Warwick District Council

ICT Steering Group – Miscellaneous Payments Management System Business Case

Digital services so good that people prefer to use them

WARWICK DISTRICT COUNCIL

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ICT Steering Group – Business Case – Internal Miscellaneous Payments Requests

Revision History

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Version	Revision Date	Revised By	Revisions Made
0.1	01 June 2016	Ty Walter	First Draft
0.2	09 June 2016	Ty Walter	First draft amendments from Tass, Smith, Rob Hoof & Michael Barnson.
1.0	27 June 2016	Ty Walter	Updates to the 'Template Guide' and 'Scope' following feedback from ICTSG
2.0			
3.0			
4.0			

Approvals

This document requires the following approvals:

Title
ICT Steering Group

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1 Business Problem Analysis

This section seeks to describe the issue to be addressed by the project. It consists of two parts, Business Problem and Business Opportunity. When completing this section is advisable to only complete one section depending on whether you are trying to resolve an existing problem or are looking at a new opportunity. For example, a new income generation scheme would be a business opportunity rather than a business problem.

1.1 Business Problem

Provide a summary of the core business problem, including:

- A generic description of the core issue to hand
- The reasons why the problem exists; including as a result of an audit recommendation
- The elements which create it (e.g. human, process, technology)
- The impact it is having on the business (e.g. financial, cultural, operational)
- The timeframes within which it must be resolved.
- Small developments which contribute to the wider digital agenda. For example, a project which removes cheque payments.

- Each year our Fees & Charges are subject to an annual uprate organised via a report submitted to Members.
- Ensuring that the Capita Online Miscellaneous Payments system is updated to reflect these changes currently falls to ICT Services to coordinate and it's hard to get buy-in from Service Area teams to provide the new information. In fact the whole process is unnecessarily time-consuming.
- Currently all requests for new Miscellaneous Payments are manually handled by ICT Services as there is no facility for Service Areas to supply the required information in a structured format. This is also an unnecessarily time-consuming process and it may be that if the process was easier, Service Areas would be more inclined to push for online payments rather than cash / cheque payments.
- The Miscellaneous Payment information is held in a spreadsheet. A small database would be preferable so that new entries are subject to data validation at the point of entry. Failures to adhere to the data requirements results in Capita rejecting the file.

2 Preferred Solution

This section provides details of the Service Area's preferred solution, its benefits, costs, feasibility, risks and issues.

2.1 Solution - Miscellaneous Payments Management System

2.1.1 Description

Provide a summarised description of the preferred solution. This will include the general approach to be taken and a summary of the core elements of the solution (e.g. people, process, organisation, technology).

ICT Services to develop an Intranet-based web application to enable the fees & charges 'owners' to update their own entries and also add new 'candidate' entries. The application would:

- email staff (using generic email addresses) to advise them to update / check their entries by a given date
- provide a link to their entries only
- allow staff to add in new Misc Payments
- monitor / escalate to ensure file is ready in good time for ICT to send to Capita for testing / go live
- All input fields would have validation – as any mistakes break the Capita upload process
- Generate csv file to email to Capita once changes made (first to TEST site and then to LIVE)

This development would allow one of the less experienced developers the chance to use their new programming skills without the pressure of a hard deadline.

However, because the developer is less experienced, it will probably take them more than 2 weeks to complete the development piece.

2.1.2 Benefits, Goals and Measurement Criteria

Describe the tangible and intangible benefits to the Service Area upon implementation of the solution. One of the obvious benefits described will be that the business problem / opportunity outlined above will be addressed.

NB: The benefits listed below are examples only and the boxes should be modified to describe the project's actual benefits. All quantifiable benefits listed must be supported by current performance figures.

Complete the following table:

Category	Benefit	Value
Operational	• Internal self-serve facility for new payments • Ability to amend fees & charges based on annual uplift • Inbuilt data validation to remove likelihood of rejected files	Would save ICT Services at least one week per year of time spent chasing Service

		Areas
Customer	• Increased options for making card payments for WDC services	Reduction in number of cash / cheque payments still received
Staff	• Increased staff satisfaction	Much of the time currently spent by ICT Services is

NB: The benefits listed above are examples only and the boxes should be modified to describe the projects actual benefits. All quantifiable benefits listed must be supported by current performance figures.

