Melton
Borough
Council

Business Case

Part A - Document Control

A 1 - Key personnel

Project	Telephony
Sponsor	D Garton
Project Manager	M Dungey

A 2 - Version history

Version	Date	Summary of changes	Changes marked
1.0	31.08.18	First draft	
1.1	03.09.18	Updated draft following DGarton feedback	
1.2	03.09.18	Updated draft following DGarton feedback on accessibility	

A 3 - Distribution

Name	Area
D Garton	
M Dungey	ICT

Part B – Project Background/Overview

B 1 – Background to the Project

Working across Leicestershire ICT Partnership,(LICTP) an assessment of the current telephony systems for Blaby District Council (BDC), Melton Borough Council (MBC), Oadby and Wigston Borough Council, OWBC) and Hinckley and Bosworth Borough Council (HBBC) has been undertaken.

Melton's telephony system and associated services have been in place for many years and are now out of date and due for a major update/refresh. There are multiple suppliers (providing lines, calls and hardware) and elements of the technologies are out of date / unsupported and are considered bottle necks for the delivery of the modern services the council wishes to provide.

Working in partnership, all 4 authorities (with HBBC acting as the lead authority) have investigated options available and explored the benefits of some of the new technologies, together with utilising the benefits of a partnership approach to considering the market place, procuring and implementing a new system.

This work has identified the opportunity for modern telephony technologies to offer substantially more than just basic telephony functions which can be used as an enabler for improved, agile ways of working and offer many opportunities to improve the working environment and the service offered to our end users.

B 2 –Key Service Areas Affected

All council services telephony functions – fixed and mobile
Customer services contact centre
Telecommunication lines and call charges

B 3 – Strategic fit

Business need for this project has been identified to address:
- Current legacy equipment –.suppliers ending support for current technologies
- Increased Security risk as suppliers no longer provide security patches for end of life technologies
- Increased risk of service interruptions due to the complexities of the multiple solutions and service providers involved.
- Multiple points of failure due to the evolution of individual telecom solutions across multiple sites
- A forecast of increased costs relating to support and ongoing maintenance and investment of infrastructure
- Lack of modern functionality required by the business - i.e. capability within the current solutions to provide modern features – video conferencing / PCI compliance etc.
- Market changes – Changes in service providers infrastructure e.g. integrated

services digital network (ISDN) BT Wholesale announced withdrawal of service by 2020 and withdrawal of ISDN network and public switched telephone network (PSTN) circuits, target switch off 2025

- Limited scope for disaster recovery (DR) and business continuity scenarios, limiting DR services to a fixed third-party recovery location for all partnership sites.

- ICT knowledge and skills for aging systems and technology - Service provider challenges to maintain support – may increase support costs going forward.

The proposal has been developed in consideration of the Leicestershire District's Digital Strategy objectives to introduce, manage and use digital technologies that make it easier than ever before for our residents to access council services digitally, specifically that;

- Ambition and innovation will be embedded in our approach
- Our workers will have the right skills and tools to do their job wherever they need it
- Our future residents, businesses and customers will be able to access the services they need through the most appropriate channel for them
- We will take every opportunity to consolidate applications, services and infrastructure
- We will embrace and adopt investment opportunities in new technologies e.g. cloud
- We will take every opportunity to work with other partners

The solution objectives are:

- Implement one single phone system – hosted by Vodafone with reported availability of 99.999%
- Provide one number for each user – to be used with a new desk based phone, mobile phone or existing mobile phone or softphone with headset
- Offer modern functionality – offering opportunities/options such as integration with MS Office calendars, instant messaging, video calling and conference calling
- Implement one single contact centre solution – separately configured and implemented for Melton Borough Council

- Integrate telephony Disaster Recovery and Business Continuity arrangements

- Adopt one single support contract for all telephony elements (bills, lines, calls, technologies etc.)

Critical success factors and how they will be measured.

