

COPELAND BOROUGH COUNCIL



TIME MANAGEMENT

PROJECT BRIEF

Version: 0.3

Author: Richard Quayle

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Project Brief

1. Purpose

This document provides an outline description of what this project is setting out to achieve along with an early business case, high level plan and anticipated costs. A PID will be created providing a more detailed plan and firm costs once requirements have been fully scoped (see section 5 for timeline). This PID will require Corporate Improvement Board approval before the project is implemented

2. Background

Councils are finding themselves under increasing financial pressure. At the same time as having to cut expenditure, their customers are becoming more demanding both in the quality of the service they expect and the amount of that service they consume.

Given the current climate, it is crucial that the Council understands what its priorities are and how its resources are deployed. As staff are the Council's biggest asset, this project is proposing to deliver a solution that enables Corporate Team to understand corporately what staff time is spent on and whether it reflects the Council's priorities.

3. Outline Business Case

Within the Corporate Improvement Plan the Council has committed itself to improving its use of resources. As staff are the Councils largest expenditure it important to have a clear understanding of how this resource is being used and whether it is in line with its corporate priorities.

Some departments are already recording how staff time is spent but as there is no common method used there is no information available at a council wide level.

The key benefits that this project will deliver are:

- An understand of how staff are being used across the council
- A clearer understanding how much it costs to deliver a service (for comparison purposes)
- A more accurate method for internal recharges

At this point in time there are no anticipated costs associated with this project other than staff time. However, a clear understanding of costs will be understood after the initiation stage has been completed (see section 5).

4. Project Definition

Project scope and objectives

1. Identify method for recording how staff time is spent. This method will:
 - a. Be quick and easy for staff to use
 - b. Record how long staff spend working on activities and for which cost centre
 - c. Report on how staff time is spent by activity, cost centre, team, department or across whole Council
 - d. Have the capability to link to financial systems in order to report on the costs associated with how of how staff time is spent
2. Develop prototype method and test out on small team
3. Train staff and roll out method for recording staff time across Council
4. Put in place procedure to regularly analyse and report to Corporate Team on how staff time is spent

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Out of Scope

Setting up of recharges is out of scope of this project. This project will provide Accountancy Services with an understanding of what cost centres staff have spent their time working for. The generation of recharges will be the responsibility of Accountancy Services.

5. Outline Plan

Below is the expected timeframe of the project:

Initiation Stage (to be completed 2 months after this brief is approved)

Design Time Management method and create delivery plan (PID)

Approve Time management method / PID as fit for purpose (Head of Finance & MIS, Accountancy Services, HR, IT, Corporate Improvement Board)

Implementation Stage (March 2010)

Create prototype system and trial on small team (prototype to be approved by Corporate Team and Accountancy)

Develop final version ready for rolling out

Train staff

Go Live (April 2010)

Roll out system across Council

Start reporting to Corporate Team

6. Resource Requirements

Below is an initial list of expected key resources to deliver the project:

- Sponsor – Julie Crellin
- Project Manager – Kevin Long
- Accountancy – Alison Clark
- HR – Colette Shackley
- IT – Julie Shaw
- Process Improvement Team

7. Risks

Below are initial risks that have been identified. This will be addressed during the initiation stage.

Id.	Description of Risk	Impact	Probability
R1	Staff don't buy into the system resulting in lack of use or inaccurate information being submitted	HIGH	MED
R2	Recording activities takes too much time for staff	HIGH	MED

WORK PACKAGE

PROJECT: Time Management

WP ID	1.0	Title:	Project Set Up	Due Date:	10/11/09
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Description:

To prepare a report which identifies and evaluates a number of options and recommends a way ahead for the Time Management project.

Approach:

A feasibility study for the time management project

Define the current practice of recharging making reference to

- Audit Commission rules
- The current recharging form
- The budget book

List of departments currently recharging

Obtain information regarding

- How individual departments come to a decision on how much to recharge
- Identify strengths and weaknesses, and gaps where there are any
- Outline the current coding structure and 'services' within it
- How the budget book is constructed taking into account recharging into and out of departments

Develop potential models for capturing how staff time is being used based on:

- Service based model
- Activity based model

Undertake an impact analysis to consider:

- The current coding system

WORK PACKAGE

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- IT options and associated costs
- Implications for departments for data collection
- Processing in Finance
- Budget build and implementation

Evaluate the above options and make recommendations on which should be adopted

Deliverables:

Prod ref	Product Name	Product description	Derivation	Format	Supplier	Quality	Quality tolerance	Checked by
1	Feasibility Study	Study into current recharging, outline of potential activity and service based models and impact analysis. Evaluation and recommendations.	NA	Word Document	Kate Copeland	Document to be reviewed by J Crellin prior to submission to C Team for approval to proceed to next stage of project	NA	Bob Gerry

Pre-requisites:

Information supplied from finance section essential in order to accurately explain current situation.

Interfaces:

Process Improvement Team; Finance Section; Human Resources Dept including Payroll.

WORK PACKAGE

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Tolerances:		
Cost:	Time:	Other:
NA	RQ to advise	NA

Reporting arrangements:	Escalation procedures:
Check point report at end of November to be submitted to RQ	Any actual or predicted deviation from above tolerances will be escalated to RQ

Delivery acceptance :	Completion advice:
Final report to be reviewed by J Crellin and accepted by Corp Team.	Report will be emailed to RQ

	Name / Signature	Date
Authorisation to proceed:	RQ	12/11/09
Acceptance of work package:	BG	12/11/09