Report for Resolution

Report to	Cabinet 8 December 2010	7
Report of	Head of Customer Contact	
Subject	Improving customer service and efficiency	

Purpose

This report and business case sets out a proposed investment in new integrated customer contact software and telephone system that will improve customer service, increase efficiency in the council and minimises the risks that the council currently carries.

Recommendations

It is recommended that Cabinet approve the purchase and implementation of a suite of software, including Avaya Contact Centre 7(potentially AURA Contact Centre), Eckoh IVR, and Verint workforce optimisation, to replace the current Symposium telephony management software that is no longer supported. The savings outlined allow for this to be done on a 'spend to save' basis.

Financial Consequences

The financial consequences of this report are that the investment is on a spend to save basis over the 5 year contract period, as demonstrated in the business case; the investment required over this period can be recouped by savings made within the customer contact team as a result of the additional functionality and improved ways of working. Implementation across the council will deliver considerable additional savings above those quoted.
The project will require a one–off investment of approximately £735k in the first year, and an additional £184k per annum of support costs over the 5 years of the contract, totalling £1.655m. The effect of the retail price index should also be considered. Allowing for an estimated 3% on average over the life of the contract, this would add an additional £33k to the total price, although we would expect to be able to offset this against savings made from salary increases that would have been implemented if our FTE's were not reduced. The initial implementation removes the considerable risk associated with remaining with the current telephony system which is now obsolete.
The identified savings over the 5 years total £1.775m.
In addition, if the recommendations are fully implemented across all service areas, it would provide the organisation with the tools and potential for savings far and above the costs associated.

Cost element	Purchase and implementation costs	System	Identified savings and recharges per annum
Procurement of system	£518k	IVR	£210k from automated services and email distribution
Professional services	£125k	ACD	£50k from reduced telephone call costs

Hardware and refresh costs	£93k	SMS	£35k from reduced postage costs on averages
		Other	£100k p.a. in years 3 to 5 as a result of management reductions
Total	£735k	Total	£355k p.a. on average

The costs and payback are set out in full in the business case which is attached.

Risk Assessment

Full risk assessment included as part of attached business case

Strategic Priority and Outcome/Service Priorities

The report helps to meet the strategic priority "Aiming for excellence – ensuring the Council is efficient in its use of resources, is effective in delivering its plans, is a good employer and communicates effectively with its customers, staff and partners".

Executive Member: Councillor Sands – Well being

Ward: All wards

Contact Officers

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Background Documents

Corporate Plan

Lean Blueprint for a New Council, Executive 28th July 2010

Glossary of terms

ACD: Automatic caller distribution

IVR: Interactive voice response. This can also refer to push button menu systems and web based interactive forms

DR: Disaster recovery

SMS: Short messaging service, also known as text, used on mobile phones

CTI: Computer telephony integration

NCAS: Norwich community alarm service

Report

Context

1. In 2006, as part of the Norwich Connect programme, the council created the customer contact team to provide our customers with a single point of contact that delivered services effectively, efficiently, made best use of resources, and allowed the team to respond to customer queries at first point of contact wherever possible.

2. As a result of new ways of working the customer contact team has been reduced in size by approximately 30 full time equivalent posts in the last 3 years, representing a very real saving to the council in excess of £2.5 million over the same period.

3. The customer contact team have worked with teams across the council to continuously improve services to our customers by introducing more streamlined processes and making best use of the computer software available to deliver services in the most efficient way possible, whilst always attempting to maintain performance at an acceptable level.

4. As part of this ongoing drive for improvements to services and performance, many new and innovative ways of working and new systems have been introduced to make further improvements to the customer journey. The introduction of the 0344 number, and the menu system that sits behind it, is one example. This system means that our customers can be directed to the best advisor for their enquiry. The implementation of an interactive voice response (IVR) system for payments and balance enquires over a year ago now means that 85% of all telephone payment transactions are made through this route which does not need a member of staff to deal with it, and has not yet produced one formal complaint about the system.

5. To date the customer contact team has used Civica processes and a telephony system called Symposium. Symposium has automatic caller distribution (ACD) software that allows us to manage calls and agents effectively by connecting our customers to the right person to handle their call. Symposium is no longer supported by the supplier and so needs to be replaced. The option of not replacing Symposium was considered and the conclusion of this is set out in the attached business case. It represents a very real risk to the continued delivery of services to our customers as a failure of this system would remove all current telephony functionality and we would not be able to effectively route calls and customers to ensure as many as possible received a right first time resolution to the query.

6. In addition to the requirements for the customer contact team, a separate review has recently been undertaken by the Norwich community alarms service. This has identified the need to replace their current call recording equipment that does not currently work with the new telephony systems, and bring their current systems, procedures, and processes in line with those of the contact team.

