Requirements Catalogue for the new online repository to be approved by the TAG and Project Board
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- Solicit and respond to feedback where appropriate from key stakeholders, user focus groups and internal panels

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Change management

- PRINCE2 Change technique will be adopted to manage change. All changes will be logged as issues and escalated through to resolution using agreed tolerances for managing the changes.

Configuration management

- All Project products will be subject to dated version control
- All Project documentation is stored in Objective in folder:

Our Future Catalogue.obr

or:
File Plan\Strategic Development\Projects\Our Future Catalogue

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Detailed acceptance criteria for Project products will be defined once the product requirements and specifications have been developed. They will be based on:

- Functionality
- Technical solution
- Accuracy
- Interfaces with other systems
- Usability
- Accessibility

- Coverage / scope

Subject to the system procured it may be procured on an initial Proof-of-Concept basis.

Project Tolerances

These are:

- The timescale tolerance level for the Project is set at two weeks for each milestone
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- The Project Manger will raise exception reports with the Project Board if costs and/or timescales for an approved stage plan are expected to exceed the agreed tolerance levels set for the Project.

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- The Project will adopt PRINCE2 Control processes
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  - Submissions for approval, where appropriate, to the Change Approval Board
  - Procedures, which will be developed, to manage appropriately any changes to the Project scope and/or deliverables
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Attachments

Business Case	The business case is held in folder: Business Case.obr or: File Plan\Strategic Development\Projects\Our Future Catalogue \Management Products\Business Case
Benefits Realisation	The Benefits Realisation is held in folder: Benefits Realisation.obr or:

File Plan\Strategic Development\Projects\Our Future Catalogue \ Management Products\Benefits Realisation

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Project Plan

The project plan folder:

Project Plan.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \Management Products\Project Plan

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Risk Register

The risk Register is held in folder:

Risk Register.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \Management Products\Risk Log

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Issue Log

The issue log is held in folder:

Issue Log.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \Management Products\Issue Log

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Communications Plan

The Communications Plan and associated communication documentation is held in folder:

Communications.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \ Management Products\Communications

---

Requirements Catalogue

The Requirements Catalogue is held in folder:

Requirements Catalogue.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \ Specialist Products\requirements Catalogue

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Stakeholders

The stakeholder list is held in folder:

Stakeholders.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \Specialist Products\Roles\Stakeholders

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Databases and applications in scope

The list of databases and applications in scope is held in folder:

IA Scoping & Status.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \Specialist Products\Information Architecture\ IA Scoping & Status

the national archives

PROJECT INITIATION DOCUMENT (PID)

Project name	***Our Future Catalogue – Phase 1***
Release	Release [redacted]
	Date: [redacted]

Authors:

Owner: Oliver Morley

Client: The National Archives

Document History

Document Location

Hard copy versions of this document are only valid on the day that they are printed
This document can be accessed here:

Project Initiation Document (PID).obr

The Objective file path for this document is:
File Plan\Strategic Development\Projects\Our Future Catalogue\Management products\Project Initiation Document (PID)

Revision History

Date of next revision:

Revision	Previous revision	Summary of Changes	Changes marked
[redacted]	[redacted]	[redacted]	[redacted]
3.0	2.0	Comments from Louise Craven (06/08/09)	n/a
2.0	1.0	Comments from Project Board	n/a
1.0	none	First release	n/a

Approvals

This document requires approvals from the following individuals or groups. A description of the type of approval and location of evidence of that approval appears below:

Name	Role	Form of Approval	Version	Location
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Project Board	Project Board	Email from PDM	2.0	Refer to Document Location
Project Board Membership	Project Board	Project Minutes	1.0	Refer to Document Location

Distribution

This document is stored in Objective with the following see, open and edit privileges: All users SOCED
An Objective link to this document has been sent to the following individuals or groups.

Name	Title	Role	Date of Issue	Version
[redacted]		[redacted]	[redacted]	[redacted]
Project Board Membership		Project Board	30-July-09	2.0
Project Board Membership		Project Board	17-July-09	1.0

Purpose

To define the Project, to form the basis for its management and the assessment of overall success.

Content

This publication contains the following topics:

Background

The National Archives (TNA) currently maintains around twenty separate digital (online) repositories of metadata and, in some cases, presentation copies of records, www.nationalarchives.gov.uk/searchthearchives/?source=searcharchives. Each of these has its own database and presentation interface. Three significant issues are increasingly making the present service untenable for the future:

- It is now increasingly difficult to service some of TNA new and future requirements such as the ability to richly catalogue digitally born records, service efficiently the increasing volume stored metadata and records and to provide the service cost effectively
- The website search engine does search across many of repositories and returns results in a 'Google' style list. However once the user clicks on a returned item s/he is transferred to that application's unique presentation interface. In the course of a visit, users have to endure a fractured and confusing information retrieval experience, dropping in and out of presentation services with differing user interfaces. There is clear evidence from user research undertaken that the user experience can be significantly improved through the introduction of a more intuitive and unambiguous online presentation service.
- Although the separate YourArchives service provides an opportunity for users to generate user content about material held at TNA this is not fully integrated with none of the present systems down to item level (although there is a basic url cross link between YourArchives and the present Catalogue). The user community is already very engaged in selected cataloguing projects, which currently require cumbersome processes for metadata collection. There is clear evidence that the user community, provided with effective online contribution tools, would enrich TNA's catalogue metadata significantly and relatively effectively.

This project will address these issues, providing a new or revised platform to enable TNA to service its online requirements into the future.

