

Warwick District Council

ICT Steering Group – Business Case Template



Digital services so good that people prefer to use them



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ICT Steering Group – Business Case Template

Revision History

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Approvals

This document requires the following approvals:

| Title |
|--------------------|
| ICT Steering Group |
| |

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Contents

| | |
|--|-------------------------------------|
| ICT Steering Group – Business Case Template | 2 |
| 1 Template Guide | 4 |
| 1.1 What is a Business Case? | 4 |
| 1.2 When do I use a Business Case? | 4 |
| 1.3 How to use this template | 5 |
| 2 Business Problem Analysis | 6 |
| 2.1 Business Problem | 6 |
| 2.1 Business Opportunity | 6 |
| 3 Preferred Solution | 7 |
| 3.1 Solution [Title] | Error! Bookmark not defined. |
| 3.1.1 Description | 7 |
| 3.1.2 Benefits, Goals and Measurement Criteria | 7 |
| 3.1.3 Digital Benefits | 7 |
| 3.1.4 Costs and Funding Plan | 8 |
| 3.1.5 Risks | 8 |
| 3.1.6 Issues | 8 |
| 3.1.7 Assumptions | 9 |
| 4 Implementation Approach | 9 |
| 4.1 Outline Project Scope | 9 |
| 4.2 Service Area Resources | 9 |
| 4.3 ICT Services Resources | 9 |

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

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.

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.

Currently food officers are operating a light touch mobile solution that captures and records just a small amount of the available offsite data and information that needs to be recorded. There also remains a need for officers to be located in the office to undertake some tasks that could in theory be carried out in the field. The team has been on a steep learning curve but has now got to a stage where they feel more confident in the capabilities of the system as a whole and are keen to see it develop.

3 Preferred Solution

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

3.1 Total Mobile Solution

3.1.1 Description

The FOSH team would like to explore ways to develop Total Mobile (TM) to make it more agile. The overall aim of agile working is simply to create a more responsive, efficient and effective organisation, which ultimately improves business performance and increases customer satisfaction.

3.1.2 Benefits, Goals and Measurement Criteria

Developing the system to interact better with the back office work management system will increase the productivity and efficiency of the team and improve customer interaction. For example being able to email documents and reports to the customer while on site will provide an instant service to our customers and also negate the need to come back to the office as frequently. This will mean officers will be able to priorities their time and dedicate resources to those business that are either poor performers and/or require additional services from us.

Complete the following table:

| Category | Benefit | Value |
|-------------|--|-------|
| Financial | <ul style="list-style-type: none">Reduction in costs in terms of officer time, resources and associated travelling expensesSpace savings/reduced property costs | |
| Operational | <ul style="list-style-type: none">Improved operational efficiencyEnhanced quality of product / serviceExtended business hours | |
| Customer | <ul style="list-style-type: none">Improved customer satisfactionGreater customer confidenceImproved business continuity – less disruption due to weather, office security issues, travel problems etc. | |
| Staff | <ul style="list-style-type: none">Improved staff performanceIncreased staff satisfaction, health and happinessReduced absenteeism and related costs | |

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? | All citizens in the district. |
| How many transactions does the business process deal | In total this would equate to improving on the services delivery of around 2000 associated |

| | |
|---|-------------------------|
| with? | visits and inspections. |
| What is the average current duration of the process from service request to completion? | 1 – 10 working days |

3.1.4 Costs and Funding Plan

| Capital Costs | Amount |
|---|-------------|
| <ul style="list-style-type: none"> Most physical costs have already been realized (mobile device, licenses to use TM) | None |
| Total | |
| Revenue Costs | Amount |
| <ul style="list-style-type: none"> The main cost will be in terms of time and resource to develop the existing system by FOSH officers and IT staff and will be dependent on the outcome of the Project Initiation Document (PID) Permanent additional resources to maintain/operate system/process | None |
| Total | 0.00 |

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

| Funding Source | Amount | Notes |
|----------------|--------|-------|
| NA | | |

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 |
|---|-----------------------|-------------------|---|
| Data breach - devices being stolen/lost | 2 | 5 | Ensure that the solution holds securely any data or does not hold the data on devices. |
| Solutions fail or officers lose confidence in capability. | 3 | 3 | Established as part of the investigation actions to select or create a development plan that is agile, realistic and clear. |

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. | Ensure that the Project Initiation Document is SMART |
| 2. | IT ability to support the FOSH team |

3.1.7 Assumptions

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

| No. | Assumption - Description |
|-----|---|
| 1. | That mobile working provides a greater quality of service |

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 with IT which of the FOSH process systems can be further developed to work with TM that will enhance overall service delivery.
- Develop and agree a plan that engages the team and has clear user and client benefits.
- Test process changes
- Implement process changes
- Monitor the success of the changes.

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 – Lorna Hudson
- Design Authority – Nicola Hoare
- Business Support Officer (vacant)
- All officers delivering service
- Final System Owner – Regulatory Manager

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.

- Provide advice to the project managers.
- Advise on the processes of the current system to facilitate the development of enhanced usability, exposing the required APP fields to TotalMobile to support the field workers
- Agree what can be achieved in the short, medium and longer term.
- Provide a test system for the team to familiarize themselves with the new processes