Digital services so good that people prefer to use them

ICT Steering Group – Business Case Template

Revision History

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Approvals
This document requires the following approvals:

Title
ICT Steering Group

Distribution
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Contents

1 Template Guide

1.1 What is a Business Case?

The Business Case gathers the information to allow management to judge if a project is desirable, viable and achievable, and therefore worthwhile to invest in. It includes:

- A description of the business problem (or opportunity) which exists in the business
- Details of the preferred option, supported by a feasibility study if required
- The benefits and costs associated with the preferred option
- A recommended solution option for approval.

1.2 When do I use a Business Case?

The Business Case is usually presented by Senior Management within the business to an identified Business Sponsor; in this instance the business case will be reviewed by ICT Steering Group (ICTSG). It is the first document used in the Project Lifecycle and, once approved, allows the project to be formally defined. Furthermore:

- During the development of a Business Case, it may be necessary to undertake a formal Feasibility Study. This process involves a more detailed assessment of the current business problem / opportunity, the various solution options available, the likelihood of a successful implementation for each option and the recommended option for implementation. The Feasibility Study simply provides the Business Case with more rigor for the solution options presented.

  It is the responsibility of the Service Area to decide if a feasibility study is required prior to completing the business case. A Service Area may choose to undertake a feasibility study if:

  > the approach is unclear; purchase off the shelf or develop in-house
  > it is unclear if the desired outcomes are achievable; legislation constraints, data sharing, third party agreement, technology issues.

- The Business Case is frequently referred to during the project. At each Quality Review point (End of Stage) the Business Case is used to determine whether or not the forecast benefits that formed the basis of project approval will still be realised.
- At the end of the project a Post Implementation Review (PIR) will determine whether or not the project delivered the Business Benefits outlined in the Business Case. In this regard, the success of the project is measured against the ability of the project to deliver the criteria outlined in the Business Case.
- The next stage following approval of the Business Case is the identification of the project scope within a Project Initiation Document (PID).

1.3 How to use this template

This document provides a guide to the topics required by the ICTSG to determine whether a project should be included in the ICTSG's programme of work.

2 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.

2.1 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
- 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.

OR

2.1 Business Opportunity
Outline the business opportunity which has been identified, including:

- A summary of the generic opportunity
- Any supporting evidence to prove that the opportunity is real
- A timeframe within which the opportunity will likely exist
- The positive impact that realisation of the opportunity will have on the business.

Problem

The public can currently submit forms to back office staff across the council to report issues e.g. fly tipping, problems with street litter bins. The forms are sent as emails. There are currently issues for customers and staff

- Validation on the form is insufficient so officers have to chase up members of the public for further information
- Invalid request arrive in the back office (e.g. the reported issue is in another council's area)
- All information has to be manually rekeyed into a back office system taking up officer time
- As the form arrives by email it is possible to miss submissions
- Customers receive no confirmation that their request has been received/processed/accepted so often phone up to check

Opportunity

By updating the customer interface (and using maps) and integrating the forms with back office systems we can

- Improve the customer experience. By only accepting valid requests we save the customer time. For a valid request we keep the customer informed throughout the process
- Save staff time: Staff only process valid requests and no longer have to rekey information into back office systems. Staff would not have to deal with follow up calls as the customer is automatically informed of progress.
- Drive traffic from the phone to the web. The better the web experience, the more likely people are to use it.

3 Preferred Solution

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

3.1 Solution [Build a new integrated form]

3.1.1 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 build on the Proof of Concept developed in 2017 when an integrated fly tipping form was built and successfully demonstrated. The validated form created a job in the back office system and linked to staff working out in the field.

The form could be adapted for use for various items e.g.

- Report Fly tipping

- Report damaged street bin

- Report street cleaning issue

- Report graffiti or vandalism

The enhanced solution will only allow valid requests to reach the back office.

It will automatically populate the back office system.

It will keep the customer informed of progress throughout the process.

The solution will adopt the website's new responsive design and will use the features outlined in our forms design guide.

3.1.2 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
Financial	Drive usage from phone to web – a cheaper channel	• An improved online experience will lead to higher online usage and fewer phone calls to the council
Operational	• Save staff time in the back office	• We receive 60+ reports per month just for contract service issues. Each report must be manually rekeyed (5 minutes per form) and monitored. • Staff spend time dealing with customers chasing up enquiries.
Customer	• Improved customer satisfaction • Improved usability, access to information	• Provide assurance for customers with automated progress updates. • Prevent the need to phone the council • Manage customer expectations by providing automated updates of the number of other speakers attending.
Staff	• Increased staff satisfaction	• See time savings and operational benefits above

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.

3.1.3 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.*	Anyone with online access wishing to report a problem relating to a location in the district. 86%+ of the district are online.
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.*	60+ a month.
What is the average current duration of the process from service request to completion?	It varies. If someone report fly

	tipping it is usually dealt with in 48 hours.

3.1.4 Costs and Funding Plan

Capital Costs	Amount
• Initial software purchase • Data gathering • Temporary additional resources	None
Total	
Revenue Costs	**Amount**
• Software licence costs • Support costs • Permanent additional resources to maintain/operate system/process	None
Total	

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

Funding Source	Amount	Notes

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

Description	Likelihood (1 – 5)	Impact (1 – 5)	Mitigating Actions
The form isn't an improvement on the existing one	2	2	Clarity of specification and user testing
The automated customer updates do not work as expected	1	3	UAT
Integration is difficult to achieve	2	4	Proof of concept has shown it works and this can be carried out in stages

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.

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

No.	Issue - Description
1	The proof of concept did not complete the process end to end so there is additional discovery work.

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

No.	Assumption - Description
1	We adhere to the design principles of the Digital Strategy

4   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.

4.1   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

Create an online form that contains a map allowing customers to report location-based issues such as fly tipping.

The form will only accept valid requests.

The submitted data will automatically populate the back office system and, where relevant, with mobile technology used by officers/contractors.

The customer will receive email confirmation that the form has been received and further confirmation that their report is in progress and has been completed.

Depending on requirements we may develop a single dynamic form that could handle different types of requests (fly tipping, street cleaning, graffiti) or separate forms for each report type.

4.2 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:

- Contact for IT during development: Sarah James
- Will conduct testing once built: Sarah James (back office) Michael Branson (public facing)
- Will send feedback to IT: Sarah James (back office) Michael Branson (public facing)
- Will re-test: Sarah James (back office) Michael Branson (public facing)
- Final sign off: Sarah James (back office) Michael Branson (public facing)

4.3 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.

- Apps Support Developers