

Section 2 – Report

1. Introduction

The Business Transformation Partnership was established with Capita in October 2005, following an extensive EU procurement and evaluation process. The contract is for 10 years, up to the value of £100m with the option of a five year extension. The Partnership started with a series of initial projects involving the development of our Access Strategy and the creation of Access Harrow, the implementation of SAP (Enterprise Management System), and the implementation of a new Management Information System and the ongoing support and maintenance of this for 10 years. The framework agreement with Capita has subsequently been used as the vehicle for developing and delivering further transformational projects.

2. Operation of the Partnership

2.1 The Contract

The framework agreement allows for the development of projects and for the provision of specified services to the Council, and is based on the following principles:

- developing a long term relationship with a Strategic Partner whilst approving projects at each stage in accordance with the OGC governance model. This represents a relatively low risk approach for the Council as it is not required to use Capita on any project, although they are a preferred delivery partner and have a proven history;
- a defined process for future projects developed through Strategic, Outline and Full Business Cases, focussing on the Council's strategic objectives;
- Open Book accounting giving the Council visibility of Capita's consultancy day rates, costs, and profit margin on every Business Case. Costs are detailed on a line by line basis, clearly identifying the cost of each person, including sub-contractors, within a financial model;
- fixed price projects with the risks of delay, overspend, and sub-contractor costs and performance being carried by Capita;
- payments made only on the achievement of objectives and milestones with rigorous contract and project management processes;
- rigorous benefits realisation process, originally based on guaranteed benefits of £42m, with £5m of Capita's profit at risk, and a gain share agreement on an additional £38.5m and beyond;
- Price Performance Model to incentivise the Partner to perform the SAP support services to the agreed Service Level Agreement (SLA), monitored on a monthly

basis. Capita are thereby incentivised through deductions if the specified performance levels are not met;

- Ability to outsource in-scope Council services to Capita via a future business case.

2.2 How are cases developed?

Ideas for Business Cases come from a number of sources. Capita propose cases based on their experience of working in other Councils and their understanding of industry and wider technology trends. Service areas also propose ideas, or simply indicate the needs for a review of all, or part of their service. More recently the vision of the Better Deal for Residents Programme has driven thinking and the development of business cases in such areas as Mobile and Flexible Working.

Ideas for projects go through three significant phases:

- **Strategic Business Case:** A short outline of an idea produced by Capita at no cost;
- **Outline Business Case:** A more highly developed Business Case outlining options and possible solutions, produced by Capita. The contract allows for a specified number of such cases per year, as the costs to Capita are significant. The Council pays £17.5k for each Outline Business Case.
- **Full Business Case:** A developed case for the preferred solution with a fully worked up design document, detailing all the costs (supplier and Council) and benefits of the project. It forms the basis of the schedule of works for the project and is based on a fixed price from Capita. The Council pays for FBCs at the price agreed in the OBC. In the event that the project goes ahead the FBC costs are rolled into the first milestone payment. If the project does not go ahead the Council pays for the FBC, unless the reason for not proceeding is that the business case set out in the OBC is significantly compromised, in which case no payment is due.

Once agreed by the Harrow Partnership Director and the lead Service area, cases are considered by the Corporate Strategy Board (generally within the structure of the Better Deal for Residents Programme) and where required by Cabinet.

Other mechanisms within the contract allow for more incremental, but still financially significant initiatives to be promoted. This involves the development of “Benefits Cards”, which are supported by service areas, and developed into initiatives that save money or improve service. The Council employ Capita to undertake the work via the gainshare mechanism and accept the financial benefit as a contribution to Capita’s overall savings target.

2.3 The Management of Change

Major change projects developed by Capita not only address issues of technology and business process, but importantly focus on how the transformational change will be managed. The focus on change management, and in particular the impact on people, is

key to the approach. Consequently, where appropriate, the Business Cases contain funding for the management of this change, with service change champions working full time on projects, dedicated HR support and a significant element of customised training. This allows high levels of involvement by staff and unions in developing solutions and for testing the systems.

The Partnership uses a customised version of PRINCE2 (**PR**ojects In a **C**ontrolled **E**nvironment – OGC approve methodology) as it's project management methodology, with it's stage plans linked directly to the contract's milestones payment mechanism. Deliverables from Capita are broken down into a schedule at the start of the project, and are quality assured and checked against the original works schedule before any payments are made. Each project uses the Partnership's developed approach on risk management, benefits management, change control, quality assurance, project planning and change management (an example Project Initiation Document is attached at Appendix 1). Finally the Partnership has a highly developed Lessons Learnt process that feeds learning into subsequent projects. The Partnership is now fully involved in delivery of key projects within the Council's Better Deal for Residents Programme. The management of this programme has drawn directly from these approaches.

All project team members (both Capita and Council) have expertise in the operation of PRINCE2.

3. The Advantages of the Partnership to Harrow

The advantages for Harrow of the Partnership are:

3.1 Long term relationship

It is a great benefit to work with a partner that has developed an understanding of the opportunities for transformation at the Council, and one that can manage major changes using experience of Harrow's people and culture, and who is therefore better placed to use appropriate ways of working.