Critical success factors will be linked to the realisation of the solution objectives listed above.
Specifically, It is envisaged at this stage that the roll out of a new telephony system will give staff the opportunity to work in a more flexible way and will better facilitate working contact arrangements whilst off site.

Should the finances be approved, the formal timetable for introduction of these systems will be agreed with each authority. It is anticipated that the first implementation will take place at Melton Borough Council and will commence shortly after the approval of funding.

B 4 - Options appraisal

- High level cost/benefit analysis of three options for meeting the business need has been undertaken and is described in the table below which indicates an expected monthly reduction in (revenue) telephony costs against the anticipated ongoing costs of either remaining with the existing solution (Option 1) or upgrading the existing solutions (Option 2)

LICTP Partnership Authority	OPTION1: Existing Legacy Platform Cost (PCM)	OPTION 2: Upgrade Existing Legacy Platform Cost (PCM)	OPTION 3: Vodafone comparator cost (PCM) over period
Melton BC	£4,401.17	£5,861.44	£3,845.26

Revenue cost savings would be realised against existing budgets.

Capital costs for the project have been identified as:

- Telephony capital £20,000
- Mobile Handsets £10,000
- Project Management £28,000

Capital costs will be met from 50K capital provision and 8K revenue contribution to consultancy from the IT revenue budget

- Include analysis of 'soft' benefits that cannot be quantified in financial terms

Benefit	Result
Single contract and supplier management	**Reduced hours spent managing supplier contracts and billing from LICTP Client and each partner authorities Finance Teams**
Single support contract and point of contact	**Reduced hours spent managing support issues, and single supplier accountability for support issues. Quicker resolution to issues and frees up Sopra Steria resources to progress other prioritised work**
Staff productivity increase via collaboration technology	**Efficient working via enhanced collaboration capability. Efficient resource management. Flexible and home working capability.**
Enhanced DR capability	**Reduced risk, reduced need for 3rd. party DR capability (such as remote site maintenance and DR contracts), enhanced business uptime, consistent resource, sharing council buildings**
Consultative supplier relationship	**Access to non-sales consultative support for free, as part of the strategic relationship**
Enhanced citizen service capability and reporting	**Increased first time resolution impact less complaint handling, better oversight on resource allocation**
Management self-service on both UC and contact centre	**Lower reliance on IT to make real time changes to system(voicemail, numbers, devices)**

technology	
Less Power Required & Lower Carbon Output	**Consolidated energy supply – hardware and systems removed from local sites.**

- The procurement approach/strategy with supporting rationale.

Due to the uniqueness of the Vodafone One Net Enterprise solution, procurement can be pursued via the Crown and Commercial Service, NSF RM1045 Framework as a direct award.

Before any NSF RM1045 contract can be supplied for signature Vodafone are obliged to publish a Standard Service Offer (SSO). Once published is valid for 30 days on the Crown Commercial Service website.

- Benefits of approach:

The benefits of using a framework agreement include mitigating the risks of procurement complexity, such as pre-testing of the suppliers to ensure capability; and the ability to contract on our terms, especially in respect of termination, service levels, open book accounting, benchmarking and continuous improvement.

Reduced timescales and costs for the procurement of services:

B5 - Key Business Risks/Contingency plans

Set out the key business risks that have been identified as risks to the delivery of the project. Where risks have been identified this section of the report should also highlight how these risks are proposed to be mitigated, what risk status they are considered to represent (high, medium or low), and what contingency plans will be put in place to prevent the risk occurring.

This section should also include any decisions and measures to be taken for the eventuality that the risk actually does occur, and should highlight the various exit

strategies that can be considered/implemented in this event (if any).