Project Definition

Objectives

- To provide a sustainable online repository for the management and delivery of all National Archives metadata and associated

records

- To provide a one stop, intuitive and unambiguous online presentation service

Method of Approach

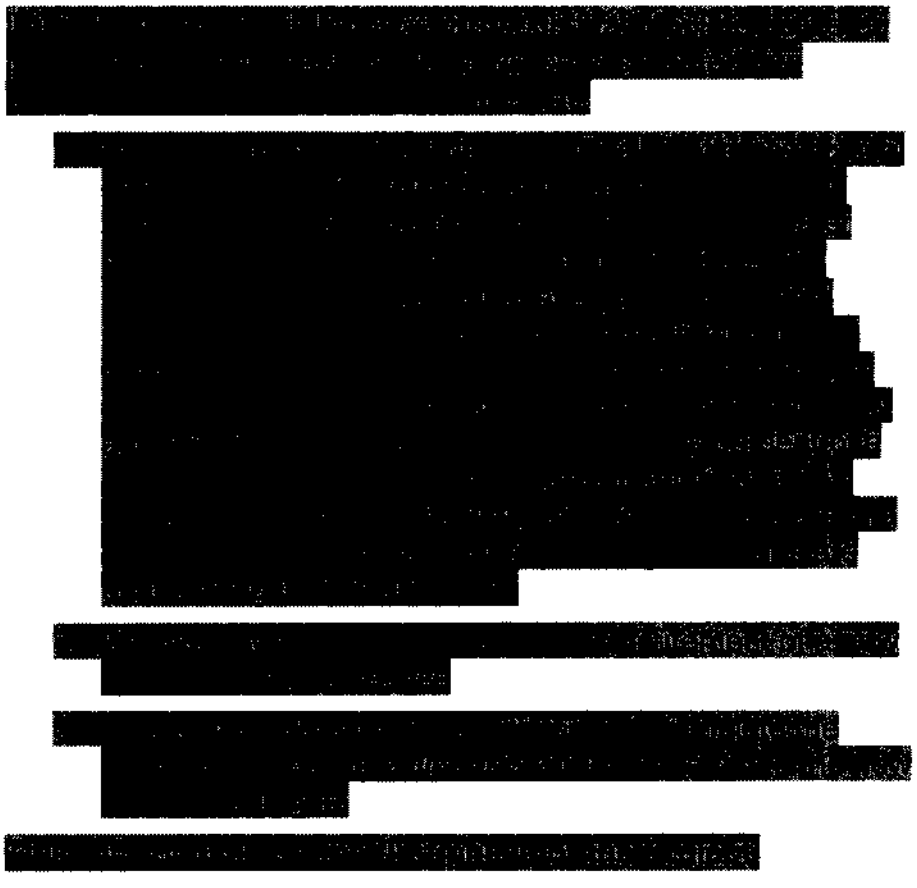
- How we are proposing to manage it:

  Pragmatic PRINCE2 is and will continue to be the overarching framework. However PRINCE2 is ideally suited for the management of projects with clearly defined and attainable goals such as in the construction industry and less so for creative projects (such as this), whose objectives are subject to evolution as the project scopes up its requirements and reconciles them with effective business delivery, what is technologically possible and budgetary constraints.

  We will augment the PRINCE2 approach with Agile management, again pragmatically based on the ATERN Agile framework, incorporating business project roles that more appropriately reflect the TNA organisation and procedures that will enable us to be more agile in reacting to requirement changes without compromising time, quality and cost.

  The project will of course include a business impact analyst, business change management and communications management

- How do we propose to break it up:



- How we are proposing to do it

For Phase 1

- Stage 1 – Project Initiation

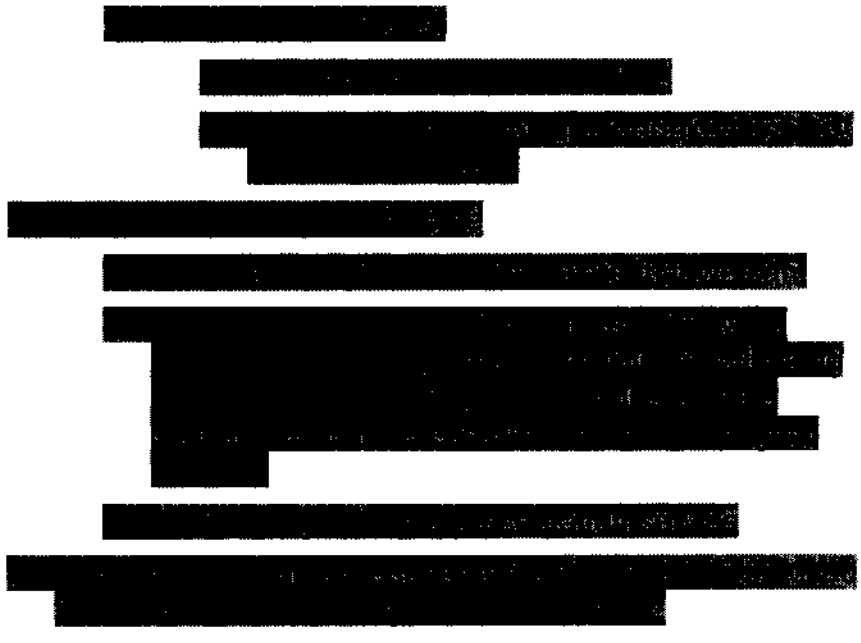
  This covers the review and preparation of:

  - Project roles
  - Project Board
  - Initial stakeholder assessment
  - Scoping
  - Business case
  - PID
  - Project governance documentation

- Stage 2 – Design the new digital online repository

  This covers:

  - Appointment of an Information Architect to:
    - Perform a discovery review of all TNA digital repositories
    - Identify all existing repositories (databases and applications) that should be in scope
    - Perform an AS-IS analysis of all in scope repositories
    - Design a logical data model (LDM) for the new online repository



Milestones

[redacted]

Scope

[redacted]

- Deliver access to content through one presentational route with pricing information
- Present all metadata in an easily accessible format through one route, with a link to relevant content
- Provide the facility for fast bulk uploads and integration of new and existing metadata/content
- Use intuitive searching to allow relevant access to appropriate metadata and content
- Make the presentation accessible and 'sticky', through other supporting services
- Make re-purposing metadata and content easy to allow creation of other contextualised material/presentational formats for the time period required
- Provide for user contribution of metadata and images optionally with reference to existing metadata and records
- To provide all of the above for all the current digital databases and applications that will be agreed (as part of this Project) in scope
- To include storage of metadata for paper and electronic records
- To interface with DORIS
- To interface with development of global search, person and place search, including Geo-spatial search
- To provide access at item or sub item levels to both digitised images and born digital records
- To provide bulk up load of both data and content to the new Catalogue structure

[redacted]

Deliverables

Exclusions

This Project excludes:

- The new repository will be limited to storing and presenting descriptive, catalogue metadata about TNA records and, where made available, presentation copies of original records. It will not store or preserve original records, such as digitally born records. TNA has a separate system to service these needs.
- Those existing databases and applications that will be identified and agreed as not in scope
- Detailed back office data management and editorial requirements for the new digital repository. This is a remit of a separate project (as yet undeclared). However this Project will take the high level TNA requirements of these into consideration when procuring a new digital repository so that should it have provision for such services TNA requirements for these will be supported
- Will not include development of any content work - i.e. addition of new content or technical methods for gathering said content. However ranges of standards of image quality needs to feed into the image delivery mechanism and may impact on the charging mechanism
- Development of a decision model for deciding whether content should be published by TNA or an external commercial partner
- Review of TNA online charging model(s)
- Business process changes to the editorial administration

process, except possibly the interface to add metadata in current structure to the 'new' catalogue.

