

# Business Case

## Strategic Review of Education IT System

<January 2020>

<1.5>

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## Business Case

### A. Approvals

#### Initial Questions

Does this project involve new or upgraded IT hardware, software or service?	Yes
Does this project involve a procurement? (includes tenders, contract extensions or waivers)	Yes

*Approval of this document enables the Project to officially commence and move into the Stage 2: Initiation & Planning phase.*

Initial Review and Approvals			<i>Help</i>
Name	Position / Group	Required	Date
	<b>PMO Review</b>	<b>No</b>	
<b>Jo Frost</b>	<b>Financial Approval (FBP)</b>	<b>Yes</b>	Jan 2020
<b>Dawn Calvert</b>	<b>Financial Approval (Deputy S151 Officer)</b>	<b>Yes</b>	Via CSB 15 Jan 20
<b>Lisa Taylor/Nimesh Mehta</b>	<b>Procurement Team Approval</b>	<b>Yes</b>	Jan 2020
	<b>Legal Team Approval</b>	<b>Yes</b>	Via clearance of Cabinet report
<b>Rahim St John/Minali Jones</b>	<b>IT Client Team</b>	<b>Yes</b>	Jan 2020

Board Approval			<i>Help</i>
<b>Alex Dewsnap/Patrick O'Dwyer</b>	<b>Sponsor</b>	<b>Yes</b>	Jan 2020
<b>Paul Hewitt</b>	<b>Corporate Strategy Board (CSB)</b>	<b>Yes</b>	Jan 2020
<b>Charlie Taylor</b>	<b>Corporate Strategy Board (CSB)</b>	<b>Choose an item.</b>	Jan 2020
	Choose an item.	<b>Choose an item.</b>	
	Choose an item.	<b>Choose an item.</b>	
	Choose an item.	<b>Choose an item.</b>	

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### B. Document History

**Versions:** A major or published version = first number, the second is a minor or draft number.

Version	The Change	Date Published
1.0	Initial report by CMcK & KKB	29 October 2019
1.1	Input from IT client team and DH review	30 Nov 2019
1.2	Version for Capita One Project Board	5 Dec 2019
1.3	Version for Review Prior to CSB	14 Dec 2019
1.4	Version for CSB 15.1.20 (note cleared by CS and PH outside meeting)	10 Jan 2020
1.5	Version for Cabinet Briefing, including financial information moved to Part 2	20 Jan 2020
1.6	Version for Cabinet	31 Jan 2020

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*Additional information can be gained from hovering over 'Help' or 'Example'*

### 1. EXECUTIVE SUMMARY

Add Summary [Help](#)

This business case is requesting approval to proceed with the tactical renewal of the Capita One Education Universal Dataset system when the current support contract expires in 2020. Approval is also being sought for the hosting of the Capita One system to be aligned to the council's ICT Strategy with additional consideration being given to the disaggregation of IT services following Sopra Steria's exit in October 2020 and the relocation to a new Civic centre in 2022/3.

It is recommended that the Capita One contract is renewed for a further 3 years to 2023 with an option to extend for a further year. This is a low risk, tactical approach which affords the council time to review its requirements and assess the market for a potential longer term replacement for the Capita One product.

It is further recommended that, in coordination with the renewal, the hosting of Capita One is moved from on site at the Civic Centre to a Software as a Service (SaaS) model procured directly with Capita. This will:

- Align the delivery of the Education Universal Dataset system to the ICT Strategy in the provision of services in the cloud, where these are economically viable;
- Simplify the scope of the disaggregated application management and hosting service currently being commissioned by the IT Client Team; and
- Provide the necessary time to procure a longer term replacement to fit with the timeline for a new Civic Centre in 2023 (when all systems will need to be cloud hosted).

Further benefits of the SaaS model will be:

- Disaster recovery capability included in the price;
- System upgrades at weekends at no additional cost (internal council resource costs excluded);
- More efficient level of support with all aspects of the system being managed by the vendor; and
- Increased productivity by users.

The total cost over 3 years is set out at Annex A and is lower than the cost for keeping the system on site.

Contract length and terms and conditions are currently being negotiated with Capita Education.

### 2. REASONS

Explain the reasons why this project is required; is there a legislative or regulatory requirement?

#### 2.1 The Requirement

What is the requirement that the successful completion of the project will address?

