Warwick District Council

ICT Steering Group – Migrating Data to Acolaid

Digital services so good that people prefer to use them

WARWICK DISTRICT COUNCIL

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ICT Steering Group – Business Case Template

Revision History

Document	ICT Steering Group – Business Case Template
Author	Ty Walter
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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

Distribution

This document has been distributed to:

Name	Title

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 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).

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

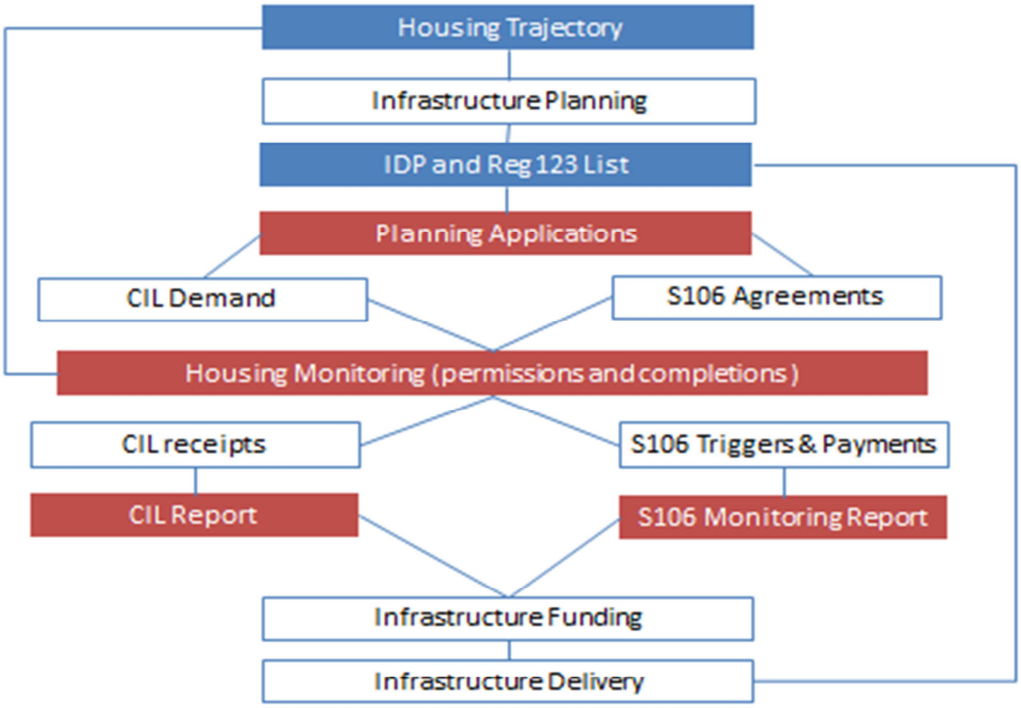
This section seeks to describe the issue to be addressed by the project. It consists of two parts, Business Problem and Business Opportunity. When completing this section is advisable to only complete one section depending on whether you are trying to resolve an existing problem or are looking at a new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

2.1 Business Problem

At present development services maintain a range of documents associated with housing and infrastructure planning and delivery.

Document	Purpose	Format
Housing Monitoring (permissions and completions)	To record data on housing completions and permissions on an annual basis	Access database (from which Excel Spreadsheets are extracted)
Housing Trajectory	To show housing land supply and anticipated delivery on a site by site basis	Excel spreadsheet (adapted from the spreadsheet extracted from Access database
Infrastructure Delivery Plan	To show all planned infrastructure projects including costs, sources of funding (and an ambition to show progress)	Excel spreadsheet
Reg 123 List	To show infrastructure project to which CIL is intended to apply	Word document
CIL Report	To report on CIL income and expenditure (total and on a project basis)	To be established (expected to be partially from a crystal report from Acolaid
S106 database	To record all S106 agreements	Excel Spreadsheet
Quarterly S106 monitoring report	To show progress for all large sites in terms of delivery, S106 triggers and receipts	Word document

The diagram below shows how these relate to each other.



The documents in blue are those which we currently understand cannot be recorded and reported from Acolaid

The documents in red are those which we currently understand could be recorded and reported in Acolaid, although the system is likely to require some significant configuration to enable this

Issues

There are a number of issues with the current way of operating:

a) Double handling of data and duplication of effort (inefficiencies, cost and risk of errors)
b) Overlapping data held in a range of different systems and files leading to issues with version control, accuracy and data security
c) Diverse systems (Access database, Excel, Word, Acolaid) leading to issues with data supporting and reporting

3 Preferred Solution

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

3.1 Solution :

a) Migrating data to Acolaid
b) Introducing improved and more secure systems for data that cannot be held on Acolaid

3.1.1 Description

Acolaid incorporate modules for recording and reporting planning obligations (including S106 and some aspects of CIL) and monitoring (including housing and employment land permissions and completions). It is proposed to migrate historic monitoring data across to Acolaid and to introduce systems which enable data to be captured in a reported from Acolaid as we go forwards

Alongside this, it is recognized that because Acolaid is a case-based system, there is some critical monitoring data that cannot be held in the system, including the housing trajectory and the Infrastructure Delivery Plan. However, this data links closely to the data that will be held in Acolaid. It is therefore necessary to review and improve the way this data is captured and held so that it can be aligned to Acolaid data, efficiencies can be achieved and data can be held more securely.

