

# Warwick District Council

## ICT Steering Group – Business Case Template



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### Revision History

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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:

<b>Title</b>
ICT Steering Group

### Distribution

This document has been distributed to:

<b>Name</b>	<b>Title</b>

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# 1 Template Guide

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## 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 ICTSG has agreed that any project that requires less than 74hrs of Application Support time, does not require a formal business case to be evaluated by the ICTSG. However, the Service Area will still need to undertake a rigorous process to define their project, which may mean that the headings in this template are useful. For such projects, Service Areas should initially contact the Applications Support Manager.

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).

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### **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.

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## 2 Business Problem Analysis

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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; 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.
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- Our Code of Financial Practice requests that payment is received before services are delivered. For services that are delivered 'in the field' the only payment options are for the officer to take cash / cheques or to ask the customer to pay online.
  - There is an active project to remove cash / cheque payments made directly to WDC – this project would contribute towards this aim
  - The lack of a field payment solution means that officer's safety is sometimes compromised and also unnecessary delays occur in delivering the service, while payment is organized.
  - Attempts to utilize the Capita field payment solution were abandoned in 2017/18 as their SmartPay module was not in a marketable state and no anticipated compliance date was available
  - A corporate solution is needed as soon as possible

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## 3 Preferred Solution

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

### 3.1 Solution Field Payments

#### 3.1.1 Description

To enable officers who require payment to be made before services can be delivered to take payments in the field and increase the efficiency of the process which they operate.

#### 3.1.2 Benefits, Goals and Measurement Criteria

Currently pest control officers and dog warden service require payments to be made before services can be delivered. Unfortunately this is often part way through a process in a person's field or in a location outside of the office environment due to the nature of their work.

The process requires the officers to refuse/withhold service until the payment has been made either on line, by cash, cheque or via a visit to the offices. This is often inconvenient for both the customer and the officers. It can also lead to confrontation particularly in the case of the dog warden.

Complete the following table:

Category	Benefit	Value
Financial	<ul style="list-style-type: none"><li>Reduction in costs in terms of officer time and resources</li><li>Removes cash payments to lone workers in the field</li></ul>	
Operational	<ul style="list-style-type: none"><li>Improved operational efficiency</li><li>Enhanced quality of product / service</li></ul>	<ul style="list-style-type: none"><li>2 hours per week (just for the pest control / dog warden service)</li></ul>
Customer	<ul style="list-style-type: none"><li>Improved customer satisfaction</li><li>Increased customer retention</li><li>Greater customer loyalty</li></ul>	
Staff	<ul style="list-style-type: none"><li>Increased staff satisfaction</li><li>Reduced risk to staff as lone workers</li></ul>	

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? <i>All users of the service across the district.</i>	
How many transactions does the business process deal with? <i>In total this would equate to 1600 interventions per year based on those recorded in</i>	

2016/17 and 2017/18 to date. This will increase to 2500 interventions approx. annually based upon estimated service demand figures over the next five years.

What is the average current duration of the process from service request to completion?

4 days to first response. Average queries are resolved within 11 days (2017/18 Q1 & Q2)

### 3.1.4 Costs and Funding Plan

Capital Costs	Amount
<ul style="list-style-type: none"> <li>Initial software purchase</li> <li>Data gathering</li> <li>New hardware</li> <li>Temporary additional resources</li> </ul>	<p>Unknown - solution requires investigation to establish.</p> <p>Estimate £10,000 for products (Software purchase and hardware).</p>
<ul style="list-style-type: none"> <li>Integration with PARIS Income Management (new fund required)</li> <li>A new Merchant ID</li> </ul>	<p>Estimated £2000 for PARIS import configuration</p> <p>Cost N/K (£1K?)</p>
<b>Total</b>	Estimate £13000 for products (Software purchase and hardware).
Revenue Costs	Amount
<ul style="list-style-type: none"> <li>Software licence costs</li> <li>Support costs</li> <li>Permanent additional resources to maintain/operate system/process</li> </ul>	Unknown
<b>Total</b>	

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

Funding Source	Amount	Notes
The cost can be recovered in whole or part through the fees set to deliver the dog warden service and the pest control services		

### 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
Card fraud (through data being on devices which are lost)	3	5	Ensure that the solution holds securely any data or does not hold the data on devices.
Ensuring that payment can be taken in locations without mobile signal	3	3	Established as part of the investigation actions to select or create a system.

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.	Remove cash/cheque payments (handing of such by lone workers)
2.	Remove the delay/refusal of immediate service provision due to payment method availability

### 3.1.7 Assumptions

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

No.	Assumption - Description
1.	That the solution is fit for purpose throughout the authority
2.	That it is somehow possible to integrated with our back office system to record that payment has been received

## 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

- Investigate the available systems for field payment
- Enable customers to pay for the service securely by credit card or debit card in field
- Provide the customer with a receipt
- Process the transactions through the PARIS and TOTAL systems
- A second phase to this project would be to investigate how to Integrate transactions to our back-office systems in real-time.

### 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:

- 
- Project Manager – Pete Cutts
  - Design Authority – Jayne Bailey
  - Testing - Pest Control officers/Dog Warden/ Business Support Officer (vacant) & also PARIS System Owner
  - Training - All officers delivering service including those who stand in at times of least resource.
  - Final System Owner – Same as for all the other 3<sup>rd</sup> party payment solutions (such as Capita / allpay)

### **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.

Application Support Analyst assistance with evaluating proposed solutions and also to assist with implementation and creation of the PARIS Fund / end to end testing.

If the project also covers integrating the payments into the pest / dog cases system then additional ICT resources will be required.