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The requirement is to renew the current support agreement for the Capita One system in a manner that is aligned with the council's ICT Strategy and that affords sufficient time for the review of the business requirements and suitability of products in the marketplace.

### 2.2 Outputs, Outcomes and Benefits

Record details of the Outputs, Outcomes and Benefits in summary form; full details of the expected benefits are set out in [section 5](#).

#### Reference 1

##### Output:

- For the renewal of the Capita One support and maintenance contract for a 3 year term.

##### Outcome

- Low risk tactical renewal of the system currently in use with no retraining or data translation to a new system needed;

##### Benefits

- 80 days Professional System Partnership support (PSP) is included, which provides expertise to users, such as advice, training and management information reporting in order to maximise the use of the system.

#### Reference 2

##### Output:

- For the renewal to include the migration of the solution to the Capita SaaS model

##### Outcome

- Alignment to the council's "cloud first" strategy;
- Fully managed service direct with the solution vendor; and
- Use of the Capita Digital SaaS will support the council's digital strategy and developments such as the schools' waiting list.

##### Benefits

- Removal of need for on-site support resulting in a reduction in central support costs;
- Enhanced application support from Capita Education
- Focused support from vendor for the system and related hosted infrastructure – all subject to contractual SLAs;
- There will be a single point of contact for all Capita One related support;
- More efficient system upgrades - these being managed and completed by the vendor;
- A low risk transition from the current in-house system to Capita One in the cloud;
- Less impact on the business with upgrades completed outside of service hours; and
- Inclusion of disaster recovery service.

### 2.3 Corporate Priorities

How are the objectives of the project linked to our corporate priorities? *(Tick applicable boxes)*

- Build a Better Harrow
- Be More Business-like and Business Friendly
- Protect the Most Vulnerable and Support Families

Add description as to how the Corporate Priorities ticked are supported by the projects objective(s)

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Be more Business-like and Business Friendly:

1. Aligning with Harrow's ICT strategy to move to a cloud-based solution.
2. Providing efficient IT solutions to make user's more effective.
3. Supporting Harrow's policy of remote working and hot-desking, as once in the cloud users will be able to work more flexibly.
4. Simplifying the service model by reducing the number of partners in the supply chain.
5. Preparing for the move to a new civic building.

Protect the Most Vulnerable and Support Families:

1. By ensuring the appropriate level of technical support to ensure the availability of Capita One in order for users to manage their daily processes in supporting Harrow residents and parents (such as Admission's processing school applications; SENARs managing the special education needs of children and young people; Sensory and Communication managing the needs of children and young people with hearing and visual impairment; and Youth Justice supporting young offenders).
2. By supporting the local authority's duty to fulfil statutory requirements regarding Children Missing Education, Exclusions and Attendance (including AIM);
3. Through continued monitoring and supporting Harrow's Elective Home Educated children;
4. Providing information and details of Harrow's children to the Multi Agency Safeguarding Hub, the Harrow Together with Families (Troubled Families) project and children's social care.

### 3. BUSINESS OPTIONS

This is a description of the options that could be used to achieve the *Requirement, Outputs, Outcomes & Benefits* set out in section 2.1 & 2.2

#### 3.1 Do Nothing

[Help](#)

Doing nothing is not an option. Due to the change in IT supplier and move to a disaggregated system, action needs to be taken to keep the system operational

- Support for Capita One related infrastructure would need to be included in a new disaggregated contract as Sopra Steria exit in October 2020 and though mitigations will be identified, the transition to a disaggregated model adds risk to the on site upgrade/updates of the Capita One system - knowledge transfer is not guaranteed and Capita One is a complex system with multiple updates and ad-hoc fixes to apply per year.
- It is likely that some upgrades over the contract term will require capital funding as not all are included in a renewal.
- Capita One infrastructure will need to be relocated to a third-party cloud provider if not already in the cloud by the close of 2022 to align with the move to a new civic centre

The minimum response is covered in more detail in alternative options in section 3 below and the recommended option below aims to avoid the additional costs listed above.

### 3.2 Recommended Option

[Help](#)

**The recommended option is to renew the Capita One contract and transition the on site solution to the cloud, using Capita Education’s Software as a Service.**

#### **Advantages**

The recommendation ensures:

- the continuation of the council’s Education Universal Dataset capability with a low risk of service disruption;
- allows for time to consider options for the adoption of different solutions in the future;
- provides a technical solution that is aligned with the council’s “cloud first” strategy; and
- moves the service to the cloud ahead of the relocation to a new Civic Centre in 2023.

