

Project Documentation - Initial Project Proposal Document

Project: Trade Waste Module for Chichester Contract Services

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1. Purpose of Document

The purpose of this document is to justify the undertaking of the project based on the estimated cost of delivery and the anticipated benefits to be gained. The proposal outlined in this document will be used as part of the process for prioritising future projects.

2. Project Description

Purchase and implement a new trade waste system for Chichester Contract Services (CCS) using the Bartec Collective Trade module.

In scope:

- Procurement and implementation of new trade waste system.
- Procurement and installation of three in-vehicle terminals.
- Data cleanse of existing customer base.
- Integration with the council's Financial Management System (Civica).
- User training for depot administration and trade waste crew.
- Project services – to be provided by supplier.
- Annual support and maintenance – see section six below for associated costs.
- Income reconciliation issues resolved once the system is in place.
- Change of invoicing frequency.
- Review the allocation of roles and responsibilities for back office trade waste staff.

Out of scope:

- Integration with Customer Relationship Management system – this is not required by service.
- Developing options for business growth including price incentives, operating beyond district borders, and establishing processes to capture customer feedback, are linked to this project but will be addressed as a separate action for the service.
- Website and marketing material improvements to be picked up as part of the business growth and channel shift workstream.
- This project does not address immediate income reconciliation issues in the short term.

3. Background

The Trade Waste service currently operates district wide and has approximately 70% of the market share. As an income generating service with a large customer base it is essential that the service is managed effectively and that controls are in place to limit any risk to the business and to provide a sound platform for continued expansion in the future. Current processes and ways of working are preventing this from happening.

An internal audit completed in October 2014 concluded that there are very few controls operating within the Trade Waste system. The main drivers for change are as follows:

- The current system (an excel spreadsheet) is not robust and is a potential risk to business.
- There is an over reliance on one member of staff (the Trade Waste Officer) to run the service.
- The service has grown but the business has not developed with it.
- Processes are not automated and heavily paper based.
- There is no integration with the Civica and income reconciliation is not sound. A significant resource is dedicated to income reconciliation; one week per month by one FTE.
- There is no direct link between the existing trade waste system and the crews undertaking the service; there is the potential for additional services to be provided but the customer not invoiced.

The recommendations from the internal audit are classified as high priority. There is an expectation that all areas of weakness identified by the audit will be addressed through the review of depot services.

There was agreement by the service team, Finance and ICT that using the rounds list spread sheet would not provide sufficient financial control. It was therefore agreed that an 'off the shelf' software solution be sought. Four suppliers were invited to demonstrate their systems; Contender Systems, Mayrise/Yotta, Civica and Bartec. All the systems provided in-cab communication integrated to a back office system. Only Civica and Bartec appeared to provide a sufficiently robust financial process applicable to our trade waste service. Bartec provided the cheapest quotation. Bartec is already used for the domestic, recycling and green waste services; with in-cab units already installed in the majority of the fleet of freighters. Southampton City Council use Bartec for their trade waste service, and CCS staff visited their offices and gained assurance that the system would satisfy the requirements of this project.

This project supports the council's commitment to using resources well and innovatively and forms part of the Corporate Plan project to review and modernise the depot services.

4. **Outcomes to be Achieved** (to be finalised following completion of the specification and PID)

- A single system for managing accounts that is fully integrated with Civica.
- Accurate income reconciliation that can be completed in hours rather than the current timeframe of weeks.
- Customers are invoiced one month in arrears which reflect what has been lifted on the ground.
- Accurate and timely debt management whereby the service stops if the customer stops paying.
- Streamlined processes and a reduction in back office administration time (to be quantified).
- Management have one point of reference to know the status of each account and to have a better understanding of business trends.
- A service that is not reliant on one member of staff leading to a review of how staff resources are allocated to the trade waste service.

As part of the project roll-out and implementation, progress and delivery against targets will be reported back to the Business Improvement Programme Board.

5. Timescales

Bartec estimate that it will take up to six months to fully implement the Collective Trade module providing resource is available within CDC; see section 6 for services to be involved in the delivery and section 8 which highlights the potential risks that could delay the programme.

A sample project plan is provided below which is based on Bartec's previous experiences. The project plan will be updated and finalised as part of the PID which will clarify the amount of CDC resource.

The project is time critical owing to the high priority areas raised by the internal audit.

Sample Project Plan for implementing Bartec Collective Trade			
Task No.	Key Milestones	Estimated Duration	Resource Names
1	Kick off meeting	1 day	Bartec, Depot
2	PID production and distribution	6 days	Bartec
3	Data gathering and data setup	70 days	Bartec, Depot, ICT Apps & Ops
4	Financial integration	60 days	Bartec, Finance, Depot, ICT Apps & Ops
5	Documentation (e.g. Duty of Care documents) – Depot to review existing documentation, Bartec produce sample documentation, Depot approve and test.	33 days	Bartec, Depot
6	Back office software – review system functionality, end-to-end testing	38 days	Bartec, Depot, ICT Ops
7	Training of administrative staff and trade waste crew	2 days	Bartec
8	User testing	10 days	Depot
9	Go live	1 day	Depot, Finance, ICT Apps & Ops
10	Stabilisation period	20 days	Bartec
11	Project Review		Depot, Finance, ICT Apps & Ops

6. Project Costs and Resources

	Costs (£)	Source
One-Off	£28,850 (Bartec Collective Trade Module, FMS integration, data integration, in-cab hardware for 3 vehicles, user training, project management services).	CCS – revenue outturn underspent balance carried forward into 2015/16
Revenue	£3,670 (Annual support costs).	CCS
Savings	No cashable savings are anticipated however it is expected that capacity will be created within the administration and specific roles repurposed.	
Services to be involved in the project delivery	<p><u>Depot services</u></p> <ul style="list-style-type: none"> • Bob Riley - Project Manager (note: as Bob's time will be dedicated to this project it impacts the availability of resources to deliver other proposals identified as part of the wider review of depot services). • Trade Waste Manager. <p><u>Finance (estimated 30 days)</u></p> <ul style="list-style-type: none"> • Technical & Systems Accountant (Financial integration to Civica). The potential resource requirement has been flagged with the Accountancy Services Manager however no further commitment has been provided at this stage. <p><u>ICT(estimated 30 days)</u></p> <ul style="list-style-type: none"> • ICT Applications. • ICT Operations. <p>This project has been included on the ICT work plan although further detail is required for resource allocation which is reliant on the project plan to be provided by Bartec. There is a risk that ICT will be fully committed and will not be able to support the project within the expected timescales.</p> <p><u>Corporate Improvement</u></p> <ul style="list-style-type: none"> • Corporate Improvement Officer – to date initial project support has been provided. Once the project gains approval the Project Manager will lead the project and Corporate Improvement will adopt a project assurance role; providing due diligence of the project on behalf of the Senior Responsible Owner. 	

7. Benefits vs. Cost

The current system in place for the Trade Waste service is not robust and represents a risk to the business. The new module will address specific areas of weakness, providing an understandable and reliable system that will be able to support business growth in the future.

8. Identify Risks

- The project programme could be delayed if the cleansing of current customer data takes longer than anticipated.
- The Trade Waste Officer is unable to dedicate time to support the Project Manager with the implementation alongside the day to day running of the service.
- Unable to secure buy in from the key service personnel to support the implementation.
- As identified under section 6, there is a general risk to the immediate delivery of other projects linked to the depot review as the Project Manager will need to dedicate his time to this project for the next 6 months.
- ICT resources not available to support project within required timescales.