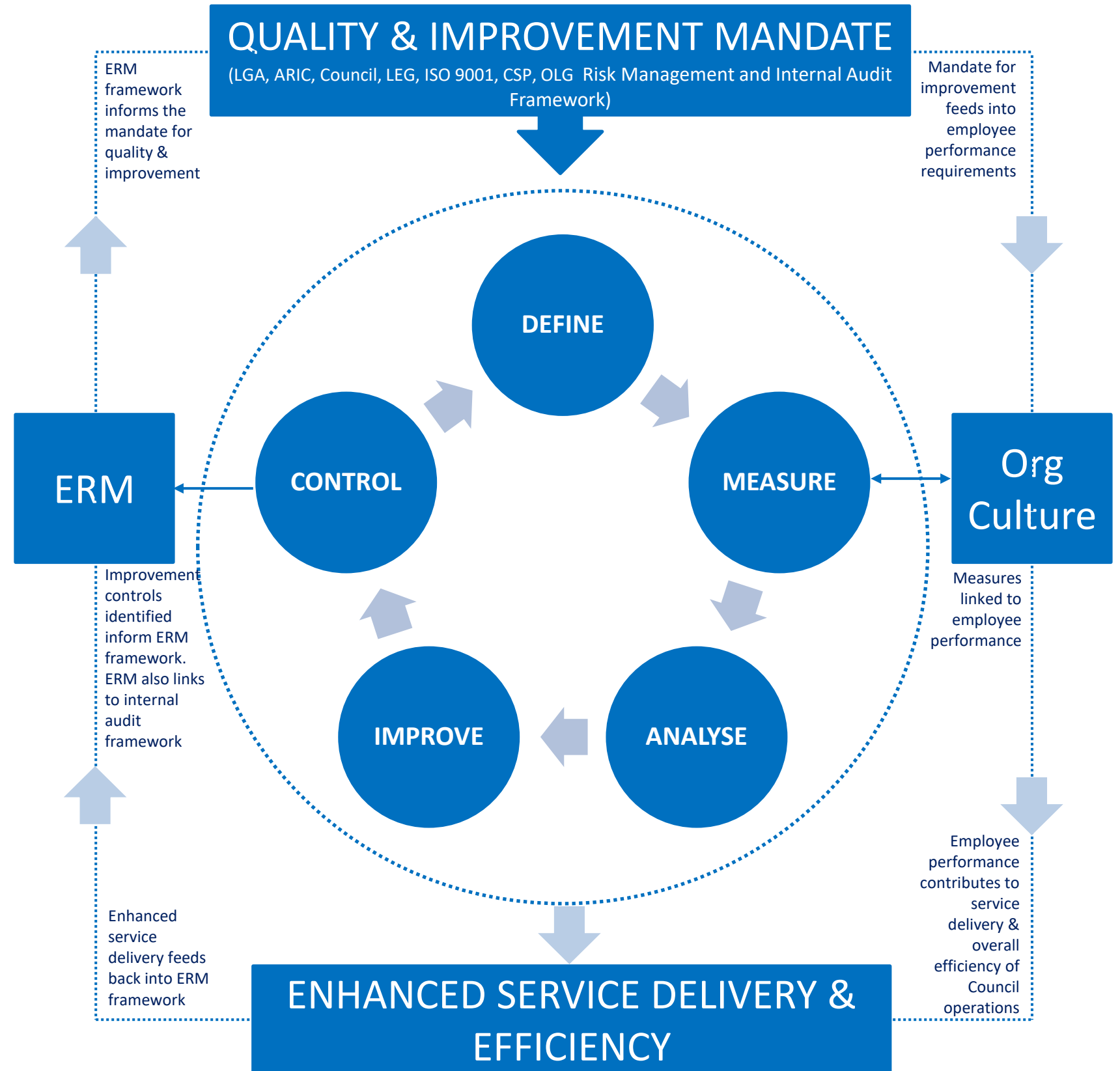


# Proposed Quality & Improvement Framework

## Proposed Quality & Improvement Framework Notes

- Define, measure, analyse, improve, and control (DMAIC) is a data-driven quality strategy used to improve processes.
- It is an integral part of a 'Six Sigma' initiative, but in general can be implemented as a standalone quality improvement procedure or as part of other process improvement initiatives such as 'Lean'.
- The proposed model depicted here has been enhanced to add BVSC specific artefacts and frameworks.
- The letters in the acronym represent the five phases that make up the process, including the tools to use to complete those phases as articulated below:
  - **Define the problem:** improvement activity, opportunity for improvement, the project goals, and customer (internal and external) requirements. Specifically this may be informed by the DP/OP, risk registers and other operational guides (e.g. AMP's)
  - **Measure:** measure process performance. Once again performance measures are articulated by DP/OP but also PD's, project plans, risk register etc.