Constraints

The constraints on the Project are:

- Availability of funding
- Availability of TNA resources to undertake the work
- Time. The present time frames for Phase 1 have been set very aggressively.

Interfaces

The Project will interface with the following:

- Stakeholders of each of the services affected by the Project
- User expectations
- Usability and accessibility
- TNA Information and Communications Technology Department (ICTD) and environment
- TNA System Development Department (SDD)
- TNA marketing services
- TNA customer service teams (e.g. Contact Centre, ARK)
- TNA Catalogue team
- Third party supplier by-in, including:
    - Autonomy
- TNA Finance Department
- TNA Procurement Department
- Government Standards and Organisations including but not limited to:
    - The Office of Government Commerce (OGC)
    - The Accreditation Document Set (ADS)
    - Central Government Infrastructure, e-GIF and e-GMS
- TNA and Government data handling and GSI compliance guidelines

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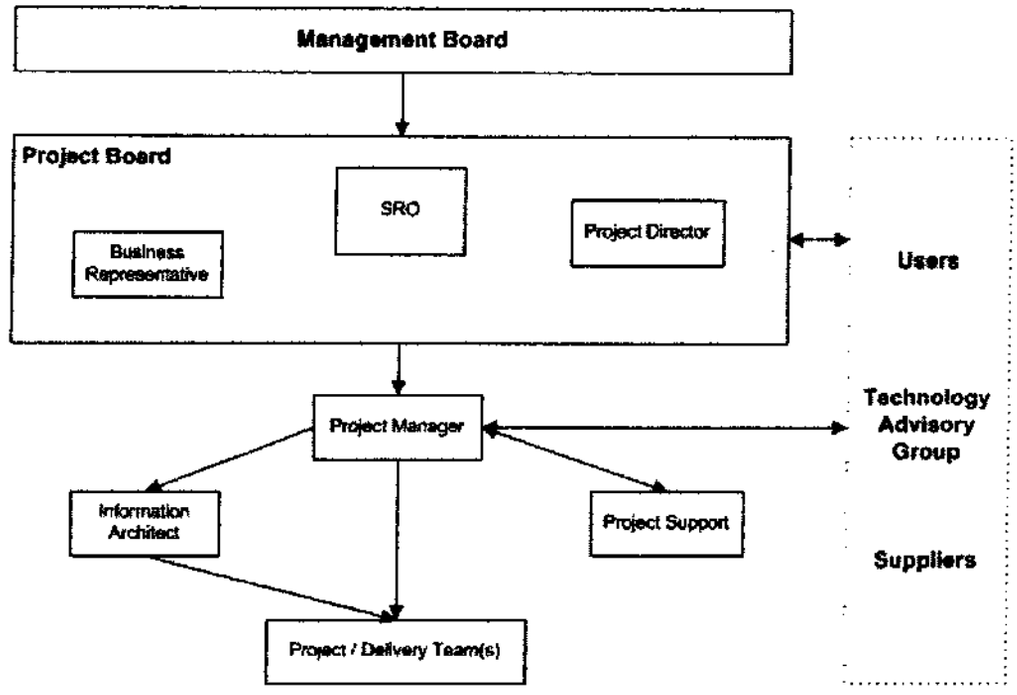
Assumptions

The assumptions supporting the Project are:

- That sufficient staff resource is available for all aspects of the Project to meet the declared time scales
- That adequate funding is made available
- That the deliverables support the corporate aspirations of TNA
- That there is director level support for the Project

Project Organisation Structure

Reporting structure



Project management team structure

All roles may change and/or be supplemented during the course of the Project to reflect the stage at which the Project is.

- Corporate Management Board

  The SRO is a TNA Director and will report directly to the Management Board

- The Project Board

  The Project has its own Project Board

  The Project Board will be responsible for authorising and agreeing the Project initiation and key documents, business plan, stage boundaries, key milestones, costs against agreed budgets, risk management and highlight reports for the Project.

  The Project Board membership is:

Name	Position	Role
	Principal Records Specialist – Legal	Senior User
Louise Craven	Head of Cataloguing in Resource Discovery	Senior Supplier and User
	Your Archives Manager	Senior User
	Senior Project Manager	Project Manager

Oliver Morley	Director, Customer & Business Development	Senior Responsible Officer (SRO)
Chris Owens	Head of Projects	TNA Business Representative
	Head of Customer Experience	Senior Supplier
	Head of Knowledge Transfer	Senior User
Alison Webster	Head of Strategic Development	Project Director

- The Project Team membership

  The Project Team undertakes the day-to-day work of the Project

  The Project Team membership is:

Name	Position	Project Role
[redacted]	[redacted]	[redacted]
Louise Craven	Head of Cataloguing in Resource Discovery	Catalogue Team
[redacted]	[redacted]	[redacted]
	Senior Archivist, Catalogue Manager	Catalogue Team
	Database Administrator	Database Administrator
	Customer Research Manager	User experience
	Senior Archivist - Access	Desk research
	Contractor	Information Architect
	Project Manager	Project Manager
	Internal Communications Officer	Communications – internal communications
Chris Owens	Head of Development Services	TNA Business Representative
	Head of Customer Experience	User experience

- The Project Technology Advisory Group (TAG)

  The TAG provides the Project with functional and technical expertise assurance. Membership is drawn both from within TNA and externally and represents the diverse spectrum of interests the Project covers. TAG members:

- Have a keen interest in the project as a whole
- Have a more detailed interest and possibly skill in one or more aspects of the project
- Contribute knowledge and skills where appropriate
- Make the Project Board and Team aware of what colleagues outside other organisations are up to
- Question areas that are uncertain and/or require clarification

The TAG membership is:

Name	Position	Role
Louise Craven	Archival Catalogue Programme Manager	Catalogue Team
	Website Designer Developer	Web technology
	Database Administrator	Database Administrator
Tim Gollins	Head of Digital Preservation	TNA Digital Records System
	SGML/XML Manager	Cataloguing and taxonomy knowledge
Caroline Kimbell	Head of Licensing	Licensing
Chris Mumby	Head of Commercial Delivery	Commercial Delivery
	Technical Lead Co-ordinator, Digital Continuity	Information and data architecture knowledge
John Sheridan	Head of e Services, Public Sector Information	Semantic web knowledge
	Archives and Manuscripts Catalogue Integration Manager at the British Library	External critical friend
	Archives Sector Development Information Resources Officer	External archives
Amy Warner	Product Manager, Applications	TNA's Global Search

- The Project Support

Project support is provided by the following:

Name	Position	Role

	TNA Programme Support Office Manager	Project governance

Communications Plan

Effective communication plans are/will be developed for each of the instances. The overall communication plan is owned by the Project Communication Officer:

- Within the Project Team:

  This communication is owned by the Project Manager and will be through regular project team Project Team meetings. Where sub teams are appointed the sub team leader will report regularly to the Project Manager on general progress and on exceptions as circumstances demand, which is usually as soon as they occur.

- To the Project Board:

  The Project Manager will report regularly to the Project Board on general Project progress through highlight reports and on exceptions as circumstances demand, which is usually as soon as they occur.

- Business change:

  A detailed communication plan will be developed once the scope of the business change has been established and the Project Board agrees on the delegation of responsibility for its management.

- Internal stakeholders and users:

  Communication will be developed.

  Communications will be through departmental awareness briefings and the use of TNA Intranet, Narnia.

- External stakeholders and users:

  Communication will be developed.

Project Quality Plan

Quality controls

Quality controls will be through:

- The Project will be managed in accordance with PRINCE2 methodology and quality review
- Quality will be measured and controlled through reviews at the

appropriate levels through the Project Team and the Project and Board

- Quality acceptance procedures will be adopted under the guidance of the Project Board
- The Project Assurance:

  Project Assurance is provided and managed through the Project Board and TAG, whose individual members will be asked to assure specific areas of the project including but not necessarily limited to:

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\Management Products\Business Case

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File Plan\Strategic Development\Projects\Our Future Catalogue \ Management Products\Benefits Realisation

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Project Plan

The project plan folder:

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File Plan\Strategic Development\Projects\Our Future Catalogue \Management Products\Project Plan

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Risk Register

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Communications.obr

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File Plan\Strategic Development\Projects\Our Future Catalogue \ Management Products\Communications

[redacted]

[redacted] Requirements Catalogue

The [redacted] Requirements Catalogue is held in folder:

Requirements Catalogue.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \ Specialist Products\requirements Catalogue

Stakeholders

The stakeholder list is held in folder:

Stakeholders.obr

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File Plan\Strategic Development\Projects\Our Future Catalogue \Specialist Products\Roles\Stakeholders

Databases and applications in scope

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IA Scoping & Status.obr

or:

File Plan\Strategic Development\Projects\Our Future Catalogue \Specialist Products\Information Architecture\ IA Scoping & Status

OFC – The Challenges

Last update: 17-July-09/pdm

The project documentation - PID, Risk Log, Requirements Catalogue - are capturing the detail. This endeavours to highlight the key challenges for TNA, particularly when compared with our peers:

1. There are currently 15 separate digital (online) repositories in the scope of OFC, each with there own presentation service. Other than branding and overarching consistent design no two presentation services are similar.
2. The shear volume of metadata records and digital files TNA currently has – 11 million in the Catalogue, 7 million in DocumentsOnLine (DoL). Very few peers (if any) have anything approaching this.
3. The ability to service significantly high volume (when compared to peer websites) of website requests for all of this.
4. The significant context variety of metadata that TNA has – basic record catalogue data (Catalogue), catalogue data with online deliverable digital files (DoL), catalogues about catalogues (NRA), user contribution channels (Your Archives). Very few peers have anything like this mix.
5. The move from paper to digitally born records. How do we describe (catalogue) both through a common interface (or do we?)
6. Current online presentation services that, although have weaknesses (Catalogue), are probably ahead of all TNA peers. We want to maintain this 'advantage'.
7. TNA holds closed records. It needs to make open metadata of these available on public access and but provide access to the closed metadata and digital records to those authorised on a restricted online service.
8. TNA is an Archive of Government records, whose items may be 'imbedded' in a rich or complex context (a file in a folder several levels down in an EDRM file plan). TNA needs to store this context in the metadata and represent it online to its user (or does it?).
9. Do we need to seriously/radically review our data and the way we package it so that it is more effectively retrieved. Perhaps some form of encapsulating the record in its own complete and self contained metadata (object orientated records)?
10. TNA needs to adhere to metadata standards (or does it?) such as Dublin Core, the ISAD(G) hierarchical model and EAD (Encoded Archival Description).

11. User resource discovery, relevance of results returned and interpretation is only as good as a) the richness metadata provided and b) the ability of 'the machine' to interpret that metadata aided and abetted by intelligent tagging where possible. Is TNA metadata up to this level? If it isn't (or even if it is) is TNA committed to maintaining it to this level? The service we build has to reflect this – supporting reduced metadata does not require a very sophisticated service, rich metadata will.

12. Most, if not all leading, off the shelf products for digital repositories are relatively 'simple' (built to service libraries) and are challenged significantly (if not outright stumped) by TNA requirements.

13. Do we need to seriously establish our outcomes (how exactly we are going to delivery content online) now so that we can address all the above in clear light of these.

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3. The ability to service significantly high volume (when compared to peer websites) of website requests for all of this. An average of 22,000 hits per hour to the website.

4. The significant context variety of metadata that TNA has – basic record catalogue data (Catalogue), catalogue data with online deliverable digital files (DoL), catalogues about catalogues (NRA), user contribution channels (Your Archives). Very few peers have anything like this mix.

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11. User resource discovery, relevance of results returned and interpretation is only as good as a) the richness metadata provided and b) the ability of 'the machine' to interpret that metadata aided and abetted by intelligent tagging where possible. Is TNA metadata up to this level? If it isn't (or even if it is) is TNA committed to maintaining it to this level? The service we build has to reflect this – supporting reduced metadata does not require a very sophisticated service, rich metadata will.