#### **Disadvantages**

The following will need to be considered:

- Cloud migration will require Sopra Steria’s assistance and this might add risk to the timeline as they exit the contract in 2020;
- Any integrations with other systems will need to be clearly identified, understood and re-established – adding cost to the implementation;
- The change of hosting will require significant testing by the business which has to be facilitated for the work to be successful; and
- Continuing to use the same system ties the council into the same functionality which might not be the best fit with the transformation/modernisation agenda in the coming years.

#### **How Much**

See Annex A

#### **When**

Capita have stated they are available to commence work as soon as a decision is made. Migration of services to the cloud must be completed no later than July 2020 to ensure work does not overlap Sopra Steria’s exit.

#### **Context**

The support and maintenance agreement for Capita One requires renewal in 2020 and the council’s ICT strategy is driving service migration to the cloud where economically viable. These initiated a Programme Board to review the options regarding the Capita One system and commenced engagement with Capita Education Services with regards to their SaaS cloud solution – an approach that has been agreed with the IT Client Team.

#### **Next Stage**

It will be necessary to:

- engage with Capita Education to agree procurement route and terms and conditions;
- identify the work needed by Sopra Steria to facilitate the transition to the cloud;
- consider connectivity to other processes within the council but outside the Capita One system, such as those in the GIS Team, My Harrow (Capita Digital), and the in-year processes supported by the Web Team; and
- assign key tasks and responsibilities to all parties.



### 3.3 Alternative Options

[Help](#)

#### **Option 1 – Renew the existing contract and keep the service on site**

This option provides the least risk of disruption due to change in the short-term, but presents future uncertainties for support under the disaggregated IT services model and does not facilitate the migration of services to the cloud – either in alignment with the ICT strategy or ahead of the relocation to a new Civic Centre.

##### **Advantages**

The option ensures:

- the continuation of the council’s Education Universal Dataset capability with the least risk to service disruption;
- affords time for the business to assess alternative products with a view to making a further procurement decision in the future; and
- requires no additional funding for implementation of a new hosting arrangement.

##### **Disadvantages**

The option does not:

- align the renewed service with the “cloud first” strategy;
- prepare the service for the relocation to a new Civic Centre; and
- provide the benefits of the Capita SaaS offering, such as disaster recovery and enhanced support.

This is the default option if we are not able to move Capita One to the cloud before the departure of Sopra Steria in Oct 2020. It involves additional complexity and costs, and as a mitigation, we are investigating how costs could be minimised in the new disaggregated model. This includes considering whether Capita could provide application support in the short term, and whether support could be put in place for a short period under the new model, until the migration can take place.

#### **Option 2 - Consider a new system for the Council’s universal education dataset**

Capita One has been used for 16+ years and the Education Directorate has expressed the need to review the system, due to issues experienced and workarounds that are required to use the system to its full capacity. Alternatives, such as Servelec’s Synergy, are reported to offer a more reliable and user friendly solution. Synergy has been informally reviewed by visiting 3 other local authorities who are generally happy with the software and the service that they provide. Servelec has also demonstrated its system to the Divisional Director of Education and Heads of Service – which generated an interest in more formally considering commissioning this system).

##### **Advantages**

The option ensures:

- the council obtains a modern, user friendly system by reviewing market offerings through a competitive procurement;
- functional improvements would benefit how the solution is used aiding flexible and mobile working; and
- the new service is likely to be cloud hosted or a full SaaS solution which would be aligned to the council’s ‘cloud first’ strategy.

##### **Disadvantages**

The option will:

- be expected to cost in the region of £1.5 million over a 5 year period – a significant uplift in the renewal cost of the current solution;
- need a full review of requirements and dependencies, a business case and a tendering process with the full project taking at least 2 years;
- require significant data migration effort and validation; and

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- need a business change programme to ensure users are capable of adapting to a new solution without impacting the important services they perform for the council, residents and government organisations.

### **Further Considerations**

Since the Capita One system is module based it would be logical to migrate one module at a time. This would require working with the individual teams to support the migration from beginning to end. The modules requiring migration are:

- Admissions and Transfers
- Youth Justice
- Special Education Needs
- Sensory & Communication
- Education Psychology & Portage
- Penalty Notices
- Elective Home Education
- Bases to Bases (B2B) – the automated transfer of data from school's databases of 60 schools into Capita One.