3.2 Capability and Capacity

The Partnership provides the project management and technological expertise to Harrow at the levels and time that it needs to progress its transformation programme. The alternatives of self supply or individual contracts with multiple suppliers are both complicated and costly, and would not provide the continuity and integrated approach vital to successful programme and project management.

3.3 Speed of Reaction

The procurement of suppliers is a major source of delay in implementing projects within Council, given the demands of European procurement regulation. This process would generally add an additional 3-6 months to the start of a project and require significant Council management time. Under the framework agreement this phase is unnecessary as the original procurement enables the direct employment of Capita on projects and

services of up to a total value £100m. In addition the agility that the framework provides allows for speedier reaction to changing strategies and priorities.

3.4 Shared Objectives and Transferred Risk

The contract ensures that Capita has a vital interest in the delivery of benefits to the Council. It was required to deliver an initial £45m worth of savings before being fully paid, and after this period the contract's gain share process continues to motivate them to deliver. In addition a vital component of our approach is the transfer of risk to Capita for implementing the projects. The risk of over runs and over spending on IT projects, as experienced elsewhere in local and central government, has been significantly reduced as Capita agree fixed price projects with Harrow, and have not engaged in any concerted or unjustified process of change control to increase costs. This is back up by a payment mechanism that based on the achievement of objectives and milestones.

3.5 Minimal risk of duplication or conflicting solutions

As the business and systems landscape become increasingly complex the benefit of having a single supplier to ensure that the current environment is utilised to the best ability is crucial to ensuring that projects are delivered as cost effectively as possible.

4. Projects delivered by Capita under the Partnership Agreement

Since the launch of the Partnership in October 2005 Capita have delivered the following major Projects:

Project	Description
Access Harrow and additional services/integrations	<ul style="list-style-type: none"> • Development of Access Strategy • Design and build of Access Harrow Council • Recruitment/assessment/training of staff • Introduction of services • Procurement/launch of all related technology
ERP (SAP) and SAP Upgrade: <ul style="list-style-type: none"> • Procurement • Payroll • Pensions • Finance 	<ul style="list-style-type: none"> • Configuration and implementation of SAP across the Council • SAP training
MIS	<ul style="list-style-type: none"> • Development of Management Information System using Business Warehouse and middleware solution
HaRP 1	<ul style="list-style-type: none"> • Development and implementation of workflow/document management/mobile working/integration systems for Housing, Planning & Building Control, Council Tax and Housing Benefit

HaRP 2	<ul style="list-style-type: none"> • Development and implementation of workflow/document management/mobile working/integration systems for Housing Repairs, HR, Shared Services
SNT 1	<ul style="list-style-type: none"> • Procurement of new vehicle fleet • Introduction of new planning systems • Organisation review and revision to job designs
Waste Project (Domestic)	<ul style="list-style-type: none"> • New route planning • In-cab reporting/tracking technology • Link into Access Harrow
Waste Project (Trade)	<ul style="list-style-type: none"> • New route planning • In-cab reporting/tracking technology • Link into Access Harrow • Bin tagging and link to SAP for payment
Learning & Development Sourcing	<ul style="list-style-type: none"> • Outsource of training administration
New Intranet and Council Web Site	<ul style="list-style-type: none"> • Procurement of Jada operating system • Configuration and launch of new intranet site and external web site
Channel Migration	<ul style="list-style-type: none"> • Development and launch of channel migration campaign (Harrow Clicks) • Development of multiple web forms to support web transactions
Corporate Complaints System	<ul style="list-style-type: none"> • Development and implementation of new Corporate Complaints system using SAP/CRM
Management Development Programme	<ul style="list-style-type: none"> • Design and support to Council's Management Development Programme

Capita are in the process of developing the following projects:

Project	Description
Waste – Streets and Ground Maintenance (agreement sought at 28 th October Cabinet)	<ul style="list-style-type: none"> • Application of Waste Management solutions to streets collections and grounds maintenance
Libraries – RFID (agreement sought at 28 th October Cabinet)	<ul style="list-style-type: none"> • Introduction of RFID technology to Libraries • Development/refurbishment of Library Service areas
SNT2 (agreement sought at 28 th October Cabinet)	<ul style="list-style-type: none"> • Initiatives to reduce demand • Re-design of operational processes • Initiatives to improve the choices available to customers
Outsourcing Harrow IT	<ul style="list-style-type: none"> • Provision of IT services to Harrow
Mobile and Flexible Working (follow on from HaRP) (agreement to be sought)	<ul style="list-style-type: none"> • Development and roll-out of mobile and flexible working solution to the whole Council (probably based on similar approach as HaRP)

Customer Care / Assess & Decide (agreement to be sought)	<ul style="list-style-type: none">• Expansion of Access Harrow to increase capacity• Introduction of new services (Housing)
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5. Equalities impact

The selection criteria that established the Partnership ensured that Harrow would only work with an organisation fully committed to equalities in their own business, and would further support equalities in the development and implementation of projects. We continue to monitor this through examining their company equalities policies, reviewing the profile of the managers that Capita employ on our projects, and in making the completion of Equality Impact Assessments part of our business case development process. The Partnership has a strong record in developing and changing solutions based on recommendations from the assessments. All projects under the Better Deal for Residents programme now undertake a test of relevance before considering the development of an Equalities Impact Assessment. As the majority of Capita initiatives are transformational they will generally produce an assessment for each project.