12. Most, if not all leading, off the shelf products for digital repositories are relatively 'simple' (built to service libraries) and are challenged significantly (if not outright stumped) by TNA requirements.

13. We need to build something that will stand the test of a constantly evolving online environment for at least the next 5 years. Can we anticipate how users want to access are data online by then?

14. Do we need to seriously establish our outcomes (how exactly we are going to delivery content online) now so that we can address all the above in clear light of these?

2-Feb-09

Bits on yellow to go to Oliver

1. What are the deliverables

Our Future Catalogue aims to:

A central source to:

- *Use intuitive searching to allow relevant access to appropriate metadata and content*
- *Present all metadata in an easily accessible format through one route, with a link to relevant content*
- *Deliver access to content through one presentational route, one shopping basket, payable through a flexible charging model*
- *Make the presentation accessible and 'sticky', through other supporting services*
- *Make re-purposing metadata and content easy to allow creation of other contextualised material/presentational formats for the time period required*

2. Big questions

To replace TNA's online catalogue to answer 5 key questions:

2.1. How do we deal with technical obsolescence with the catalogue?

2.2. How do we integrate user images/ catalogue images at the below item level?

2.3. Incorporate user comments/ expert views from YourArchives/ Expertise online – seamlessly

2.4. Display government electronic records via ERO.

2.5. Can we add pricing information at catalogue level?

2.6. Is it only our metadata/catalogue data or is it other archives/commercial partners as well – any linkages – what about NRA and A2A?

2.7. Needs to act as an image store for digital surrogates which we wish to resell

2.8. Provide content which can be repurposed for exhibitions/tutorials for their life span

2.9. How to harness semantic web technology?

2.10. Way forward with enhanced search technology and data extraction?

In phase one: migrate catalogue data into format without change structure

In phase two – Move all catalogue metadata (paper and electronic) into a 'son' of GMMS

In phase three: present Census metadata and images for access/commercial delivery – [in addition to Commercial partner delivery]? check

3. Milestones – what are the key outputs ?

- Analysis of business requirements by 30 June 2009
- Delivery of platform by 31 Jan 2010
- Transition of catalogue data by 31 March 2010
- Transition of DoL in 2010-11
- Transition of Your Archives on 2010-11

4. In Scope

4.1. Metadata management

4.2. Both catalogue metadata for paper and electronic records

4.3. Both digitised images and born digital records

5. Out of Scope

5.1. Will not include any content work - i.e. addition of new content, or technical methods for gathering said content

5.2. Development of a decision model for deciding whether content should be published by TNA or an external commercial partner

5.3. Review of TNA's online charging model(s)

Question areas

Using UID – need to know how this would be done?

How do we interface the GMMS and the catalogue - currently displays a description and a link?

How do we interface with YourArchives, DoL and the Catalogue – currently a not very intuitive link in some place – not always two-way?

Things which it should be, or should include

A flexible structure which has the facility to be able to display images, pricing

Can move catalogue data in current format into new platform as a first step

Key players

- Chris Mumby – all his areas
- Amy Warner – search
- Head of Resource Discovery
- Louise Craven – cataloguing, NNAF
- . – user experience
- Caroline Kimbell – relationship with commercial partner content and metadata
- Single Customer View
- John Sheridan – semantic web
- ARK stakeholder, Expertise Online and Your Archives
- Stakeholder liaison group – lead
- Chris Owens – Business Ambassador – draft title

6. Stakeholders and Interfaces

Ref.	Player	Published Business Plan targets for 2009/10	Stake-holder	Inter-face
6.1.	Cataloguing, information management- Louise Craven	Phase 2: 17.2 – changes to catalogue content designed to improve future usage of the archive	✓	PROCAT editorial NRA National Name Authority Files
6.2.	Role of Head of Resource Discovery		✓	To be clarified
6.3.	Cataloguing, application architecture -		✓	

Ref.	Player	Published Business Plan targets for 2009/10	Stake-holder	Inter-face
6.4.	Customer experience -	14.6 Customer experience implementation	✓	
6.5.	User – Public, different but all sectors: a. OGDs b. Academics and researchers c. Family history		✓	
6.6.	IMP – Adam Blackie .	Phase 2: 6.1 What to Keep project 6.2 Implementation of 30 year review	✓	✓
6.7.	Your Archives		✓	Phase 2
6.8.	ARK: a. Onsite b. Experts c. Remote services		✓	Phase 2: remote customer service
6.9.	Caroline Kimbell			Phase 2/3: Commercial licensing and impact of TNA presenting Census metadata and images on its site
6.10.	Chris Mumby: a. Commercial Services		✓	Decision

Ref.	Player	Published Business Plan targets for 2009/10	Stake-holder	Inter-face
	b. Commercial Delivery c. Pricing d. Customer Service: i. DOL ii. ERO e. Content - Digitisation	16. Drive positive gross margin in commercial services		model on digitisation projects and whether they should be externally or internally hosted Development of a more flexible online charging model Intellectual control and commercial delivery resale of bulk Digital Surrogates? CM to confirm Phase 2 DoL and ERO integration
6.11.	DBA team –		✓	
6.12.	Digital Preservation – Tim Gollins	See 27.2 Seamless Flow	✓	
6.13.	Other databases / presentation services: a. DOL b. ERO c. NDAD d. NRA e. ARCHON f. A2A g. The others	Phase 2: 27.1 &27.2 Transfer of 10 e records into Seamless Flow and ERO 21.2 Feasibility study to being NDAD datasets in house	✓	✓ Phase 2: integration of DoL and ERO

Ref.	Player	Published Business Plan targets for 2009/10	Stake-holder	Inter-face
6.14.	Global Search- Amy Warner	1.5 Develop enhanced search technology	✓	✓ Development of semantic web technology
6.15.	IT systems infrastructure Testing	21. To facilitate the provision of enhanced services in the future	✓	✓ Digital surrogate store
6.16.	Single Customer View	1.6 Develop a single database of user details		✓
6.17.	eCommerce	1.2 unified shopping basket		✓ Presentation of goods
6.18.	Semantic Web tools – John Sheridan			Search engine Web 2 technology
6.19.	Long term strategy for public service delivery – Oliver	2. Long term strategy for public service delivery		
6.20.	Family of website	1.1 Deliver year 2 of FoW		✓
6.21.	Expertise online: a. Tutorial b. Metadata	Phase 2/3 – tutorial package content to come out of OFC Phase 2: 1.4 Better content and		✓