Each module would need to have its own plan formulated jointly with the team. Individual teams processes would need to be reviewed and understood, and then specified and designed for the new system. The data would need to be extracted from the current system and migrated into the new environment, followed by intense testing, quality assurance and live migration. Additionally we would need to review and develop management information reporting for each module in the new system.

The migration of the SENARs data would be particularly complex. This service works with children and young people from 0 to 25 years old, and they have been using versions of the current system for the last 25 years. All of their data would have to be migrated in compliance with GDPR retention requirements – this in turn would require a data cleansing exercise due to older data not necessarily meeting newer validation rules. Additionally the statutory compliance and requirements for this team are particularly complex and thorough consideration would need to be given to the planning and design of the new system.

The migration of the Sensory Team's data would also be complex, as they have tailored their current module to meet their own specific needs, involving a lot of planning and time. The bespoke nature of this data may not be as straight forward to extract and migrate to the new system, and may therefore require bespoke work on the new system.

The Youth Offending module was migrated into the Capita One system approximately 4 years ago. This journey was quite challenging, and took some time to resolve technical issues and implement and embed a module that works for the team. The team are now generally happy with the module and their work processes and there would be reluctance to change their system again. Any change would involve a significant amount of time and work due to the complexity of the Youth Justice processes.

Reporting is meant to be fairly straightforward from Synergy; however our teams over the years have enhanced their reporting to a sophisticated degree via Capita's Professional Support Partnership (PSP). Therefore report writing skills and expertise is likely to be needed to develop reports to the same degree. We would need to recruit an officer or commission Synergy to do this work for us.

Following a period of settlement we would need to decommission the old system. It is assumed that there will be decommissioning costs from Harrow's IT supplier, but these can only currently be estimated.

It is anticipated that it would take at least 18 months to migrate all of the modules. In the meantime the current Capita One system would need to be kept running until all the modules are migrated over to the new system. This will incur dual cost of running two systems simultaneously.

The procurement current timeframe is prohibitive as we need to have a solution in place by July 2020 – so

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this option is only viable if combined with one of the options above. This option will be subject to separate governance and decision making in due course.

### 4. IMPACT AND SCOPE

This outlines the scope of the preferred solution and its impact.

#### 4.1 Impact

- |   |                          |
|---|--------------------------|
| • How will the project impact business processes? | <b>Not significantly</b> |
| • How many staff will be affected by the project? | 101 to 200 staff         |
| • How will the project impact our residents?      | No Impact                |

[Help](#)

All users of the Capita One system will be impacted positively by the change to Capita One's SaaS solution.

Overall the business processes of the Capita One SaaS solution will remain the same. The only impact on certain users will be the testing of the new platform, and business as usual for the remainder of users.

The Capita One Team and Business Intelligence Partner will need to be involved at all stages of the whole project.

The EMIS team may need to be involved regarding the B2B changes.

The IT client team will advise throughout the project and ensure that the work is co-ordinated with organisational IT changes

Harrow's IT supplier will be needed to work on any technical requirements specified by Capita Education.

There will be the need for the GIS Team, the Digital Team and the Web Team to work with us to connect to the new platform in order to carry out existing processes.

[Help](#)

#### 4.2 Within Scope

**Admissions Service** - processing school applications and offering school places;  
**Penalty Notices** – monitoring attendance and issuing fines;  
**Elective Home Education** – recording and monitoring children educated from home;  
**Children Missing Education** – working with and supporting children to be in education;  
**Youth Offending Team** – working with and supporting young offenders;  
**Special Education Needs Service** – supporting children and young people with special educational needs – EHCPs;  
**Sensory & Communication Team** – supporting children and young people with Hearing/Visual impairment;  
**Education Psychology & Portage Team** – supporting children and young people in Harrow's schools with education psychology needs;  
**EMIS Team** – working with and supporting school's information management systems;  
**Business Intelligence Unit** – supporting People's directorate, including children's social care and education;  
**Other users within Children's Services** – supporting MASH, Virtual School and Children's Social Care.  
**Other users in council** - GIS team, Web server, IT Client Team, IT Supplier

## 4.3 Out of Scope

All teams using the system are within the scope of the project.

## 5 EXPECTED BENEFITS

A list of all expected benefits must be recorded with a clear definition of what the benefit is, its current baseline position, when it is expected to be realised and how it will be measured.