6. Legal comments

The procurement of Capita was fully compliant with European Procurement regulations, and its application to projects at Harrow has been in line with the agreement and the regulations.

7. Community safety

Capita have implemented a number of projects that have contributed to improved community safety, such as Access Harrow and the Waste Project. These are now part of service development plans in Directorates. The Partnership will continue to champion community safety where appropriate in the development of its solutions.

10. Financial Implications

Each business case is reviewed on its own merits. Capita costs and profit margin are transparent.

Funding for larger projects is normally financed by Prudential Borrowing and assessed against a prudent 5 year pay back period. Benefits are generally broken into 'cashable', such as staff reductions or direct costs, and 'non-cashable', such as saving space in buildings. These are in addition to non-financial benefits such as increases in service performance and customer satisfaction.

10. Performance Issues

The Partnership contributes to service performance improvement through its individual projects. A number have had a significant impact on customer satisfaction, such as Access Harrow and the Waste Project, whilst others have focussed on improved efficiency and value for money such as HaRP and SAP. The improvements are the basis of the Full Business Case and are reflected in service plans, and are aligned with the Council's Corporate Objects.

The performance of the Contract is as follows:

Areas	Target	Performance	Comments	
Project Savings	£42m	Achieved	Now using gain share provisions of the contract	
Benefit Cards Savings		Achieved		
External Recognition	To support Harrow in being recognised as a leader in effective service transformation	Winner of 7 major industry awards between 2005-2010	Winner of: 1. Contact Centre of the Year (GC Awards) 2. DBA Design Effectiveness Award – Harrow Clicks 3. Professional Planning Forum – Innovation – Waste Project 4. National e-gov awards – Transformation – Waste Project 5. Guardian GC Award – Transformation – Waste Project 6. GIS – Green Impact – Waste Project 7. GIS – Finance – Waste Project	
Key System Performance Measures (3 month cycle)		September 2010	August 2010	July 2010
SAP Production System Availability		100%	100%	100%
Civica Production System Availability		99.6%	100%	100%
Customer Care Platform System Availability		100%	100%	100%

11. Environmental Impact

Capita have implemented a number of projects that have contributed to improved environmental impact, such as Access Harrow, HaRP (paperless office and mobile working) and the Waste Project (domestic and trade).

In particular the award winning Waste Project is on target to deliver:

- 20% reduction in waste to landfill
- 15% reduction in fuel consumption
- marketing campaign to households with poor re-cycling performance

12. Risk Management Implications

The risks associated with the Partnership are managed by the Director of Business Transformation and Customer Services, and are regularly reviewed and managed by appointed officers within her team.

The current register is used to manage the following risks:

ID	Title	Description	Mitigating Action
1	Impact of Better Deal for Residents	BD4R Programme not agreed or significantly reduced scale thereby reducing impact of transformation activity	Ensure the Partnership is able to flex with changing requirements Ensure open dialogue with Capita on future prospects
2.	Management of Consultants	Potential for competitive PWC/Capita relationship to hinder progress of BD4R Programme	Ensure tight contract management and guidance on Council expectations
3.	Partnership Governance	Governance structure of Partnership not able to drive improved performance or new business cases	Develop Governance to ensure lifecycle of project is covered Review Governance with the introduction of IT service to ensure that it remains focussed on transformation

13. Corporate Priorities

The processes used to develop businesses cases have ensured that the Partnership has supported all the Corporate Priorities.

Section 3 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 18 October 2010		

Section 4 - Contact Details and Background Papers

Contact: Carol Cutler, Director of Business Transformation and Customer Services
ext: 6701

Background Papers: None

Appendix 1

Waste Mgt. Project (RFID) Project Initiation Document

Owner	Author	Date of Issue	Version
Ghan Varsani	Balraj Sandhu	19 October 2009	1.0

DOCUMENT LOCATION

The electronic original of this document can be found in the Waste Mgt. Programme Sharepoint site.

REVISION HISTORY

Summary of Changes	Author	Date of Issue	Version
Initial Draft	Balraj Sandhu	21 September 2009	0.1
Minor amends following review	Balraj Sandhu	19 October 2009	1.0

APPROVALS

Name	Title	Signature	Version
Andrew Smith	Change Champion / Operational Manager – PRS		
Jerry Hickman	Head of Service - PRS		
Jim Marsh	Harrow Programme Assurance – BTP		
Kireen Rooney	Harrow Project Manager – BTP		
Ghan Varsani	Capita HBU Delivery Director – BTP		
Paul Marray	Capita HBU Programme Manager – BTP		

RELATED DOCUMENTS

Document Title	Date of Issue	Version
01 Waste Mgt FBC v1.8_PRS_Published CSB_Final		1.8
BTP_WMP_CR 160b_RFID		1.15
BTP_WMP_RFID Requirements		1.0

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1. Document Purpose

The purpose of this Project Initiation Document (PID) is to detail what the project will deliver, who will be responsible for each element of the delivery, how the project will be managed and the governance model for ensuring the project delivers the requirements to the agreed quality within the agreed time and cost limits.