Ref.	Player	Published Business Plan targets for 2009/10	Stake-holder	Inter-face
		metadata in records guidance		
6.22.	Web continuity	Phase 2 : 28. web continuity content and linkages		
6.23.	Data Handling	25. Data handling management within new technology		
6.24.	Web 2.0	Phase 2: Integration of Web 2 content		
6.25.	CMS	1.3 publishing content through the CMS		
6.26.	Increasing accessibility of our records	Phase 2 3.2. Optimising metadata for online resource discovery		
6.27.	Provide a tool to view locations/sources of data	Phase 2 4.2 Data mash up with online maps		
6.28.	Internal comms management		✓	
6.29.	External stakeholder management group across users and government – IMP/ARK		✓	

16-Feb-09

1. What are the deliverables

Our Future Catalogue aims to:

- *A central source to:*
- *Present all metadata in an easily accessible format through one route, with a link to relevant content*
- *Provide the facility for quick bulk upload and integration of new and existing metadata/content*
- *Use intuitive searching to allow relevant access to appropriate metadata and content*
- *Deliver access to content through one presentational route, one shopping basket, payable through a flexible charging model*
- *Make the presentation accessible and 'sticky', through other supporting services*
- *Make re-purposing metadata and content easy to allow creation of other contextualised material/presentational formats for the time period required*

2. Some of the big questions

2.1. How do we deal with technical obsolescence with the catalogue?

2.2. How do we integrate user images/ catalogue images at the below item level?

2.3. Incorporate user comments/ expert views from YourArchives/ Expertise online – seamlessly –*Point clarified – Your Archives will be first to be integrated*

2.4. Display government electronic records

2.5. Can we add pricing information at catalogue level? –*Point clarified – Facilitate this requirement, but add in 10/11*

2.6. Is it only our metadata/catalogue data or is it other archives/commercial partners as well – any linkages – what about NRA and A2A? Clarified point – other database items, content should be added at sub item level

2.7. *Point clarified*: Needs to act as an access point for digital surrogates, such as Census records and Digital Express, which we wish to resell.

2.8. Provide content which can be repurposed for customised short life span publications such as exhibitions/tutorials or syndication

2.9. How to harness semantic web technology?

2.10. Can we move the Catalogue data in current format into new platform as a first step?

3. Proposed Project Methodology

3.1. How we are proposing to manage it

Pragmatic PRINCE2 is and will continue to be the overarching framework. However PRINCE2 is ideally suited for the management of projects with clearly defined and attainable goals such as in the construction industry and less so for creative projects (such as this), whose objectives are subject to evolution as the project scopes up its requirements and reconciles them with effective business delivery, what is technologically possible and budgetary constraints.

It is proposed that we augment the PRINCE2 approach with Agile management, again pragmatically based on the ATERN Agile framework, incorporating business project roles that more appropriately reflect the TNA organisation and procedures that will enable us to be more agile in reacting to requirement changes without compromising time, quality and cost.

The project will of course include a business impact analysis, business change management and communications management

3.2. How do we propose to break it up

The current perceived scope of the project is such that it will be delivered in discrete phases, each of which will be segmented into stages. These are currently tentatively identified as:

3.2.1. Phase 1 - Migrate catalogue data into format without change structure

3.2.2. Phase 2 - Move all catalogue metadata (paper and electronic, Your Archives) into a 'son' of GMMS. Provide access to content from ERO and DoL, and the ability to purchase such content through a single shopping g basket

3.2.3. Phase 3 - Present Census metadata and images for access/commercial delivery, possibly with addition of Commercial partner delivery

3.3. How we are proposing to do it

For Phase 1

3.3.1. Stage 1 – Start up and establishing what we want

The Our Future Catalogue must service the diverse requirements of TNA departments/staff, professional archivists and our general public users. Key to the project's successful delivery is to understand clearly what these requirements are. This stage will clearly capture and analyse these.

It is proposed to do this through a workshop, one to one meetings with the key stakeholders or a combination of both.

Starting with a clean slate and little reference to how we do things now the questions we need to ask are:

- What information do you need/want delivered to you to enable you to fulfil your research/business needs?
- How do you want that information delivered – delivery format?
- How do you want it to be presented – report format?

Having captured the requirements it is intended to work these out into mock presentation wire frames / designs using user centric designs, which through iteration will be signed off by the project board.

An information architect will design the logical information repository and management solution for the agreed deliverables. A technical architect will then design the software technological solution, which will be passed over for development. Both the information and technology architects will have to be contracted through procurement. It is very likely that the development work will be subcontracted to a third party through procurement.

3.3.2. Stage 2 – Procurement for Phase 1

3.3.3. Stage 3 – Development of Phase 1

3.3.4. Stage 4 – Implementation of Phase 1

Subsequent Phases to be defined.

4. Milestones – what are the key outputs?

4.1. Analysis of business requirements (Phase 1 - Stage 1) by 30 June 2009

4.2. Delivery of platform (Phase 1) by 31 Jan 2010

4.3. Transition of catalogue data (Phase 1) by 31 March 2010

4.4. Transition of DoL (Phase 2) in 2010-11

4.5. Transition of Your Archives (Phase 2) on 2010-11

5. In Scope

5.1. Metadata management

5.2. Both catalogue metadata for paper and electronic records

5.3. Both digitised images and born digital records

5.4. Provide an access point for digital surrogates, such as Census records and Digital Express, which we wish to resell.

5.5. Provide some sort of mechanism to display images sets at agreed different quality levels

5.6.

6. Out of Scope

6.1. Will not include any content work - i.e. addition of new content, or technical methods for gathering said content

6.2. Development of a decision model for deciding whether content should be published by TNA or an external commercial partner

6.3. Review of TNA's online charging model(s)

6.4. Administration process to add metadata to the 'new' catalogue, or do we want to simplify as much as possible the editorial process?