2.1.3 Digital Benefits

Description	Value
How many citizens will the project benefit? *For example, does the project only benefit council tenants, people with parking permits or users of one of our facilities? Where theoretically a service could be used by anyone in the district, actual usage figures should be used.* Although the solution will ultimately be used by citizens, the main benefit will be to internal staff	-
How many transactions does the business process deal with? *For example, a particular business process may have 5,000 customers annually, but as they are required to contact the service quarterly, they therefore generate 20,000 transactions annually.* Any citizen who requests a service that has a Miscellaneous Payments option would ultimately benefit from this solution. We handle transactions	For the period 01.04.17 to 31.12.17 there were 12302 transactions totaling £1,027,703
What is the average current duration of the process from service request to completion? It makes more sense to quote the time taken to set up / amend a payment, rather than recording the time taken to make an actual payment. The suggested self-serve option would present all the data in an intuitive format.	It takes at least an hour of email exchanging to set up a new payment type.

2.1.4 Costs and Funding Plan

Capital Costs	Amount
• Initial software purchase • Data gathering • New hardware • Temporary additional resources	0
Total	**0**
Revenue Costs	**Amount**
• Software licence costs • Support costs • Permanent additional resources to maintain/operate system/process	0
Total	**0**

For both the capital and revenue amounts identified above, please indicate how the funding will be made available.

Funding Source	Amount	Notes

2.1.5 Risks

Summarise the most apparent risks associated with the adoption of this solution.

Description	Likelihood (1 – 5)	Impact (1 – 5)	Mitigating Actions
That the time spent developing this solution would be better spent on other projects	2	3	The time spent and progress made will be monitored by the Application Support Manager. If time is excessive against progress made, the project will be withdrawn.

To complete this section thoroughly, it may be necessary to undertake a formal Risk Assessment. To reduce the likelihood and impact of each risk occurring, clear 'mitigating actions' should be defined.

2.1.6 Issues

Summarise the highest priority issues associated with the adoption of this solution

No.	Issue - Description
1	This project will be handled by a new-trained developer so progress will be slow, at least initially

2.1.7 Assumptions

List the major assumptions associated with the adoption of this option.

No.	Assumption - Description
1	That the new solution is an improvement on the current manual process

3 Implementation Approach

This section not only requires the service area to understand its business objectives, but to clearly understand the scope of the activity. In doing so, consideration should be given to the 'digital design principles'. Special consideration should be given to whether all the customer transactions for a specific process should be in scope. For example, if a process deals with 10,000 transactions annually, of which 8,000 are identified as easy to deal with, then perhaps this is sufficient for the scope of the project.

3.1 Outline Project Scope

For example, in the case of waste container charging, the outline scope is:

- Create a web form for customers to request the service
- Enable customers to pay for the service on-line
- Integrate request directly into back-office system
- Allow One Stop Shop and internal staff to use the same solution for telephone and face-to-face service delivery
- Notify contractors of service request

Although the above is an example, consideration should also be given to whether the solution:

- Needs to integrate to other systems. If so, this needs to be defined in the scope. It may also need reflecting in the costs.
- Is the proposal likely to lead to the need for other development? For example, updating of bin round data could have implications for the Property Portal.
  - Create a database using the existing LIVE and TEST Miscellaneous Payment records
  - Create an intranet form to allow staff to view, amend, add payment records
  - Develop an email facility to prompt staff to check / update their records following the annual fees & charges report
  - Test with selected users
  - Create Intranet page as placeholder for the new solution
  - Go live / advertise to staff

3.2 Service Area Resources

Please use this section to describe how the service area is going to produce the necessary capacity to deliver the project. Specific consideration should be given to:

- who will act as the project manager – Tass Smith
- who will act as the design authority – Emma Squires
- who will undertake testing – To be decided, possibly Building Control and Neighbourhood Services teams
- who will require training – Any teams who have online Miscellaneous Payments
- who will eventually become the system owner – Tass Smith

3.3 ICT Services Resources

This section should be used to describe the resource to be provided by ICT Services. To do so, the service area sponsor will need to meet with the ICT Services Applications Support Manager to agree the project scope and likely method of approach.

One newly-trained Application Support developer