The PID should be read in conjunction with the full business case, Radio Frequency Identification (RFID) change request and cost model for the scope and deliverables of the transformation.

The purpose of this document is to provide the Project Board with confidence that the necessary governance and processes are in place to ensure a successful outcome. The governance and operation of the project falls under the Harrow Business Transformation Programme (BTP), and as such is subject to the overarching BTP contract between Capita and the Council.

This document will:

- Reference the key deliverables and timescales for the project
- Define the approach and structure of the project
- Outline ways of working within the project
- Define the approach of the project in regard to:
 1. Quality Assurance
 2. Risk Management
 3. Change Management and Training
 4. Communications
 5. Change Control
 6. Quality Assurance

2. Project Scope Definition

The project scope can be summarised as follows:

1. The implementation of weighing equipment into the 3 Refuse Collection Vehicles (RCVs) that handle Trade Waste

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2. The chipping of up to 1500 Trade bins with RFID tags
3. The implementation of the Waste Collector Trade! module to collate the weighing information from the RFID equipment and to provide one system for Trader information
4. Build an interface between CRM and the Waste Collector Trade! module so that Access Harrow staff can see key Trader information

The full scope was defined in the document BTP_WMP_RFID Requirements_v1.0, developed during the Full Business Case and subsequently reviewed and updated during the development of the RFID Change Request. A copy of these requirements has been included in Appendix C – RFID Requirements.

3. Key Assumptions

ID	Title	Description
1	Business Change Champion	Full time Business Change Champion appointed
2	Harrow IT Infrastructure adequate for application delivery	The solutions proposed will rely on the existing network infrastructure and Server Rooms for service delivery, both of which are assumed to be fit-for-purpose and reliable.
3	Volumetric data	Data used to perform benefit calculations are correct.
4	Council support and lead the project	There will be visible Council support for, and leadership of, the project. This will naturally encompass an endorsement of the change process
5	Council staff empowered to make decisions	The Council will ensure that the users responsible for attending Workshops and Customer Acceptance are empowered to make decisions without recourse to their Managers. Failure to empower team members may result in project delay
6	Sign-off not delayed due to lack of delegation	Council sign-off at Project Gateway stages is forthcoming, and not withheld for reasons of absence, or non-availability
7	Trade vehicles are made available in a timely manner	Trade vehicles are made available for a period of 5 days each to install the weighing equipment
8	Robust Trade and Bin data	Trade data and bin data is robust and made available in a timely manner. If the data requires cleansing, the PRS service will ensure this is undertaken in line with project timelines

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ID	Title	Description
9	Resource availability	Resources are made available from Access Harrow and Public Realm for UAT and training That Capita will fully resource the project in terms of Project Management, Analysts and Testing

4. Business Case / Benefits

All anticipated benefits are described within the Waste Management Full Business Cases and subsequent RFID Change Request.

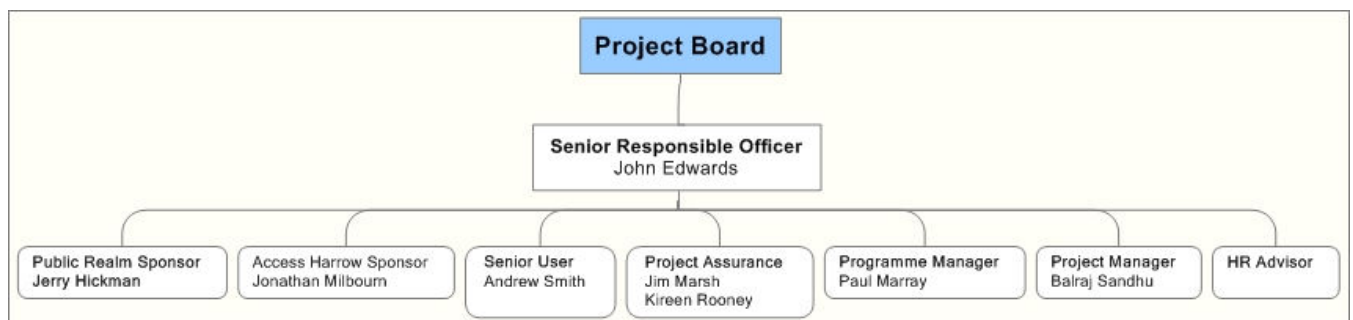
5. Approach

The project will follow the principles of the Prince 2 framework with regards to:

1. Roles and Responsibilities
2. Governance
3. Change Control
4. Organisation
5. Quality

○ Roles and Responsibilities

The names of those occupying the roles described below are shown in the following diagram:



Senior Responsible Officer (SRO)

The SRO is ultimately responsible, supported by the Project sponsors, Senior Users and Senior Suppliers, for ensuring that the programme delivers the Business Benefits defined in the Business Case. The SRO has to ensure that the programme balances the demands of business, User and Supplier. The SRO will ensure that Harrow dependencies and staff are

managed through the programme lifecycle. Throughout the programme, the SRO 'owns' the Business Case.