Key players

- David Thomas
- Chris Mumby – all his areas
- Amy Warner – search
- Head of Resource Discovery
- Louise Craven – cataloguing, NNAF
- - user experience
- Caroline Kimbell – relationship with commercial partner content and metadata
- · Single Customer View
- John Sheridan – semantic web
- – ARK stakeholder, Expertise Online and Your Archives

- Stakeholder liaison group – lead
- Chris Owens – Business Ambassador – draft title

Our Future Catalogue – A Review of Project Approach

Last update: 11-Aug-09/pdm

1. Background

The Our Future Catalogue (OFC) project started on 1st April 2009 with the goal to deliver a new online service that will address the following key areas:

1.1. To service the increasing complexity and volume of metadata and records being delivered online

1.2. Provide a unified and unambiguous online presentation service

1.3. Leverage the input from the user community by providing online metadata contribution services down to item level

The first stage of the project is a discovery exercise. The initially agreed approach was:

1.4. To design a single logical data model (LDM) for a single new repository, which would eventually contain most of the existing National Archives (TNA) online repositories

1.5. Through a formal procurement and based on the LDM design, to award a contract for the supply of the new digital repository, which would be fairly readily available out of the box.

The work on the LDM design is well under way.

While this work is underway we have also undertaken a pre procurement industry review of what potential suppliers are offering and peer organisations are using or implementing.

Although this review is not complete, it is has become evidentially clear that TNA is significantly ahead of, and in many respects unique from, its peers in current and aspirational online delivery services of record metadata (cataloguing information) and presentational records. This is down to:

1.6. The sheer volume of metadata and digital files TNA currently has online – alone 11 million in the Catalogue and 7 million in DocumentsOnLine (DoL). The total in all TNA online repositories is currently approaching 35 million. And with the increasing accession of digitally born records this could rapidly rise to 100s of millions.

1.7. The significant variety and complexity of metadata that TNA supports – basic record catalogue data (Catalogue), catalogue data with online deliverable digital files (DoL), catalogues about catalogues (NRA), closed records,

subject to Freedom of Information enquiries and user contribution channels (Your Archives). Unlike virtually all its peers, TNA supports a rich an true archival hierarchical metadata schema.

1.8. The need to service significantly high volume of website requests – currently averaging 22,000 hits per hour.

There are indeed many off the shelf products for digital repositories but the majority are relatively simple (built to service libraries and not archives), most cannot support the complexity of TNA's data and all are being challenged by the TNA's volumes.

It is therefore becoming increasingly evident that TNA will be unable to procure an off the shelf solution and, if the single repository approach is pursued, will need to consider a potentially highly customised off the shelf product or the prospect of developing a new service itself. Both these options are potentially costly and time consuming propositions.

2. A reassessment of our position

We need to take stock of our position in the context of what we have achieved to date online and what we are aspiring to do:

2.1. We need to acknowledge that we ARE UNIQUE in the 'industry' (Archives) we inhabit. The current industry review is proving that and the challenges we face (summarised above and documented elsewhere) bear this out. A repository provider recently summed TNA up unsolicited as '*... the NASA of the archive industry*'. We also wish to maintain the innovation and excellence in online delivery for which we are acknowledged by our users peers.

2.2. There are a significant number of services/areas of the organisation that have an effect and/or are affected by the by the deliverables of the OFC project.

2.3. The OFC project is THE FOUNDATION for all TNA medium/long future online services and TNA 2020. So it is important that it is undertake with particular due diligence and ALL its practical eventualities should be verified against the final design BEFORE we embark upon building confidently the effective services.

2.4. We are subject to a prolonged severe economic climate. So we need to develop a build plan which can be parcelled into a phased delivery of effective services, subject to prevailing budget availability.

3. Proposed revised project approach

It is proposed that we 'adjust' the approach to the project to take into account the change in circumstances by:

3.1. We continue to develop the LDM and complete the pre procurement review of suppliers and peers. If one or more suppliers are still identified that could provide an off the shelf digital repository then this may still be an option for TNA to pursue.

3.2. Additionally, we undertake a thorough review of what we wish to deliver in the Project. In so doing there are a number of clear areas (streams of work) that need to be addressed in detail and each must deliver a very clear steer to the OFC project:

3.2.1. Online delivery of results. Through signed off wireframes this will agree on what we are going to deliver in detail online. It will cover methods of resource discovery – search and browse – and user contribution.

3.2.2. Improvement of data. Given 3.2.1, we need understand how going to service the online deliverables with the data we have. Our present data may not be able to service the screens in 3.2.1, in which case we change the screens or the data by improving the cataloguing or introducing tagging.

3.2.3. Volumes and website response. How we are going to handle the significant volumes. For example an email repository on its own could be millions of files - do we really want to treat these as individual deliverable units?

3.2.4. Back office services. Scope out the back office requirements.

3.2.5. What data are we going to support. Agree on the strategic requirements for integrating the repositories. For example, should we integrate with our Digital Archive Repository (the digital preservation database) and/or should we provide for resource discovery across repositories that are not ours and offer a single presentation service to include any of those.

3.3. The deliverable from 3.2 will be a requirements catalogue and phased build plan. The build plan will be sliced up into appropriate rapid win packages each within budget limits.

Our Future Catalogue – A Review of Project Approach

Last update: 13-Aug-09/pdm

A reassessment of our position

During the pre procurement industry review of what potential suppliers are offering and peer organisations are using or implementing it has become evidentially clear that The National Archives (TNA) is significantly ahead of, and in many respects unique from, its peers in current and aspirational online delivery of record metadata (cataloguing information) and presentational records.

We do need to take stock of our position in building the Our Future Catalogue (OFC) in the context of what we have achieved to date and what we aspire to deliver:

- ✓ We should acknowledge that we are unique in the 'industry' (Archives) we inhabit. The current industry review is proving that and the challenges we face (documented elsewhere[i]) bear this out. A repository provider recently summed TNA up unsolicited as *'... the NASA of the archive industry'*. We also wish to maintain the innovation and excellence in online delivery for which we are acknowledged by our users and peers.
- ✓ There are a significant number of services/areas of the organisation that have an effect and/or are affected by the by the deliverables of the OFC project.
- ✓ The OFC project is the foundation for all TNA medium/long future online services and TNA 2020. So it is important that it is undertake with particular due diligence and ALL its practical eventualities should be verified against the final design before we embark upon building confidently the effective services.
- ✓ We are subject to a prolonged severe economic climate. So we need to develop a build plan which can be parcelled into a manageable phased, time boxed delivery of effective services, subject to prevailing budget availability.

