



Quality Assurance Report

March 2009

HARP

- Services Involved
 - Housing, and
 - Revs/Bens
 - Planning
- Scope of work
 - Process re-design
 - Selection of suppliers
 - Development of Application
 - Backscanning
 - New Corporate Scanning Service
 - Training
 - Go-Live/cut-over/data transfer
- Outcome
 - All in and working

- Champions:
 - Essential to have dedicated resource from Service Areas
 - Good to have open resourcing process (some concerns on the time taken on the process)
- Need stronger induction
 - Strong training in Business Process Re-engineering
 - Need to hit the ground running
- Working with Capita (Harrow' view)
 - Need strong characters as challenging environment
 - Give yourself time to learn
 - Represent the Council and your service area
 - Need to manage pressures on you from a large number of project managers

- Harrow never realised vital importance of the early process mapping
- Good project structure, but need to ensure communications across the 3 projects (Council especially)
- Planning and stage management/risk/change control processes worked well
- Could improve communications on all sides
- Testing very thorough but issues with version control of key documents
- Training well developed and received, (more Harrow customisation with earlier contact with service area?) better UAT induction and more system administration training
- Training included 'work arounds' as stage management good (completed fixes before training allowed to begin)
- Could consider stronger post go-live training (mixed opinions)
- Go-live support excellent and comprehensive (could slightly improve co-ordination of advice)
- Should ensure service area finance leads review benefits case
- Should review benefits after go-live to validate

- Working with multiple suppliers complex and difficult to inject speed/urgency
- Should ignore salesmen and discuss issues with quality assurance managers
- Technology does work well, with customisation needed to make work for Harrow
- Recent issues of stability have caused questioning of the selected solution but now under control
- Recognise great potential of the system
- Application liked by all staff
- Possibility that BTP/Capita more expert now than the supplier

- Knowledge
 - Must recognise the development of the Champions and ensure that they are utilised to best effect in the Council at the end of the project
 - Consider recommending Business Case development in Council's Management Development Programme
- Scope
 - Housing not clear on scope at start, may need better launch event for FBC, and better Harrow co-ordination from FBC into project
 - Difficult cultural and resourcing challenge for the Corporate Scanning and Indexing Service
 - Ensure scope of the project includes scope of the previous contract/system (Unisys contract wider than new Civica contract)

- Present revised report to the final HaRP Programme Board
- Ensure lessons adopted in HaRP2 FBC (due for completion on 1 April)
- Ensure Lessons Learnt in overall HaRP2 programme, especially in early actions:
 - Resourcing
 - Induction to HaRP2
 - Early process re-design work