Resources Department

Discussion Paper: EMSS Northgate & AP/AR review, and Personal Information Requests Review, and other aligned projects

Simon Hickman

Background

Over the past few months there have been a number of discussions ongoing with support/input being provided by major Programmes, Simon Hickman, in an adhoc manner. These discussions have primarily focused around a number of key projects:

1. EMSS Scanning contract and improvements with Northgate
2. AP/AR process reengineering, this has recently been added/discussed
3. Information Matters programme support to business owner and way forward
4. BoxIT document storage and strategic discussions

There has been numerous discussions around what is required, being clear about direction and support provided in how to overcome obstacles that are hindering delivery of key projects.

The reason for this paper is to outline an approach to resourcing of a number of projects, how to approach resourcing and identify economies/efficiencies of resources to support timely, cost effective and high quality delivery of the objectives and benefits of each project.

Resources Proposal

Due to the number of projects the view has been taken to look at the type of resources required that could alleviate some of the operational pressures and support the delivery of the projects in the timescales required. These timescales on a number of the projects are dictated by Commercial Contracts and their expiration dates.

On reviewing the resource requirement s for each of these projects it has highlighted that there is a requirement for two very different types of resource to support the services in delivery of these projects, Project Management but also Business Analysis.

The table below gives an indication of the resources and requirements to support the various projects. To maximise the deliverability and support for the projects it is proposed that:

1. Major Programmes provide Programme Manager to work alongside all Business Leads to provide support, direction and drive to ensure delivery of the individual projects.
2. Major programmes provide a single Project Manager with Business Change/process reengineering experience full time supporting all three projects
3. Working with the Transformation Team, initial discussions already taken place, Major Programmes provide single Business Analyst to support all three projects

As the table below shows, the resources have been calculated against the individual projects. This will ensure that the cost are apportioned accurately and fairly whilst maximising the efficiencies around continuity of approach, management, resources and personnel.

Decision

1. Proceed to implement the approach to the resourcing of these projects,
2. Guidance on any specific official approvals required to utilise the Major Programmes Project Management Framework for the engagement of an experienced Service Improvement/Business Improvement Project Manager.
3. Support to engage with the Transformation Team to recruit Business analyst on fixed term contract to work on these projects, official approvals will be sought prior to recruitment

Project: Personal Information requests
Author: Simon Hickman
Version: 1.0
Date: 16th October 2015
Status: FINAL
Page 1 of 5

Discussion Paper: EMSS Northgate & AP/AR review, and Personal Information Requests Review, and other aligned projects

Simon Hickman

Row Labels	Sum of Sep-15	Sum of Oct-15	Sum of Nov-15	Sum of Dec-15	Sum of Jan-16	Sum of Feb-16	Sum of Mar-16	Sum of Apr-16	Sum of May-16	Sum of Jun-16	Sum of Jul-16	Sum of Aug-16	Sum of Sep-16	Sum of Oct-16	Sum of Nov-16	Sum of Dec-16	Sum of Jan-17	Sum of Feb-17	Sum of Mar-17
Simon Hickman	2	2	1.5	1.5	1.5	1.5	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	2	2
Programme Manager	2	2	1.5	1.5	1.5	1.5	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	2	2
0.25		0.5	0.5	0.5	0.5	0.5	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	1	1
BoxIt Review, Procurment & Implementation		0.5	0.5	0.5	0.5	0.5	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	1	1
0.75	1	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
EMSS AR/AP Business Improvement	1	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
0.95	1	1	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
DPA Personal Information Requests	1	1	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
TBC	3	7	12	10.5	10.5	10.5	9	9	9	9	9	9	9	9	9	9	9	9	9
Assistant Project Manager	2	2	2																
0.95	2	2	2																
DPA Personal Information Requests	2	2	2																
Business Analyst				4	4	4	4	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
0.75				1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
EMSS AR/AP Business Improvement				1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
0.95				2.5	2.5	2.5	2.5	2	2	2	2	2	2	2	2	2	2	2	2
DPA Personal Information Requests				2.5	2.5	2.5	2.5	2	2	2	2	2	2	2	2	2	2	2	2
Project Manager	1	5	6	6.5	6.5	6.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
0.25		2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
BoxIt Review, Procurment & Implementation		2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
0.75		2	2	2	2	2	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
EMSS AR/AP Business Improvement		2	2	2	2	2	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
0.95	1	1	2	2.5	2.5	2.5	2	2	2	2	2	2	2	2	2	2	2	2	2
DPA Personal Information Requests	1	1	2	2.5	2.5	2.5	2	2	2	2	2	2	2	2	2	2	2	2	2
Grand Total	5	9	13.5	12	12	12	10.25	10.25	10.25	10.25	10.25	10.25	10.25	10.25	10.25	10.25	10.25	11	11

The Focus Projects

The information below is aimed at giving a high level overview and targeted outcomes for each of the proposed projects:

1. **EMSS AR/AP review and Service Improvement**
   a. SCOPE
      i. To carry out complete review of the AR/AP processes, utilising additional information that can be learned from input on Scanning from Northgate and to propose service improvements, process enhancement and system updates/changes.
   b. OBJECTIVES
      i. Clearly mapped and analysed business processes top leverage best practise performance from systems and business process, aligned to development strategy of the Strategic Finance department
      ii. Identify strategy for debt management and implement as standard business process
      iii. To procure and implement long term contract/solution based on best fit for processes identified through the project
   c. BENEFITS
      i. Minimise additional administration of chased payments/missed payments
      ii. Efficiencies in business processing resources to ensure demand and resources are aligned
      iii. Enhanced Customer Experience
      iv. Maximised use of technology to minimise human interaction in the process from the team and from customers

   Additional more detailed information is available as Appendix A

Project: Personal Information requests
Author: Simon Hickman

Version: 1.0
Date: 16th October 2015
Status: FINAL
Page 2 of 5

2. **DPA Personal Information Request Service Improvement**
    a. SCOPE
        i. A review of current processes and procedures 'as is corporate process' relating to the management of personal information requests that fall under sections 7, 29 and 35 of the Data Protection Act.
        ii. Gap analysis to determine if the existing processes and procedures are fit for purpose in relation to:
            1. Complying with the Data Protection Act;
            2. Align with Information Commissioner's best practice and audit recommendations
            3. Support the expectations of information requestors.
        iii. Bench marking and learning of similar local authority to determine the effectiveness of alternative operating models, performance levels and resource requirements.
        iv. A Business Case detailing the various options and costs together with recommendations of the future operating model for submission to CLT and the Information Matters Programme Board. The preferred option should include an outline implementation plan in terms of resources and timeframes.
        v. Given the resourcing implications associated with operating the service a suggested timetable is outlined below;
    b. OBJECTIVES
        i. To identify and implement a sustainable and successful operating model to manage personal information requests
        ii. To reduce the risk of regulatory action and public scrutiny to acceptable levels as defined by leadership.
    c. BENEFITS
        i. Minimise additional administration required to process information requests
        ii. Efficiencies in business processing resources to ensure demand and resources are aligned
        iii. Enhanced Customer Experience
        iv. Clearly defined roles and responsibilities along with accountable personnel across the Council, with regular reviews and performance reporting

Additional more detailed information is available as Appendix B

Project: Personal Information requests
Author: Simon Hickman

Version: 1.0
Date: 16th October 2015
Status: FINAL
Page 3 of 5

3. BoxIT Contract, Tactical & Strategic Solutions

The BoxIT project is a lot less defined but is a priority due to the contractual situation and ongoing annual costs. The risk to the Council around this contract relates to procurement and also this could be seen as a Commercial Opportunity. A number of high level discussions have taken place around what COULD be done. The aim of this project would be to formalised that aim in to strategy and to implement the approved strategy.

d. SCOPE
   i. To work with Legal colleagues to clearly understand the contractual aspects and implications for the Council on contract exit (already underway with Dionne)
   ii. Options appraisal for the tactical and strategic approach for Document Storage/Management
   iii. Commercial modelling of options appraisal clearly identifying risk and reward
   iv. Engagement with all key stakeholders
   v. Obtain approval for tactical and strategic approach
   vi. Complete documentation and procurement processes to tactical solution
   vii. Implement tactical solution
   viii. Dependent on Strategic approach, work with all parties to clearly map strategic implementation plan and agree implementation project
e. OBJECTIVES
   i. Detailed options appraisal including commercial risk analysis and review
   ii. Approved Tactical and Strategic Solution
   iii. Compliant procurement and implementation of tactical solution
   iv. Implemented solutions to deliver enhanced and simplified document management/storage solution in to the Council
f. BENEFITS
   i. Mitigates Corporate Risk of challenge to the BoxIT contract
   ii. Compliant procurement of tactical solution enhancing the customer experience for document retrieval
   iii. Potential commercial opportunity with Strategic options
   iv. Supports the requirement to improve/enhance the management of the DPA Personal Information Request Service Improvement

4.0 Costs Analysis

Although there is efficiencies around the utilisation of resources the costs have been calculated in such a way that they can be apportioned to each project. They have also been allocated in two phases for each project as there are very specific decision points for each projects in Qtr4 2015/16 financial year. The table below illustrates these costs.

Project	Phase 1 March 2016	Phase 2 Implementation	Total
BoxIT	£10,200.00	£28,050.00	£38,250.00
Personal Information Requests	£22,200.00	£58,710.00	£80,910.00
EMSS Service Improvement	£14,370.00	£34,230.00	£48,600.00
Total	£46,770.00	£120,990.00	£167,760.00

The costs above cover the costs for Project Management and also Business Analysis resources. All projects would be covered through a specific Major Programmes Scope of Works to clearly define deliver and expectations.

Project: Personal Information requests
Author: Simon Hickman
Version: 1.0
Date: 16th October 2015
Status: FINAL
Page 4 of 5

Interdependencies

The image below is just an example of the interdependencies of the various projects and is meant as illustrative rather than complete or fully factual.

Project: Personal Information requests
Author: Simon Hickman

Version: 1.0
Date: 16th October 2015
Status: FINAL
Page 5 of 5