### 5.1 Financial Benefits

The Financial benefits are recorded within **Appendix 1** (and moved to Annex A for Cabinet Reporting).

### 5.2 Non-Financial Benefits

The Non-Financial benefits are recorded within **Appendix 2**.

## 6 DIS-BENEFITS

A dis-benefit is an outcome that is perceived as negative by one or more stakeholders. Dis-benefits are actual consequences of an activity, whereas by definition, a risk has some uncertainty about whether it will materialise.

Dis-benefits must be recorded within **Appendix 3**.

## 7 TIMESCALE AND MILESTONES

### 7.1 Headline Timescales

#### 7.1.1 What is the earliest & latest feasible project start date?

<b>Earliest</b>	01/01/2020	<b>Latest</b>	01/05/2020
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#### 7.1.2 What is the earliest & latest feasible project completion date?

<b>Earliest</b>	30/06/2020	<b>Latest</b>	31/10/2020
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#### 7.1.3 Over what period are the project costs forecast to be incurred?

<b>Earliest</b>	01/01/2020	<b>Latest</b>	31/10/2020
-----------------	------------	---------------	------------

#### 7.1.4 When is it forecast that the Council will begin to realise the benefits?

<b>Date</b>	31/07/2020
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### 7.2 Milestones (or Key Tasks)

The milestone information is recorded within **Appendix 4a**.

### 7.3 Dependent Milestones

This information is recorded within **Appendix 4b**.

## 8 DEPENDENCIES AND INTER-DEPENDENCIES

*Help*

List projects dependent upon or interdependent with this project. The nature of a dependency can include a shared relationship with data, functionality, staff, technology or funding.

*Help*

Dependent Project Title	Service Area	Interdependency	Does this project receive or give to your project?
Windows 10	IT Client Team	Capita One’s SaaS solution	Gives To
End of Sopra Steria contract	IT Client Team	Capita One’s SaaS solution. Migration of services to the cloud must be completed no later than July 2020 to ensure work does not overlap Sopra Steria’s exit.	Gives To
Capita Education’s availability	Capita Education	Capita One’s SaaS solution. Capita Education’s availability is not in our control.	Gives To
			Choose an item.

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### 9 COSTS & FUNDING

See Annex A

### 10 PROCUREMENT

See Annex A

### 11 RISKS

Risks are recorded in *Appendix 5*

### APPENDIX 1. FINANCIAL BENEFITS

Moved to Annex A

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### APPENDIX 2. NON-FINANCIAL BENEFITS

<b>NFB1</b>	<b>Benefit title:</b>	<b>Weekend upgrades and working week availability of Capita One</b>		
<b>Description</b>				
<p>Capita One is upgraded three times a year and this has always been carried out during the working week. Additionally any patches that are required throughout the year have also been applied during the working week.</p> <p>A normal upgrade taking 1 day would mean the following downtime in hours for users:            50 users x 7 hours = 350 hours; plus 70 users with 2 ad hoc usage hours = 120 hours; equalling 470 hours of downtime for each upgrade. Multiplied by the 3 upgrades per year we have had 1,410 hours down per year.</p> <p>Patches 2 times a year – 50 users x 4 hours = 200 hours and 2 times a year = 400 hours of downtime.            Total downtime per year = 1,410 + 400 = 1,810</p> <p>An extended upgrade taking 2 days (due to problems) happens at least twice a year (the problems are usually due to packaging the system within the Citrix environment). The time cost of a delayed upgrade includes an additional 20 users x 7 hours = 140 hours per upgrade, and twice a year = 280 hours; Resulting in a total of 1,410 + 400 + 280 = 2,090 hour's downtime per year.</p>				
<b>How is this going to be measured</b>				
All upgrade and patches work will only be done at the weekend, and any spillage into the working week will be questioned/challenged with the supplier.				
<b>Success Criteria</b>				
When the upgrades and patches are only applied during out of hours over the weekend, resulting in more availability of the system for users.				
<b>Baseline Position</b>	<b>Target Position</b>	<b>Tolerance +/-</b>	<b>Expected Realisation Date</b>	<b>Benefit Type</b>
1,810 hours (1 day upgrade) or 2,090 hours downtime (2 days upgrade)	0 hours downtime		01/11/2020	Time

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**NFB2** **Benefit title:** **Greater Control over the level of service received from IT supplier**

### Description

Migration to the cloud provides greater control over the IT used by the Capita One system and its users.