Options

7. It became apparent at an early stage of investigating possible replacement software that it would have considerably more functionality as standard than the system it would be replacing. Advances in technology in the years since Symposium was implemented means that there is no longer a like-for-like replacement. However, the additional functionality could provide a real opportunity to radically change the way we serve our customers, and at the same time give us the opportunity to make more efficient use of the resources available to the customer contact team, NCAS, and the organisation as a whole.

8. Taking this into account, the goal of the project was set to markedly improve our customers' journey, as laid out in our current corporate plan:

9. http://www.norwich.gov.uk/intranet_docs/A-Z/Corporate/2010/Corporate_Plan.pdf

10. The plan states 'We will drive the three Cs (customer focus, continuous improvement, and cost conscious) into everything we do over the next two years'.

- In addition, 'a blueprint for a new council' sets out principles for the future development of the council, in particular:
    - Customers will be able to receive services through a single interaction where possible. ICT infrastructure will be reviewed to support this.
    - Customer access for each service is to be driven through the least expensive channel whilst ensuring fair access for customers with special requirements.
    - The location strategy will support the delivery of 'new ways of working' supporting the development of a customer-centric culture and corporate working within the variety of services the council delivers.

11. Any new system implemented should therefore provide the best possible service, irrespective of what contact channel the customer has chosen (telephone, web, email, SMS, face-to-face, or the out-of-hours service) and achieve excellence for the people of Norwich by delivering those services in the most intelligent, responsive, cost effective, and integrated way possible.

12. It was also recognised that a new ACD, along with additional integrated software, would allow the organisation to greatly increase its provision of self-serve options for customers, continue to maintain services to those customers who needed a more personal form of contact, and if implemented across all service areas could lead to further considerable savings.

13. Research was undertaken into the many software solutions available, researching the market and systems in use across other authorities and organisations. From the extensive data gathered, the functionality required for the proposed software solutions was identified and designed and

matched that to the systems on offer. Our IT partner Steria approached 8 companies for possible expressions of interest, and to offer the opportunity to showcase their solutions. Each was assessed against our required selection criteria, and four possibilities were identified. From there, site visits were undertaken to see the systems in action, wherever possible in local authority customer contact teams. From those visits, two final possible options were identified, and the suppliers of these products were asked to provide a full proposal of the functionality and costs of their products and the associated risks. A full assessment of these lead to the final choice of BT as the preferred supplier of our requirements.

Proposal

14. The proposal is to purchase an integrated customer contact system that will give the capability to deal with all forms of enquiry at the first point of contact, that is telephone calls, emails, web enquiries, texts and letters. This comprehensive solution, provided by BT, incorporates a replacement ACD from Avaya called Contact Centre 7, greatly increased and improved IVR functionality provided by Eckoh, along with solutions that provide integrated computer and telephony systems, SMS (mobile texting) integration and functionality, and considerably increased and improved options for home and remote working. As a result of these improvements, the ability to greatly expand web based forms and transactions and redefine how emails are handled would also be possible. Additionally, the proposal includes Verint Impact 360 – a business optimisation application. Impact 360 will introduce call recording to the Authority for the first time, together with Workforce Management and automated Quality Manager. Further options included Contact Analytics and Customer Feedback to automatically monitor, measure and report upon the Councils customer satisfaction performance,

Benefits

15. The two most integral parts of the project, the replacement ACD and the IVR also provide both the most resilient options for service delivery, and the greatest potential for savings.

16. The replacement ACD removes the current risk associated with our current telephony software system, Symposium, but will also allow for the organisation to return to a local 01603 telephone number. In addition, as the 0344 number would no longer be required, it would remove all costs associated with supplying the number, about £50k per annum on implementation of the new system. The full proposed implementation (using the IVR detailed below) will also remove the need within the contact team for a multi-layer, push button menu system (press 1 for payments, 2 for housing and so on) as this system is voice activated.

17. The system will allow for emails to be more effectively handled as part of every individual in the teams daily, managed work-flow items. Currently, initial email queries are read and directed, via Civica, into an individuals or group work-tray by 2 of the central scanning and indexing team. This

process, due to the volumes, can take 24 hours to turn around. From that point, it is reliant on the individual officers to respond within the 5 day service standard. This new functionality will allow us to blend emails into a single contact queue. Email activity may be prioritised within the queue and distributed across the agent base. With up to 60 agents available at any one time, we can significantly improve our capacity and responsiveness to deal with electronic enquiries. All email correspondence will receive an immediate, automatic customer response and acknowledgment. Efficiency will be improved through the potential to provide a real-time response to those simple customer queries and set an expectation to others where service levels agreements exists across our service areas. The current 5 day response service standards are expected to significantly improve.