  - **Analyse:** analyses the process to determine root causes of variation and poor performance. At BVSC this may also include self assessment, regulator checks and internal/external audit.
  - **Improve:** enhance process performance by addressing and eliminating the root causes. This is where improvement plans, past audit actions are accomplished.
  - **Control:** control the improved process and future process performance. This has a direct link to risk registers where controls are captured and undertaken (now using PULSE).
- This model can be used to conceptualise Councils entire quality and improvement framework based on industry and academic knowledge/best practice.
- Critically any framework Council adopts must ensure a top down, bottom up and cross organisational approach to improvement and quality – many great improvement initiatives are grass roots undertakings where the workforce is empowered to examine their work process and implement improvement changes organically.





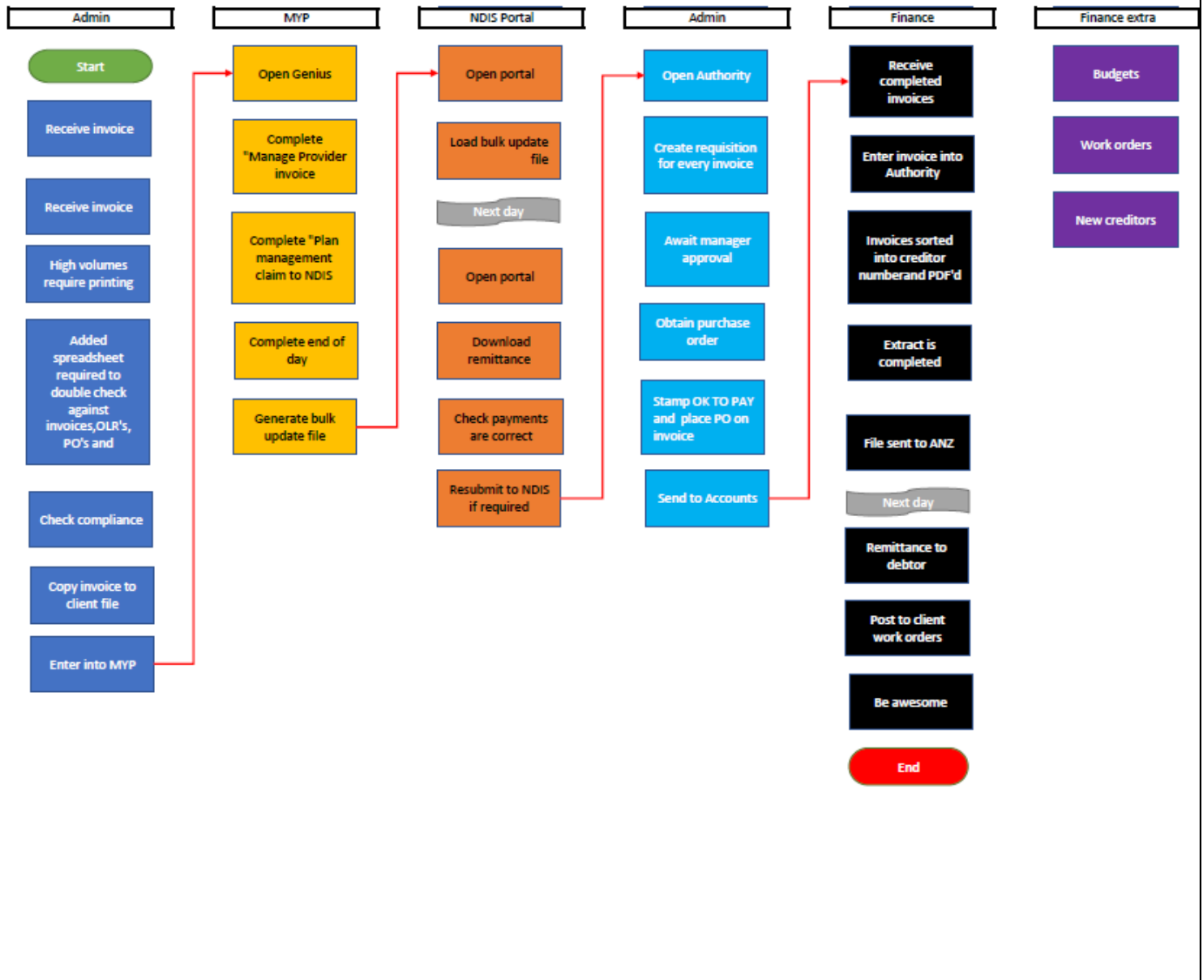
# Continuous Improvement Process Assessment