With the current arrangement or future disaggregated supplier model we are still reliant on the central IT contract under an arrangement that we have no control over. Currently Sopra Steria provides the same level of service for all infrastructure components, and this has resulted in us having to pay for what is not perceived as business as usual (BAU) projects – see FB2 Additional Technical Projects for details regarding costs of non-BAU projects.

With the cloud, we will have the ability to select the level of service that the Capita One system needs for the budget that we have. This will mean that we will not have to work with an outsourced IT provider to convince them to engage in and prioritise BAU work required by the Capita One system. The experience of having to do this with Sopra Steria so far has not been an easy one. The move to the cloud will result in a significant saving of the Capita One Co-ordinator’s time which can be applied to supporting system users rather than chasing the IT supplier.

### How is this going to be measured

The service required will be provided in its entirety by Capita One and there will be minimal reliance on any other suppliers in the council. There will be on-going engagement with Capita One to monitor and measure performance of their service.

### Success Criteria

A tangible benefit is that we have confidence in Capita One’s technical knowledge. Additionally we will not have to wait for other suppliers to ‘fix’ technical issues. There will also be the confidence in the architecture being maintained to support Capita One’s technical roadmap. We currently have to wait for our current supplier to ‘catch up’ with the expected technology across the Harrow estate e.g Oracle 12c. The Capita One Co-ordinator will also have more time to engage with the users, in supporting delivering the service that they require from the Capita One system, rather than co-ordinating the IT supplier to provide the support required.

Baseline Position	Target Position	Tolerance +/-	Expected Realisation Date	Benefit Type
We currently have to wait several months to have our work scheduled, which is not always timely.	There will be a faster response from Capita as a part of their contract. Capita’s contract offers upgrades within 1 month of release.		01/11/2020	Time

Add additional benefit table as necessary



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**NFB3** **Benefit title:** **Improved User Experience**

### Description

Connectivity will improve, enabling more mobile working. Caseworkers will be able to access the system securely from anywhere at any time. Staff can work wherever they are most productive, for eg the Youth Offending Team who often work out of office hours and over weekends.

### How is this going to be measured

Management monitoring staff productivity levels.

### Success Criteria

More productivity of staff, seen through an increased output of work. More flexible remote access.

Baseline Position	Target Position	Tolerance +/-	Expected Realisation Date	Benefit Type
Mobile and flexi working still being worked on.	Supporting IT Client Team's objective of a more mobile & flexible workforce		01/11/2020	Quality

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**NFB4** **Benefit title:** **Improved performance by not being in the Citrix environment**

### Description

The Capita One system is currently within the Citrix environment in Harrow's estate. This means that Capita One's Version 3 and Version 4 clients have to be packaged (this is where the software is taken and installed as an application, which is then delivered to the users without having to be installed on desktops) and delivered to the user. This adds a delay to each of the upgrades in that it takes time to build the package for each upgrade, resulting in downtime for users. The packaging work also requires the need for the IT supplier to prioritise this work in a timely way – see Non-Benefit 2 - Greater Control over the level of service received from IT supplier – for more details.

Another benefit of not being within the Citrix environment is that the Capita One system will not be constrained by the technical requirements of other Harrow systems within Citrix, for example significant delays in waiting (of 2 years) for an update to Oracle 12c because other systems in the estate are not compliant with this update.

Minimum hours lost due to delays in packaging 20 users x 7 hours = 140 hrs x 4 days = 560 hours waiting on packaging per annum.

### How is this going to be measured

User experience. Measure of downtime.

### Success Criteria

Being in the cloud results in packaging not being needed at all, which will result in upgrades and patches being applied a lot more quickly.

This also means increased availability of the system and less downtime for users, resulting in more productivity.

Baseline Position	Target Position	Tolerance +/-	Expected Realisation Date	Benefit Type
560 hours downtime for packaging	0 hours downtime		01/11/2020	Choose an item.

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### APPENDIX 3. DIS-BENEFITS

<b>DB1</b>	<b>Dis-Benefit title:</b>	
<b>Description</b>		
Cost of change		
<b>Who is going to be impacted by the dis-benefit</b>		
Budget holder. Time of those involved in project and practitioners who use Capita One, for testing etc		
<b>Failure Criteria</b>		
Failure to control costs and time taken on project		
<b>Baseline Position</b>	<b>Tolerance +/-</b>	
Costs will be controlled and the project will be tightly managed to lessen impact on staff and service delivery.		