Project Sponsors

The Project Sponsor is responsible, supported by the Senior Users and the Senior Supplier, for ensuring that the project delivers the Business Benefits defined in the Business Case within their area of responsibility. The Project Sponsor has to help ensure that the project balances the demands of business, User and Supplier. The Sponsor will ensure that Harrow dependencies and staff are managed through the project lifecycle. Throughout the project the Project Sponsor 'owns' the Business Case for their area of responsibility, and responsible for realising the benefits claimed within the Full Business Case.

Senior Users

The Senior User is responsible for the specification of the needs of all those who will use the final product(s), for user liaison with the project team and for monitoring that the solution will meet those needs within the constraints of the Business Case in terms of quality, functionality and ease of use.

The role represents the interests of all those who will use the final product(s) of the project, those for whom the product will achieve an objective, or those who will use the product to deliver benefits. The Senior User role helps to commit user resource and monitor products against requirements. This role may require more than one person to cover all the user interests. For the sake of effectiveness the role will not be split between too many people. Within this project this role will be referred to as the Business Change Champion(s), and also have responsibility for managing the changes wrought by the project.

Project Assurance

The Assurance role to the Board is responsible for monitoring the quality of the products delivered by the programme and that the contract schedule is met. It will also ensure that the agreed quality assurance processes have high levels of compliance. It will also be responsible for Council sign off of deliverables at key stages of the Project, linked to payment specified in the Contract Schedule.,

Programme Manager

The Programme Manager's prime responsibility is to ensure that different projects within the Programme generate synergies and complement each other when appropriate. The Programme Manager is also responsible for the project producing a result that is capable of achieving the benefits defined in the Business Case.

Project Manager

The Project Manager has the authority to run constituent projects of the programme on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board.

The Project Manager's prime responsibility is to ensure that the projects produce the required products, to the required standard of quality and within the specified constraints of time and cost. The Project Manager is responsible, along with the Programme Manager, for the project producing a result that is capable of achieving the benefits defined in the Business Case.

Senior Supplier

The Senior Supplier represents the interests of those designing, developing, implementing, and ultimately maintaining the project products. The Senior Supplier is accountable for the quality of products delivered by the supplier(s). The Senior Supplier role must have the authority to commit or acquire any supplier resources required. If necessary, more than one person may be required to represent the suppliers.

○ **Governance**

The governance of the Waste Mgt. project falls under the umbrella governance of the Business Transformation Programme and will follow a customised Prince 2 Framework. See Governance diagram (p. 6)

Programme Board

Overview

The Programme Board is responsible for the overall direction and management of BTP projects including the Waste Management project.

Terms of Reference

The Programme Board has the following responsibilities:

- arbitration on any conflict between constituent projects;
- assisting in resolution of problems between the project and external Stakeholders;

- provide advice direction and support to the constituent projects, whilst ensuring lines of responsibility are maintained;
- provide visibility of progress and benefits achievement throughout the Council;
- reserved authority for Business Case changes and benefit management.

The Programme Board is ultimately responsible for ensuring that the programme remains on course to deliver the desired outcome, and to the required quality, of the Business Cases.

Papers intended for Board approval will be issued at least 3 working days beforehand so that all Board members have an adequate opportunity to review, and, subsequently, make an informed decision.

Project Board

Overview

The Project Board is responsible for the overall direction and management of projects, which includes the components within it. The Project Board meets prior to planned project Stage Boundaries, and provides authorisation to proceed to the next stage.

Terms of Reference

The Project Board has the following responsibilities:

- approval of the PID and any material changes to it;
- approval of scope, as defined in the PID, and any material changes to it;
- approval of the Project Plan and any material changes to it;
- assurance that resources are committed as required by the Contract Schedule;
- arbitration on any conflict between constituent projects;
- approval and ownership of the strategies the project will produce and adhere to (Change -inc. communications-, Testing, Data Migration, Risk);

The Project Board is responsible for assurance that the project remains on course to deliver the desired outcome, and to the required quality, of the Business Case defined in the Project Initiation Document. The responsibilities of specific members of the Project Board are described in the section Roles and Responsibilities (5.1).

Change Board

Overview

The Change Board is responsible for handling all changes proposed to the programme throughout its life, through the process described in section 5.3 Change Control.