Continuous improvement is an ongoing cycle of review and evaluation of Councils processes and procedures. This process assessment tool is designed to not only capture organisational knowledge relating to a process or undertaking but to also facilitate self assessment, compliance testing and continuous improvement.

Description of the Process or Undertaking			
<b>Description</b>	Raising and reconciling an invoice for NDIS accounts payable	<b>Date</b>	17/12/2020
<b>Process Aim</b>	Accounts Payable (AP) is a liability due to a particular creditor when it order goods or services without paying in cash up front. Specifically, Council uses Civica's 'Authority' system to process payment of accounts payable to NDIS creditors by the Council.		

## Process Mapping – Current Process Outline

The flow chart below provides a snap shot of the current process involved in accounts payable:

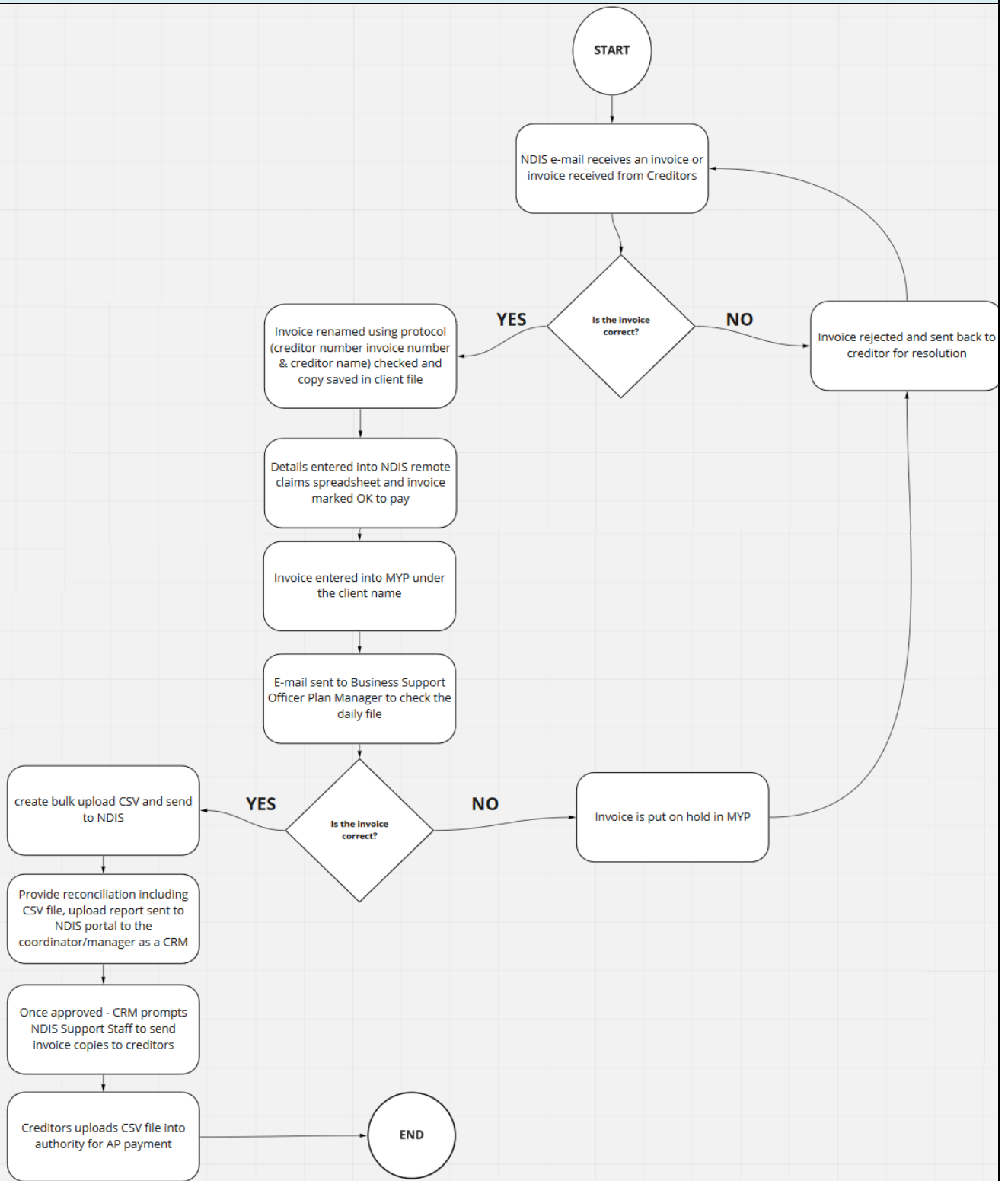


Process Mapping Inputs & Standards	
<p><b>References &amp; Relevant Standards</b></p> <p>The following references relate to NDIS accounts payable:</p> <ul style="list-style-type: none"> <li>• Australian Accounting Standards Board (</li> <li>• The Local Government Act 1993</li> <li>• Code of Accounting Practice and Financial Reporting (Guidelines) requirements;</li> <li>• All other relevant legislation and regulatory requirements.</li> </ul>	<p><b>Key Performance Areas</b></p> <p>The following key performance areas apply to this process:</p> <ul style="list-style-type: none"> <li>• Nil defined KPI's</li> </ul>