18. The proposed telephony system will support additional web functionality, which will allow the development of web forms, to provide another avenue of service to our customers that can be fully managed by the contact team. When this functionality is joined to the potential provided us by the refresh of the web and intranet and the automation abilities provided by the proposed IVR system, the ability for customers to self serve could be expanded to cover every service area.

19. Another function of the software an ability to support remote/home working. With the relevant hardware (such as a home computer or internet enabled mobile phone), it is possible for agents and officers to connect to the system from anywhere with an internet connection. This allows considerable potential for home working, remote working and disaster recovery (DR). As the system effectively pushes work and/or calls to all connected officers and agents, and can receive information back, an ongoing workflow is possible without need to return to an office. This could also provide additional indirect savings, as currently being investigated in the ways of working project, related to accommodation costs and resource requirements. Specifically in relation to NCAS, this could provide an opportunity to deliver the out-of-hours service, either in full or partially, by utilising officers based at home instead of in an office.

20. The final notable function provided by the ACD system utilises computer telephony integration (CTI) to automatically populate an agents screen with the customers details before the call is answered, using the customers telephone number as an identifier. Although this seems a small detail, it is an industry recognised and a procedure that saves approximately 40 seconds agent time on every call. This time saved on this alone would equate to 2 FTE a year, approximately £60k

21. The proposed IVR implementation offers the greatest potential savings for the organisation, along with considerable disaster recovery functionality. Customer calls to the IVR would continue to be processed, independent of any issue that stopped service from City Hall. It was considered that a natural voice option, hosted externally, would provide our customers with a solution that they would feel comfortable using, and gave extensive opportunities for channel shift to self service options. The IVR would be available 24 hours a day, 7 days a week, and 365 days a year, running from one of two remote centres that offer a continuous service, providing the

organisation significant disaster recovery options almost by default. This system would in the long term deliver significant savings across all service areas that took advantage of the functionality available to them to improve customer service and efficiency.

22. This IVR service is hosted at two remote sites in the UK and has the potential to have 6000 virtual (computerised) agents available to take calls at any one time, helping to reduce our customers waiting time dramatically, and provide extreme levels of resilience during busy periods of the day, week, and year. This was proven recently when the system was employed to handle all calls relating to the recent one day strikes on the London Underground and handled the situation with considerable ease. The set-up and structure of this automated service will also help to ensure that all calls handled by the IVR receive a consistent level of quality and service every time, as every customer who uses the system will receive exactly the same service.

23. A demonstration was provided to us of an automated bulky item collection. This manual process is complex and time consuming for both the customer and the agent handling the call. The total time it can take to complete, from the moment a customer starts to wait in a queue for a trained, available agent to answer the call, to the point where the agent can send the details to the relevant contractor is often around 10 minutes, nearly four times the length of the automated process.

24. The short demo of the automated transaction hides the complexity that sits behind the delivery of the service to the customer. The proposed system, by almost total use of the customers voice alone:
    - ✓ identifies the service area or officer the customer requires
    - ✓ identifies the customer
    - ✓ confirms the address
    - ✓ looks up the collection day
    - ✓ checks the diary for appointment slots
    - ✓ confirms the appointments
    - ✓ confirms the amount to pay
    - ✓ takes the payment (this is done with a key pad to protect the customers financial information)
    - ✓ books the collection slot
    - ✓ informs the contractor of the job
    - ✓ and thanks the customer

    all in under three minutes

25. The use of a standard calculation, widely used in the contact centre industry, shows that this single automated process, around 7500 transactions per year, would deliver a saving of 1FTE per year or approximately £30,000. To put this in context, the contact team alone currently handle over 300,000 transactions per year from telephones, emails, and in person.

26. A full business case has been prepared, and this has been approved by the section 151 officer, which shows how the cost of investment can be offset

by making use of the functionality provided us by the new ACD and the IVR. The figures, at this time, are purely based on savings within the customer contact team, and many more resource savings are possible when the available functionality is deployed across all service areas.

27. The project also recommends implementing software solutions that provide additional functionality relating to SMS, call recording, and workforce optimisation, all of which have associated, albeit less significant, resource savings attached to them, further detailed on the business case. The requirement within NCAS for call recording that is compatible with the new telephony system is a priority as these calls are often monitored and reviewed in relation to emergency situations. Additionally, the various functions provided allow for considerable improvements to service delivery, from pro-actively informing customers of upcoming payment dates by SMS, to efficient dispute resolution using the recorded conversations stored in secure systems, to optimising workforce resources based on real-time data from the various systems and work flows.

Conclusion

28. It is recognised both by private industry, and government (in the Varney report and by the Cabinet Office's Contact Council blueprint for publicly funded contact centres), that those customers that are able to self serve, and are happy and able to do so, should be provided the tools to do so. The proposed solution provides telephone, email, and web based options for self service. As a result, it would be possible to take any procedure, form, or work stream that does not require a decision to be fully automated from start to end. Even those that require a decision could be partly automated to collect required information in advance, only passing to an officer at the required point in the process.