## Business Case

### APPENDIX 4a. MILESTONES

Describe the milestones in a clear measurable & tangible way, to give no doubt what is expected once achieved.

No.	Title	Description
MS1	Contract with Capita Education	To draw up a contract with Capita Education to commission their SaaS solution. The focus would need to be on the following: duration of the contract, which needs to be followed with a year on year extension; the cost of the extension; the measurement of the quality of service provided. In order to ensure these requirements occur break clauses may need to be factored into the contract.
MS2	Assessment by Capita Education and Sopra Steria of technical requirements	Capita Education would need to project manage with Harrow's IT supplier to determine the needs of the Capita One system in order to move to the cloud.
MS3	Implementation by Sopra Steria of technical requirements	Sopra Steria will need to ensure that all of Capita Education's technical requirements are met as well as Harrow's requirements, such as VPN capability, availability of Windows 10, packaging, connectivity to the Youth Justice Administration Tool.
MS4	Capita Education to build the infrastructure	Capita Education would need to develop the infrastructure within their cloud based environment for Harrow to use.
MS5	Capita Education to export data from current Capita One system	Capita Education would need to work with Sopra Steria to gain access to the database containing Harrow's universal dataset from our current live environment and make it available within their newly developed cloud based environment.
MS6	Work required by other Harrow teams	The following requirements would need to be implemented: Waiting list by GIS team, My Harrow, In-year admission's processes by the Web team, SIMs systems are re-mapped to the new infrastructure.
MS7	Testing period	Harrow would need to carry out several weeks of testing, where the data and the environment would be quality assured for functionality, performance, responsiveness and resilience to ensure it meets Harrow's needs. The testing period would need to be signed off by the Divisional Director of Education and Heads of Service.
MS8	Migrate live data	Capita Education would migrate Harrow's live data into the new cloud environment and the current Capita One system would no longer be used.
MS9	Period of settlement	Following a period of settlement Harrow would decommission the dataset in the old Capita One system.

## Business Case

### APPENDIX 4b. DEPENDENT MILESTONES

Describe the dependency, including what will go wrong if the milestones objective is missed, in terms of quality, cost or time.

MS No.	Milestone Title (A)	Description of Dependency	Milestone this is Dependent Upon		Does Milestone (B) receive or give to (A)
			MS No.	Milestone Title (B)	
4	Capita Education to build the infrastructure	Capita Education's specification requires Windows 8 as a minimum, in order to be compatible with the cloud. The expectation is for Harrow to be on Window's 10.	3	Implementation by Sopra Steria of technical requirements - availability of Windows 10	Gives To

### APPENDIX 5. RISKS

*A full Risk Register will be created once the project is approved; additional information is included within the Register.*

No.	Risk Name	Risk Description	Mitigation	Is mitigation planned or current	Current Risk Rating	
					Likelihood	Impact
R1	Windows 10	Capita Education's current roadmap specifies Windows 8 as a minimum to be compliant. The expectation is for Harrow to be on Windows 10.	Work with the IT Client team to be on the pilot for Windows 10 and to understand the risk of deploying in a W7 environment.	Planned	B. High	2. Critical
R2	Timing of move to the cloud	Due to Sopra Steria exiting Harrow in October 2020 the IT Client team need to be informed by June 2020 whether we need to be included within the new disaggregated supplier model.	To complete the business case, to have it reviewed and signed off by the Programme Board, and to submit it to CSB for it to be approved - all as soon as possible, and if agreed to have a contract drawn up with Capita Education as soon as possible.	Current	B. High	2. Critical
R3	Availability of Sopra Steria's support	Sopra Steria will need to work with Capita Education to do any work required for the project to happen. The risk is that Sopra Steria's focus will be exiting Harrow and handing over to the new suppliers and not prioritising our move to the cloud.	Start engaging and planning with Sopra Steria as soon as possible.	Planned	A. Very High	2. Critical
R4	Availability of Capita's time	There is the risk that in the time it takes to complete all the necessary	Start engaging and planning with Capita Education as soon as possible.	Current	C. Significant	2. Critical

## Business Case

		<p>work required to agree the move to the cloud Capita Education may not have the availability in order for us to complete implementation by June 2020 and Sopra Steria's exit in October 2020.</p>				
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