<p><b>Users &amp; Uses of Outputs</b></p> <p>The following list details key stakeholders involved in this process:</p> <ul style="list-style-type: none"> <li>• Finance section</li> <li>• NDIS service providers</li> <li>• NDIS Plan Manager</li> </ul>	<p><b>Tools &amp; Systems</b></p> <p>The following tools are used for creating and managing NDIS accounts payable:</p> <ul style="list-style-type: none"> <li>• Authority</li> <li>• Invoices</li> </ul>
<p><b>Timings</b></p> <p>The following timings apply to this process:</p> <ul style="list-style-type: none"> <li>• Nil defined timings</li> </ul>	<p><b>Costs (incl FTE e.g 1 x manager ½ day)</b></p> <p>The following roles are required to execute NDIS accounts payable:</p> <ul style="list-style-type: none"> <li>• Staff from Creditors, Purchasing/Procurement</li> </ul>
<p><b>Dependencies</b></p> <p>The following inputs/dependencies are required to facilitate NDIS accounts payable:</p> <ul style="list-style-type: none"> <li>• Invoices received by suppliers of G/S</li> <li>• OLR's generated by relevant staff</li> </ul>	<p><b>DP/OP/CSP</b></p> <p>Accounts payable is linked to the following parts of the CSP:</p> <ul style="list-style-type: none"> <li>• Goal 11: We are an informed and engaged community with a transparent, consultative and responsive Council.</li> </ul>
<p><b>Delegations</b></p> <p>The following delegations are required to facilitate the NDIS accounts payable:</p> <ul style="list-style-type: none"> <li>• Nil defined delegations</li> </ul>	<p><b>Organisational Structure</b></p> <p>The following organisational components are required to facilitate NDIS accounts payable:</p> <ul style="list-style-type: none"> <li>• This is a cross functional activity.</li> </ul>