Terms of Reference

The sole responsibility of the Change Board is to meet at appropriate times to govern the Change Control process. The composition of the Change Board will be:

- BTP Commercial Director (Capita)
- Programme Director (Capita)
- BTP Commercial Manager (Council)

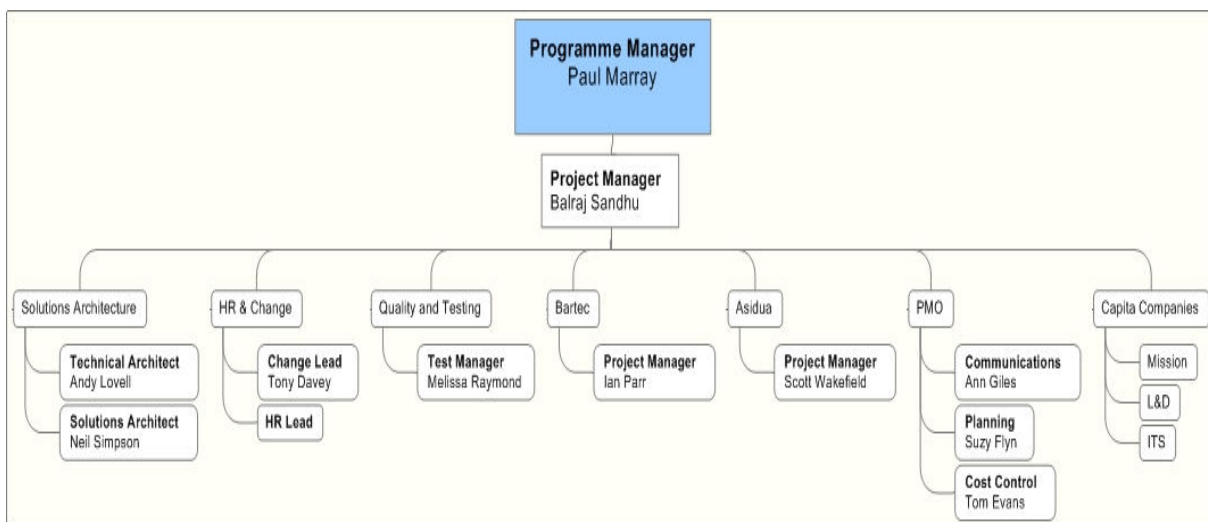
○ **Change Control**

Change Control will be carried out in accordance with the BTP Change Control Procedure (Schedule 4). All changes with a material impact (cost, schedule, quality) on the programme will require the authorisation of the Change Board.

A Change Board will be held for ratification of any Change Requests (see section 5.2, Governance).

○ **Project Organisation**

The project will be structured as follows:



6. Processes and Procedures

○ **Quality Assurance**

The project will own the Test and Quality Plan, of which Quality Assurance forms a part. Quality Assurance will be carried out at the project level by a dedicated resource, and reported on at both the project and Programme Level.

The Test and Quality Plan will describe the entry and exit quality criteria for each significant phase within the project. These will be indicated on the detailed Project Gantt prior to baselining.

○ **Risk Management**

This process will deliver a structured and consistent approach to dealing with risks and issues, ensuring that all risks identified have clear, action orientated containment strategies. These will be regularly managed, and progressed through to resolution.

An initial risk register has been established, with containment actions agreed by the project team. The register will be updated weekly during the project team meetings and these updates will be provided at the Workstream Project Board meetings. The top 10 current risks are included within Appendix B.

Risks will also be managed at the programme level, and reported on at Programme Boards.

○ **Business Change Management**

The approach that the programme, and its' constituent projects, will adopt towards change will be detailed in the agreed Change Plan.

○ **Reporting**

Highlight reports will be produced on a monthly basis during the initial phase of the project, but the frequency may change if the project board decides to do so.

7. Training and Change

The approach that the programme, and its' constituent projects, will adopt towards change will be detailed in the agreed Change Plan

8. Communications Plan

The approach that the programme, and its' constituent projects, will adopt towards communications will be detailed in the agreed Communications Plan.

9. Project Plan

A high-level summary of the Project Gantt is shown in Appendix A. The agreed and base-lined MS Project Gantt will be found on the Waste Mgt. MS Sharepoint site.

10. Project Products

The high-level Product Breakdown Structure (PBS) is listed below:

- 1 Project Management
- 2 Change
- 3 Communications
- 4 Testing
- 5 Integrations
- 6 Mobile Working & Fleet Tracking system configured
- 7 Route Planning system configured
- 8 Data Migration
- 9 Management Information and BW reports
- 10 Infrastructure
- 11 Computer Hardware and Peripherals

Each Product has the following components:

A mapping to High-Level Requirements produced as part of the FBC, and signed off by the Service Areas in scope:

- A mapping to the Contract Schedule.
- A Product Owner, responsible for the delivery of the product, and ensuring that it satisfies the high-level requirements associated with it, and the references within the Contract Schedule
- Quality Criteria and method.

The products are intended as a programme management tool that will allow progress against both requirements delivery and the Contract Schedule to be monitored, and as a means of assessing their readiness for release, and a post-implementation review of their quality.

Can we see the draft Product Descriptions please

11. Lessons Learned

The programme will keep a record of Lessons Learned that will be open to all, and passed to the council at Project Close as part of the Knowledge Transfer activities planned (see Section 12 'Knowledge Transfer').