As a key outcome, we want to ensure reports can be drawn from the systems to meet business needs including:

- Annual Monitoring Report, housing delivery and the 5 Year Housing Supply
- IDP Updates and progress on infrastructure delivery
- Section 106 obligations including triggers, payments etc
- CIL Reports – as required by Reg 62 of CIL regulations
- Data to support Service Area Plan measures

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	• There is expected to be a potential reduction in costs as a result of reducing double handling of data and achieving efficiencies	Unknown
Operational	• By maximising use of Acolaid we can enter data once and hold the data in a way that means it can be used to inform all processes leading to: o More accurate, more detailed and more integrated reports o Reduced data entry time o More effective member scrutiny	Rough estimate: 12 to 15 hours per week?

	• Achieve improved data security (currently held in unsupported systems such as Access and Excel)	
Customer	• Improved monitoring should have a knock-on effect of more effective housing, employment and infrastructure delivery	Indirect, therefore cannot be quantified
Staff	• Reduced confusion and frustrations with current system	

3.1.3 Digital Benefits

Description	Value
How many citizens will the project benefit? *Indirectly the project will benefit all current residents and businesses, plus business and people who want to relocate in to the District*	
How many transactions does the business process deal with? *Housing Trajectory: approx. 400 entries* *IDP: approx 50 entires* *Reg 123 list: Up to 10 entries* *Planning Applications: Approx 2000 per annum* *Housing Monitoring: approx. 200 entries per year drawn from all planning applications. In total the access database holds xx entries (in the thousands)* *CIL Report: 40 pieces of data drawn from all CIL liable planning applications* *S106 Monitoring Report: 300 entries*	
What is the average current duration of the process from service request to completion? *It is an ongoing annual process*	

3.1.4 Costs and Funding Plan

Capital Costs	Amount
• Initial software purchase	None required
• Data migration	There will be a cost, but this is currently unknown Possibly iro £5000
• New hardware	None required
• Temporary additional resources	Likely to require part time project management for 6 months £15,000
Total	**£20,000 (minimum)**
Revenue Costs	**Amount**
• Software licence costs	None

• Support costs • Permanent additional resources to maintain/operate system/process	
Total	

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

Funding Source	Amount	Notes
Planning Reserve or Service Transformation	£15,000	Temporary project management resource
Planning Reserve or Service Transformation	Unknown	Data migration costs: To be agreed

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
DS Staff time	3	4	Employ project manager; clear and string project management; prioritisation by senior managers in DS (long term benefits for short term pain); close working with staff in IT and at IDOX
Lack of knowledge and expertise within DS	3	3	Regular meetings with IDOX and IT staff to build DS understanding of Acolaid capabilities; build expertise through a project team; training as required
Data migration costs unknown – could be too expensive	2	4	Once the costs are known, this will be a decision point in the project. If too expensive and there are no affordable alternatives, then project will be ended early

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	Double handling of data and duplication of effort (inefficiencies, cost and risk of errors)
2	Overlapping data held in a range of different systems and files leading to issues with version control, accuracy and data security
3	Diverse systems (Access database, Excel, Word, Acolaid) leading to issues with data supporting and reporting

3.1.7 Assumptions

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

No.	Assumption - Description
1	Data can be migrated in bulk from Access and Excel to Acolaid

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

Project Scope:

Document	Purpose	Format
Housing Monitoring (permissions and completions)	To record data on housing completions and permissions on an annual basis	Access database (from which Excel Spreadsheets are extracted)
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- Establish capabilities of Acolaid to support business requirements
- Consider system options for those requirements that cannot be met through Acolaid
- Configure Acolaid and any parallel systems

- Test
- Provide training

Timescales

Some of the data handling and monitoring within the scope of this project is ongoing and in that context, the sooner a new system can be introduced, the better. However, key steps are undertaken on an annual basis following the end of each financial year. It is therefore suggested that before April2018, the approach to monitoring for 2018/19 is agreed, with the system being fully operational in time for the monitoring in April/May 2019:

- Commence data entry during 2018
- Use system for reporting from April 2019 onwards

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 Sponsor: Dave Barber

Project Manager: Additional Resource

Project Team: Gary Fisher; Phil Clarke or Dave Butler, Chris Garden, Michael Martin

Testing: Chris Garden, Michael Martin

Training: Andrew Cornfoot; Dave Butler, Planning Policy Offiicers, Admin officers

System Owner: To be determined as part of DM Restructure Phase 2

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.

We will need Jonathan to be involved if at all possible!!