For complex projects the risk matrix should be completed and presented with the Business case

Current Risk	Actions to reduce the risks
Project Costs and time will over-run	A formal project management framework will be overseen by the LICTP Strategic Board
Training will not be sufficient	The system is very easy to use, but comes with a full operating manual and training material. Champions within services will assist a smooth transition to the new system.
Service disruptions during implementation	A full project plan will be invoked to deploy the system across the authority in a way that minimises any disruption

B 6- Financial Implications

Cap / Rev
Please define if these are capital or revenue and the financial years they will be incurred. Also consider if they are Special or General Expenses or HRA

	£	£	£	£	*Comment*
Year	2018-19	2019-20	2020-21	2021-22	
Initial Costs	**58K**				*Capital budget – 50K 815 4000 revenue budget– 8K*
External Funding	*NA*				
Net Cost					
Ongoing Savings(-) /costs					

Detailed estimates should be provided to finance to assist with budget monitoring and reporting

B 7 – Project Scoring Matrix

Scoring – for your project – calculate the points				
Criteria	1 Point	2 Points	3 Points	Score
Cost £ (budget, time and human resource)	<£10k	£10k - £50K	>£50K	3

Timescale	**< 6 months**	**6 – 12 months**	**> 12 months**	**1**
Impact if project failed on the organisation	**Minor disruption**	**Moderate**	**Major**	**3**
Melton's Track Record	**Done Successfully Many Times Before**	**Done Successfully Once or Twice Before**	**New Area of Working**	**2**
Stakeholder Interest (internal and external)	**Minimal**	**Moderate**	**Major**	**3**
Project Complexity	**Straight-forward**	**Moderately Complex**	**Highly Complex**	**2**
Total score				**14**

Projects scoring 6 – 10 points - Formal methodology not necessary
Projects scoring > 10 points - Formal methodology is necessary

Note

The business case must be submitted initially to the Programme Board and will allow schemes to be prioritised and feasibility to be assessed. Programme board to agree the on-going project management required based on the above scoring and documented on the Project List

Part C – Project Details

This section sets out the direction, scope and objectives of the project and forms essentially the "contract" between the Project Sponsor and Project Manager as to what will need to be delivered.

C 1 - Project Objectives, outcomes and benefits

What are we hoping to achieve from doing this project? Outline principle aspirations/objectives.

Project objectives should link to the high level Strategic Objectives as they specify what needs to be done to achieve them. Project objectives should be **SMART** (**S**pecific, **M**easurable, **A**ttainable, **R**elevant, **T**ime bound)

This section should identify the business benefits to be achieved by doing the Project, both financial and non-financial.

They should also be linked to the objectives. These can include political, reputational, financial, developmental, learning etc.

Outline any key dependencies

- Implement one single phone system – hosted by Vodafone with reported availability of 99.999%
- Provide one number for each user – to be used with a new desk based phone, mobile phone or existing mobile phone or softphone with headset
- Configuration of extended functionality –integration with MS Office calendars, instant messaging, video calling and conference calling
- Implement one single contact centre solution – separately configured and implemented for Melton Borough Council
- Updated telephony Disaster Recovery and Business Continuity arrangements
- Implementation of PCI configuration
- Adoption of one single admin function for support contract for all telephony elements (bills, lines, calls, technologies etc.)

Part D – Project Management

D 1- Delivery

How will the project be delivered and resourced. This section should outline the internal and external resources to be used and any partner involvement. Have other projects and business as usual priorities been considered?

Is any new technology to be required and if so have IT been consulted. For those

projects where a project plan is appropriate a template is attached.

It is intended to manage this project with the appointment of an external Project Manager. This role will be expected to identify the key systems administrators and stakeholders in the council – establish a working group and manage the project implementation.

The delivery of the project will be closely managed through the LICTP Project Management framework, weekly meetings and documentation.

A communications plan will be developed with the council and managed by the PM.