A highlight of the most pertinent Lesson Learnt from previous projects and the initial Waste Project are presented below:

1. Need to maintain continuity of staff beyond "go-live" into stabilisation.
2. Training performance is the first chance to gain credibility with users. The early poor performance of the training environment squandered this opportunity
3. Where possible to reduce turnover from Capita of key project managers, especially where these are related to commercial decisions by Capita
4. Produce a simple and clear acceptance criteria in key areas to enable a less emotive decision on 'go-live' for any future phases
5. Recognised need to focus on good Partnership behaviours during difficult implementation periods
6. The concept of a soft launch worked very well, and enabled early issues to be resolved at project level, and services to be introduced when it was considered appropriate. This enabled the Council to manage the process of change, and assess risk and performance at each phase

7. Testing is a key phase for projects, and requires a common approach, and resistance to cutting back on its rigour or time
8. Pro active engagement of the PRS and Access Harrow teams from the start of the project. This will help them own the change
9. HR advisors to utilise existing PRS union engagement channels such as the fortnightly 'One Team' meeting
10. Continue using the 'hands on' training approach for Drivers followed by floorwalking support on the shift
11. Continue focus on usability of the system during design stage. This eases the transition to new ways of working and increases acceptance of the system among affected staff

12. Knowledge Transfer

All of the project's information assets will be handed over to the Council on completion of the programme. The Business Change champions will be recipients of the service area specific assets, with the Council Programme Manager receiving the Governance and Management products.

Appendix A – Project Timeframes

Please see below the tentative project timeframes. These will be confirmed during the project launch meeting between the Council, Capita and their technology suppliers.

28-Sep	27-Nov	Design & Build
05-Oct	13-Nov	Vehicle Install
05-Oct	13-Nov	Bin Install
30-Nov	18-Dec	System Test
04-Jan	15-Jan	User Acceptance Test
18-Jan	22-Jan	Training
25-Jan	25-Jan	Go-Live

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Appendix B– Risks

Area	Business Risk	Risk Mitigation
Waste Managers	Challenged to handle the increased technology with current IT skills	Involve throughout project (design, testing etc.) and ensure thorough training and support to ensure confidence is built.
Drivers	Resistance to the project	<p>Provide clear communication of the benefits of the system for everyone. Leverage goodwill built from the current Waste Project and position the RFID phase as an enhancement</p> <p>Run trial on one vehicle with 'positive crew' as pilot for this team and then let them 'sell the benefits of the system to colleagues.</p>
Access Harrow	Not adequately trained to perform Trade contract administration / enquiry resolution on new system	Appropriately focused training on the process changes the new system will enforce.
Project	Industrial Relations issues may provoke project delays	Strong HR support and management process in places to deal with the Unions. Continue using the 'One Team' forums to raise and respond to issues
	Possibility of suppliers going bankrupt as a result of the economic crisis	Close monitoring of suppliers in order to respond quickly to such event
	Negative publicity around RFID	<p>Work with the Council communication team to ensure they are fully briefed about the project, namely:</p> <ul style="list-style-type: none"> • The project affects Trade customers only (not Domestic) • The technology being implemented is in line with competitors • Charging by weight is not an outcome of the project

Anything on continuity of Project Resource and ability of the the supplier to deliver?

Appendix C – RFID Requirements

ID	Issue	ID Sub	Detail Requirement	MoSCow
1	The Waste service wants to reformulate the Trade service.	1.1	The solution must be reliable, durable and compatible with other procured technologies. It will deploy RFID tags and barcode labels. Labels contain certain information to be defined during implementation. Bartec to supply barcoding printer, labels and RFID tags	Must
2	Contract management and invoicing is done through 3 systems.	2.1	Basic contract details are managed by the new solution: <ul style="list-style-type: none"> • Customer name • Customer address (both collection and invoicing) • Contract number (SAP account number) • Bin type (recycling, residual, organic bin) and size (any bin attributes, i.e. metal bin) • Contract start/change/end dates. (Can you keep the customer live and end the contract?) • Contract status (live/cancelled/on hold) • Customer status (live/cancelled/on hold) • Contract contact and payment contact details • Payment method • Credit status (i.e. flag to alert about credit worthiness) • Trader type (i.e. local authority/charity/place of worship) • Collection schedule (ie collection on Monday by Gang 1) • RFID tag number associated with the contract • A free text field to add comments about the Trader etc. 	Must