Revised project approach

It is proposed that we adjust the approach to the project to take into account the change in circumstances by:

1. Continuing to develop the Logical Data Model (LDM)
   Lead:
   Completion date: Early October 2009
2. Complete the pre procurement review of suppliers and peers.
   Lead:
   Completion date: End September 2009

3. Establish in detail what the OFC project should deliver at its eventual completion. A requirements catalogue[ii] is being compiled but a number of key dependencies that will fundamentally drive the shape of the final OFC deliverables, will require a steer and sign off from TNA executive (provided by OM and DLT). The ones identified at present are as follows:

3.1. **Online resource discovery, delivery of results and user contribution.**
To agree how we are going to discover data and resources, how we are going to present the results and how users are going to contribute. The Executive will sign off against an agreed set of functional wireframes supported where necessary with additional material.
Lead:
Completion date: End September 2009, though subject to recursive 3.2

3.2. **Data improvement**
Given 3.1, we need understand how we are going to service the online deliverables with the data we have. Is our data sufficiently catalogued or tagged? Our present data may not be able to service the screens in 3.1, in which case we change the screens or improve the data by sufficient cataloguing or introduction of tagging.
Lead: Louise Craven
Completion date: End September 2009

3.3. **What is included**
Agree on the strategic requirements for integrating resource discovery, browse and presentation. We have a clear idea which of our existing repositories we are going to include but should we provide for repositories that are not ours, such as Ancestery.com, 1911 Census?
Lead: Oliver Morley
Completion date: Mid September 2009

3.4. **Restricted information**
How are we going to manage the restricted (closed) environment. Do we need two separate services one with open and closed records on the GSI, the other with only open records on the Internet, as with current ERO. Or are we comfortable with one Internet facing service which manages access to closed data through access control services. Is there a third option?
Lead: David Thomas
Completion date: Mid September 2009

3.5. **Data formats and volumes**
The advent of digitally born records is causing a significant paradigm shift. As we start to accession such records the demand for online delivery of presentational copies of records moves from simple PDFs and tens of

millions to potentially complex file formats (emails, audio video, GISs) and, hundreds of millions. How do we deliver these and in a manner which is affordable in medium term?
Lead: TBA
Completion: End September 2009

3.6. **Choice of Search Engine**
3.1, 3.2, 3.3, 3.4 and 3.5 will govern the choice of search engine and the OFC phased build should include the choice of search engine
Lead: Amy Warner
Completion date: Mid October 2009

3.7. **Back office services**
To gain a sufficiently clear understanding of the issues with the back office to understand how it affects the deliverables of the OFC project and to ensure that its requirements are not significantly compromised by what the OFC delivers.
Lead: Louise Craven
Completion: Mid September 2009

3.8. **OFC requirements catalogue**
Complete the full OFC requirements catalogue
Lead:
Completion: Mid September 2009

4. From 3 develop and sign off a phased build plan, sliced up into appropriate rapid win time boxed packages each within prevailing budget.
Lead:
Completion: End November 2009

5. Start the first stage of the build plan, whatever that may be.
Lead:
Start: December 2009

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[i] OFC Challenges is stored in Objective here...

The Challenges.obr

[ii] Draft requirements catalogue is stored in Objective here...

Requirements Catalogue.obr

Our Future Catalogue – A Review of Project Approach

Last update: 19-Aug-09/om

Our current position

We have now had the opportunity to review potential suppliers within the very narrow niche of libraries and archives. The National Archives (TNA) is significantly ahead of its peers in current and aspirational online delivery of record metadata (cataloguing information) and presentational records.

We do need to take stock of our position in building the Our Future Catalogue (OFC) in the context of what we have achieved to date and what we aspire to deliver:

- ✓ A repository provider recently summed TNA up unsolicited as *'... the NASA of the archive industry'*. We also wish to maintain the innovation and excellence in online delivery for which we are acknowledged by our users and peers.
- ✓ There are a significant number of services/areas of the organisation that have an effect and/or are affected by the by the deliverables of the OFC project.
- ✓ The OFC project is the foundation for all TNA medium/long future online services and TNA 2020. However, we should not allow this to paralyse our approach because of concerns about existing business processes and systems.
- ✓ We are subject to a prolonged severe economic climate. So we need to develop a build plan which can be parcelled into a manageable phased, time boxed delivery of effective services, subject to prevailing budget availability, delivered by off the shelf software with limited bespoke changes.

Revised project approach

It is proposed that we adjust the approach to the project to take into account the change in circumstances by:

1. Continuing to develop the Logical Data Model (LDM) with a goal to achieving a clear simple data model that provides only the elements essential for users/ readers/ researchers – i.e. the presentation system
   Lead:
   Completion date: Early October 2009
2. Complete the pre procurement review of suppliers and peers.
   Lead:
   Completion date: End August 2009

3. Build a standalone prototype unified presentation system with the full catalogue in the LDM format by 31st March 2009

   3.1. Documented "batchable" process for transferring catalogue information into the LDM

   3.2. Full one-off cut of catalogue in LDM

   3.3. Full one-off cut of YourArchives incorporated into LDM

   3.4. Testable presentation system

   3.5. Subset of docs online material as storage items (metadata in LDM)

   3.6. Subset of ERO material as storage items (metadata in LDM)

   3.7. Access2Archives/ Archon material incorporated into LDM

Online resource discovery, delivery of results and user contribution.
To agree how we are going to discover data and resources, how we are going to present the results and how users are going to contribute. The Executive will sign off against an agreed set of functional wireframes supported where necessary with additional material.
Lead:
Completion date: End September 2009, though subject to recursive 03.2

What we don't need

- A decision on whether "our data sufficiently catalogued or tagged". Our presentation system must flexibly deliver whatever the level of metadata attached to the record
- A decision on how to deal with LIA material. This is not in scope as 2020 has no expectations that we will bring LIA material in-house.
- A decision on whether we provide standardisation for born-digital material. For the sake of this project, born-digital material is provided in original format – as an object – with metadata levels agreed at the cataloguing stage
- A choice of search engine. For the prototype, a flat search will be adequate
- Views on back office integration. Procat is black-boxed for the sake of this prototype.

- Requirements not related to the prototype

What we do need

A preliminary systems view on restricted information in the Catalogue
How are we going to manage the restricted (closed) environment. Do we need two separate services one with open and closed records on the GSI, the other with only open records on the Internet, as with current ERO. Or are we comfortable with one Internet facing service which manages access to closed data through access control services.
Lead: David Thomas
Completion date: Mid September 2009