D 2 - Key Stakeholders

This section should identify the key stakeholders, both internal and external to Melton Borough Council, for example:

> **External Stakeholders**
>
> General Public – Telephony ranges /. Numbers will not be affected. The solution provider will migrate services to the new platform in a transparent way maintaining the existing communication channels for the General Public.
>
> Working with the council customer service team stakeholders the project will implement a replacement Contact Centre Solution. This will have the ability to change workflows and the interaction for the customer and will be managed as part of the project. Such changes are designed to be intuitive for the end user and not something that the council will need to publicise or provide training for.
>
> The Media – It is not anticipated that the initial project will involve communications strategy involving the media
>
> Partners – This project is a joint project procuring a single telephony solution for all partners of the LICTP (Hinckley and Bosworth Borough Council, Oadby and Wigston Borough Council, Blaby District Council and Melton Borough Council.
>
> The communications plan and key stakeholder engagement will be developed to ensure partner organisations in Parkside understand the changes to handset devices.

Internal Stakeholders must be consulted in drafting the business case and again if there are any subsequent changes during delivery. The stages that internal stakeholders wished to be engaged during project delivery should be agreed at the outset however any changes to the original assumptions/criteria should involve the original stakeholders.

Finance – Finance is available and the project is forecast to be within the identified budgets

Legal – Procurement will be via the delegated agreement led by Hinckley and Bosworth Borough Council and legal checks will be made by Hinckley in this role.

IT – The project is an ICT led project.

Procurement – Procurement will be pursued via the Crown and Commercial Service, NSF RM1045 Framework as a direct award.

Property – Estates will be consulted as part of the project to afford access to council premise and facilitate the replacement of handsets

Communications – The communications plan will be developed with key stakeholders and managed by the PM.

Equalities –The solution is recommended to use Cisco IP phones with accessibility features for the blind and the visually hearing and mobility impaired. Further information: https://www.cisco.com/c/en/us/support/collaboration-endpoints/unified-ip-phone-7800-series/products-user-guide-list.html

Appendix B2, – Standard Risk Management Template

Project Name: Telephony
Updated: September 2018

Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7	Col 8	Col 9	Col 10	Col 11
Risk No.	Grade [red, amber, green]	Risk Owner	Cause	Potential Consequences	Current Score	Original Score	Movement [↔,↑,↓]	Current controls [working]	Adequacy of mitigation measures	Planned actions (For key risks only)
1	Green	MD	Project Costs and time will over-run	• Increased spend above allocated funds • Increased risk associated with running legacy equipment	Low				A formal project management framework will be overseen by the LICTP Strategic Board	Adequate	None required
2	Green	MD	Training will not be sufficient	• Users not able to operate telephony devices • Users not able to operate / work with	Low				The system is very easy to use, but comes with a full operating manual and training material. Champions within services will assist a	Adequate	PM to plan within project delivery

				extended functionality				smooth transition to the new system.		
3	Green	DG	Service disruptions during implementation	• Service areas unable to communicate via telephony – including customers / general public	Low			A full project plan will be invoked to deploy the system across the authority in a way that minimises any disruption	Adequate	Project plan to be reviewed by LICTP and communicated back to service areas as project develops
4				•						
5				•						

Last updated:

Risk Number	This is the unique identification number given to each individual risk
Owner/project	Who is the risk owner and therefore responsible for ensuring the mitigation work is undertaken
Cause	This describes the existing, potential or perceived risk/threat to the project objectives
Consequence	The impact of the cause is often a chain of events that can impact on many stakeholders
Current score and original score	Based on the risk matrix, how is the risk likelihood scored e.g. A, B, C, D or E Based on the risk matrix, how is the impact scored e.g. 1, 2, 3 or 4 The original score is as per the first time it was raised.
Current mitigation	The existing measures that are in place to control /prevent the risk (risk mitigation)
Adequacy	An assessment on the suitability of the current mitigation measures (adequate, poor, good)

Appendix C2 – Project Plans

Project plan will be developed and managed by LICTP Programme Office

The start date will be confirmed as soon as authority to proceed has been granted.

It is anticipated to start within weeks of receiving the approval to proceed.

Melton Borough Council will be the first of the LICTP partnership councils to implement the solution. It is anticipated that the implementation would take 3 months although this would be largely dependent on the availability / commitment of end users and the Project Plan would be developed to capture this.