Waste Management - PID

ID	Issue	ID Sub	Detail Requirement	MoSCow
		2.2	All weight information is linked to customer/ location and kept on record as a total customer view for analysis purposes.	Must
		2.3	Invoices for payment are calculated by the new system. The invoicing module of the new solution is integrated with SAP Finance for automated invoicing (or an extract from Bartec to SAP Financial). Invoicing from the new solution can be easily exported to a CSV file.	Must
		2.4	<p>Invoices need to be itemised, can handle numerous discount rates (ie 5%, 10%, 15%) and be produced on a number of different scenarios:</p> <ul style="list-style-type: none"> • Pay by lift • Pay by weight (including standard rental charges) • Pay by zone • Monthly and quarterly invoicing • Invoicing in advance and arrears • Automated generation of invoices by date • Manually set other periodic invoices 	Must
		2.5	<p>The solution can produce certain documentation (MS suite) against contracts:</p> <ul style="list-style-type: none"> • Duty of Care (essential) • Customer letters <p>The ability to attach or link an electronic file against a customer record</p> <ul style="list-style-type: none"> • Scanned copied of Contracts • Notification of upgrade/downgrade/cancellation of contract 	Must

Waste Management - PID

ID	Issue	ID Sub	Detail Requirement	MoSCow
			<ul style="list-style-type: none"> Customer complaint letters 	
		2.6	Ability to have multiple contracts linked to one head office (such as McDonalds). Summary views of all contracts together	Should
		2.7	Integrations:	Must
		2.7.1	<p>Requests generated by Access Harrow in CRM are passed to Bartec rather than MVM. These include the following (based on existing MVM task codes):</p> <ul style="list-style-type: none"> TW99 Other TW05 Request for new bin TW12 New Contract TW03 Visit/call trade customer TW02 Service quality issue TW13 Cancel Contract TW04 Extra Collection TW07 Deliver/replace lid TW10 Deliver blue refuse sacks TW25 Advice given TW11 Install new lock TW06 Deliver additional bin <p>Trade missed bin requests will be addressed by the interface that is currently being designed between Asidua and Bartec.</p>	

Waste Management - PID

ID	Issue	ID Sub	Detail Requirement	MoSCow
			<p>The unique identifier will be the UPRN where the bin is collected. Not that of the head-office.</p> <p>The information passed to Bartec will include:</p> <ul style="list-style-type: none"> • UPRN • Request type • Any notes from the notes description in CRM • Time stamp • CRM ticket number • If the trader is a live customer, the contract number will also be sent to Bartec (see 2.7.2 below) <p>CRM-MVM integration will be disabled through the creation of new CRM PIDS. However, for business continuity, we will not 'switch off' the existing PIDS. This will avoid unnecessary IT development costs, and build on the integration designed for the core Waste project (i.e. CCP-H, CRM and Bartec).</p>	
		2.7.2	<p>AH agents have the additional ability to check the contract details held on Bartec to be able to answer customer queries</p> <ul style="list-style-type: none"> • The integration will be similar to that being developed for waste collection events. The UPRN will work as the unique identifier to pull information held on Bartec. 	
		2.7.3	<p>Close SAP tickets when request is completed by the back-office</p> <p>The SAP CRM tickets must be closed when the back office completes the as per tasks discussed in clause 2.7.1.</p>	

Waste Management - PID

ID	Issue	ID Sub	Detail Requirement	MoSCow
			The Bartec system must have a completion feature for each of the tasks for the integration to work. For example a request for a new trade bin is raised by Access Harrow and passed to the trade service. The trade operatives should have the option to confirm that the task was completed.	
		2.7.4	The Bartec system will generate an Excel file in the SAP Journal format, with pre-defined fields that will then be emailed by PRS Back Office to Shared Services to be uploaded onto SAP for customer invoicing. This will use the standard SAP Journal upload routine.	
		2.8	Crystal reports based on existing data <ul style="list-style-type: none"> • Ability to create template reports • Ability to create ad-hoc reports There is no BW requirement to put Trade specific data from Waste Collector into the system	Must
		2.9	Ability to record customer interactions in the back-office (i.e. I contacted the customer today and we decided to...). AH will require the ability to view these comments through the CCP-H, CRM, and Waste Collector interface.	
3	Service is concerned about RFID/Barcoding and weighing slowing down the operation.	3.1	RFID/ barcode readers will have to be fitted on the lifting gear. All will need to be compatible with the solution and vehicle specification (attached) .	Must

Waste Management - PID

ID	Issue	ID Sub	Detail Requirement	MoSCow
		3.2	Opportunities for manipulating the lifting data should be minimised. For example, if the same bin is lifted up and down twice can it be ensured that only one lift is recorded? This often happens when a bin doesn't empty properly also.	Must
		3.3	An option should exist to override the system in order to lift a bin where the chip is not being recognised for example.	Must
		3.4	The time it takes to weigh the bin should be close to the current time to lift a bin without the weighing.	Must
		3.5	Bin identification and weight of bin is recorded once bin is lifted and tag is read and sent via GPRS to database in near real-time.	Must
4	Improve the overall trade waste contract process across the Council – other departments do not have complete visibility of the information	4.1	Potentially allow CAP/CAR to have access to contract information from solution to improve relationship issues (ie total visibility of contract information)	Could
		4.2	Access for waste back office to SAP financials to share debt information to improve process. This will be undertaken through the Business as Usual process of obtaining SAP access rights.	Must
		4.3	Access to information for Access Harrow – basic details of contract are only required as per section 2.1	Must