Quality Control & Process Improvement	
<p>In the space below (and in consultation with key stakeholders) identify ways to improve the process outlined above.</p>	
<p><b>Things we should keep (i.e what value adds to this process?):</b></p> <ul style="list-style-type: none"> <li>• Invoices received from service providers</li> </ul>	<p><b>Things we should remove (i.e what parts of the process are inefficient or cause a bottleneck?):</b></p> <ul style="list-style-type: none"> <li>• Printing of hard copy invoices</li> <li>• Raising an OLR to pay NDIS invoices</li> </ul>
<p><b>Things we should change (i.e what needs to be refined/enhanced?):</b></p> <ul style="list-style-type: none"> <li>• Reduce number of WO's to three being plan management , brokerage &amp; support coordination</li> </ul>	<p><b>Things we should add (i.e what needs to be included to improve the process or ensure compliance?):</b></p> <ul style="list-style-type: none"> <li>• Create CRM – to document approval workflow</li> <li>• MYP to produce a CSV file to facilitate client payments</li> </ul>
<p><b>In the space below list other relevant process considerations:</b></p> <ul style="list-style-type: none"> <li>• nil</li> </ul>	

## Process Mapping – Updated Process Outline

The process map below shows the improved process to be adopted by Council.



### Quality Improvement Plan

The quality improvement plan below should be used to document areas requiring action as well as identified process improvements.

Action required to meet the criteria or improve the process	Who is responsible	Due Date
1. Reduce number of WO's to three being plan management , brokerage & support coordination.	Management Accounting Coordinator	30/04/21
2. MYP to produce a CSV file, NDIS upload file to match CSV file and reconciliation sheet sent to Coordinator via email annotated OK to pay – then from Coordinator to finance for payment.	NDIS Plan Manager	TBC
3. Finance to provide CSV format required.	Financial Accounting Coordinator	TBC
4. Reconciliation sheet to include maximum invoice value and number of transactions	NDIS Plan Manager	TBC
5. Invoices will still need to be individually marked OK to payment	NDIS Plan Manager	26/03/21
6. Trial adding creditor number (first) and invoice number and send invoice to finance individually	NDIS Plan Manager	26/03/21
7. Invoice compliance check as a quality control step – processing and checking as separate steps	NDIS Plan Manager	26/03/21
8. Relief and succession planning [REDACTED]	Community Connections Manager	30/06/21
9. Develop an NDIS user manual for BVSC process	NDIS Plan Manager	TBC
10. Review NDIS creditors process	Finance Manager	26/03/21
11. Resend new forms to creditors in the new year	NDIS Plan Manager	26/03/21
12. Work with sole traders to provide instruction on BVSC requirements	NDIS Plan Manager	26/03/21
13. Automatic reminder e-mail thanking them of invoice	ICT Coordinator	26/03/21
14. Create CRM – to document approval workflow.	Business System Technical Administrator	
15 CRM training for personnel who require it	[REDACTED] please update	26/03/21
16. KPI's and process timings to be developed to measure process delivery	Business System Technical Administrator	

### Consultation & Signoff

#### Personnel Consulted/Involved in this Process Review

Process Assessor Signoff				
Name:	██████████	Signature:		Date: 17/12/2020
Management Signoff				
Name:	██████████	Signature:		Date: 17/12/2020

DRAFT