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

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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

Currently the Purchasing Card process is paper-based with monthly returns being completed using an excel template; hard copies are printed, details filled in, they are then signed-off by the card-holder and a manager with delegated authority, then forwarded to the FSTeam with transaction receipts attached for reconciliation and re-charge.

An "Authorised Signature" spreadsheet has to be maintained to record which managers have the delegated authority to sign-off the monthly returns and what their financial limit is.

After reconciliation; recharges are journaled through Total and the returns/receipts are scanned onto a network folder on the WDC Shared Drive.

There is no electronic method in place to analyse the transactions being made.

We have to publish a monthly transaction report (PDF and CSV) on the Council's website which shows all transactions including the following details; which service areas completed them, date of transaction, amount, merchant name, merchant type, description of goods/service. We currently extract a transaction report from the HSBC Mi-Vision system, we have to add merchant types and then publish an initial report on the website. As the monthly returns are received for reconciliation, the FSTeam manually add goods/services descriptions to a "working" excel spreadsheet which once completed is again published on the website, as a final report, in PDF and CSV versions.

2.1 Business Problem

- It is a paper based process that doesn't fit with the Council's aims of digitization

- There are costs associated with this; use of paper, staff time, network storage (?)

- HSBC have an advanced version of the Mi-Vision system which has electronic processes to manage card spend similar to our self-serve, however, we do not qualify for this version as we do not have enough annual spend on our card account and it is not available for purchase

- Staff in remote sites find the return deadlines more challenging, i.e. time taken to post or hand-deliver to Riverside House, and it doesn't fit with agile working

- There is no electronic means of analysing how cards are being used or reporting functionaility

- Creating and publishing the monthly report on the website is a manual, convoluted and time consuming process

3 Preferred Solution

3.1 Solution – Create an in-house electronic Purchasing Card system

3.1.1 Description

Create an electronic monthly return form accessed via the intranet which allows for documents to be uploaded (i.e. scanned receipts) that is then submitted to a nominated line manager for authorisation.

The form would need to be intelligent with regards to sending to the correct line manager for the individual completing it; ideally there would also be a way in which it can be escalated to A.N.Other Manager(s) if not dealt with in a set timescale, i.e. the manager initially receiving the form may be on annual leave or off sick. There would also need to be a method of maintaining this hierarchy due to staff leaving or moving roles/teams such as linking in to the active directory on the intranet.

Once the nominated manager has authorised the form it is then submitted for the FSTeam to access in order to complete the reconciliation process.

Preferably, the system will also have a means to analyse the transactions that have been completed on an ongoing basis and also help to improve the publication process of the monthly website report.

3.1.2 Benefits, Goals and Measurement Criteria

Category	Benefit	Value
Financial	• New revenue generated • Reduction in costs • Increased profit margin	• It will reduce costs of using paper, staff time in delivering paper returns and staff time chasing missing information and manually preparing the monthly website report • Being able to analyse transactions may create financial benefit such as highlighting needs for a corporate contract for purchasing certain goods, or staff not using existing corporate contracts or may highlight procurement legislation not being adhered to. • It will save on physical storage space of the receipts prior to them being scanned. • The scanned receipts will be in a more accessible form than under the current scanning regime.
Operational	• Improved operational efficiency • Enhanced quality of product / service	• It will save staff time by removing the need to deliver paper copies or time spent manually producing the monthly website report. If the form made fields mandatory it would also save time chasing up missing information such as cost codes. • It will fit with agile working as staff won't need to be in

		the office to complete
		• It will make the process quick, easy, secure and potentially lead to more timely returns which in turn will lead to timelier recharging of transactions; this would support better budget management.
Customer	• Improved customer satisfaction • Increased customer retention • Greater customer loyalty	• It will increase satisfaction with internal customers, for example; staff at remote sites won't need to hand deliver returns or use internal post both of which can lead to late returns
Staff	• Increased staff satisfaction	• See customer comment • It will create a more efficient process which will save FSTeam work time and hassle thereby increasing their satisfaction

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.*	• N/A – it will benefit staff internally
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.*	• There are monthly returns from up to 63 card holders; returns can have multiple transactions and vary month to month (to calculate a total number of transactions over a period of time would mean manually counting transactions on the monthly reports)
What is the average current duration of the process from service request to completion?	• The whole overarching process can take up to 4 weeks due to chasing outstanding returns and dealing with errors/omissions. The process starts again for the new month sometimes with a couple of days of completing the previous months process • Time taken by individuals completing their paper returns will vary dependent on the number of transactions completed

3.1.4 Costs and Funding Plan

Capital Costs	Amount
• Initial software purchase • Data gathering • New hardware • Temporary additional resources	N/A - Internal electronic solution required
Total	
Revenue Costs	**Amount**
• Software licence costs • Support costs • Permanent additional resources to maintain/operate system/process	N/A - Internal electronic solution required
Total	**N/A**

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

Funding Source	Amount	Notes
N/A		

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
That the new solution is not an improvement on the current paper-based process	2	3	Careful exploration of the problem we are trying to solve. User Acceptance Testing by relevant staff

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)	Currently there is no analysis of transactions completed other than FSTeam members highlighting issues when completing the reconciliation of returns; this could mean that inappropriate transactions are being completed and not dealt with, it could also mean that we are missing opportunity to save costs and better control spend
2)	The Purchasing Card scheme is due to be audited in February 2018; the above is very likely to be highlighted. As this is a known issue it would be nice to have a resolution ahead of the audit.

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

No.	Assumption - Description
1)	WDC have the technology, means and resources to create an electronic system for completion of monthly purchasing card transaction returns including uploading of receipts and a line manager authorisation process
2)	The authorised form is then able to be accessed by the FSTeam for reconciliation
3)	FSTeam have all the required information to complete recharges to individual cost codes
4)	Information is stored / indexed and is available for future review in case of queries
5)	System enables analysis of cardholders transactions
6)	System enables production of monthly report for the Council's website

4 Implementation Approach

4.1 Outline Project Scope

- Creation of an in-house Purchasing Card electronic solution to meet the assumptions noted above

- ICT feasibility exercise required to ascertain what we might be able to achieve in-house

4.2 Service Area Resources

- Project manager – ICT lead / Jon Dawson
- Design authority – ICT lead / Jon Dawson
- Testing - FSTeam
- Training – potentially 63 card holders depending on complexity and the FSTeam (5 people)
- System owner – Jon Dawson

4.3 ICT Services Resources

A kick-off meeting was held on 21st June 2017 and various staff reviewed the contents of this business case. As agreed, the next step was to look into the feasibility of this request and to see what may be

achievable after which the project scope and likely method of approach can be properly agreed. The solution will certainly require some Application Support analyst / developer resource.