29. The work that has been undertaken by Surrey County Council over the last three years, moving every service possible onto a web-based self service portal has delivered astonishing results, and resource savings, and has this month led to them coming second only to Tesco in an international award for customer service, as voted and judged by a panel of experts from across the contact centre industry.

In conclusion, this proposal provides the organisation with the building blocks required to implement considerable change to how we deliver services to our customers in line with the 'Blueprint for a lean council'. It would:

- Enable self service across multiple channels
- Allow for the organisation to move available resources to those areas and services that make a real difference to the citizens of Norwich
- Provide the potential to maintain services that may otherwise have to be reduced
- Improve service delivery from the perspective of our customers.
- Deliver efficient and consistent service to customers
- Enable service areas to develop new ways of working, in the most efficient, stream-lined, and cost effective manner possible
- Allows NCAS to deliver services to customers that are consistent with other front-line services

BUSINESS CASE

Document Control

Document History

Date	Version	Author	Notes
12-05-2010	Draft A	Anton Bull	First draft after input from Dan Badham, Tina Bailey, Julia Medler and Tracy Woods
	1.0	Anton Bull	Agreed by project sponsor
20-07-2010	1.1	Dan Badham	Updated after demonstrations from suppliers and rough estimates on pricing
24-09-2010	1.2	Dan Badham	Update after final decision on supplier taken and costing received
13-10-2010	1.3	Dan Badham	Pending final costs
05-11-2010	1.4	Dan Badham	Final version

Distribution Control

Date	Version	Reviewed By	Notes

PROJECT DETAILS			
Project Ref		**Project Title**	Labyrinth
Project Manager (report author):			Dan Badham
Programme			Transformation/Lean
Programme Manager:			Tina Bailey
Project Sponsor:			Bridget Buttinger

Project Description

Brief description of the project

The required outcome of the project is to replace the current, unsupported, telephony system with an integrated computer and telephony system that not only replaces but greatly increases functionality.
This new system will support over time significant resource savings by allowing all council service areas to automate, simplify, and streamline various processes.
Customer access channels will be greatly increased and allow a higher degree of self service with speedier resolution and increased customer satisfaction.
The system will also allow the council to return to a geographic (01603) telephone number. This will deliver immediate budgetary savings as cost of all calls to the 0344 number is currently charged to NCC. This change will additionally enhance and support the NCC brand and identity.
The initial purchase and implementation costs would be recouped within 5 years if the systems detailed below are implemented.

OUTCOMES

Strategic Links, Project Objectives

Justify how the project links to the programme (if applicable) and contributes to Corporate Objectives

Corporate Plan Objectives *see appendix A for checklist*	**Yes/No?**
Strong and Prosperous City	
Safe and Healthy Neighbourhoods	
Opportunities for All	
One council	Yes
One city	
City of culture	

Project Objectives and outcomes

High level objectives to be delivered

Phase 1
Implement a replacement telephony system by 28 February 2011, alongside an IVR system to automate calls
Phase 2
Implement full functionality as an ongoing scalable, flexible project to encompass all service areas and workflows

OPTIONS, PROPOSALS AND BENEFITS

Options

Statement regarding options considered for achieving the desired outcomes.

1) Do nothing

The current symposium system has reached end of life and is no longer supported by the provider. The system however is currently still working and is supported by Steria on a best endeavours basis.
Benefits:
No additional cost
Users are used to the system
Disadvantages/risks:
Redundant system which could fail and we may be unable to fix
No opportunity to make improvements and develop for the future
No ability to increase scale to take on additional call queries
Limited to single channel, being voice only with no capacity to exploit multi-media
Insufficient performance data which is time consuming to produce
Not currently integrated to other systems

2) Replace only the ACD

This would involve purchasing the software from the recommended supplier, but not any of the possible options available.
Benefits:
Project cost reduced
Allows for organisation to return to a local telephone number
Disadvantages/risks:
No possible return on investment
Built in functionality will not be utilised
Additional functions and integrations, if required at a later date, would be considerably harder to implement and integrate, at an increased cost.

3) Replace ACD and implement system improvements

This would involve the purchase of the complete package or recommended software options, and fully implementing the systems across the organisation
Benefits:
Ability to take full advantage of the functionality provided
Allows for organisation to return to a local telephone number
Provides significant options for customer self-service
Potential to deliver significant return on investment across all service areas

Corporate customer service asset that could be internally marketed to other Directorates and partners
Disadvantages/risks:
Additional costs and resources required
Requires buy-in from all service areas to ensure full return on investment potential is recognised

4) Outsource entire customer contact including systems

Move the whole customer contact provision to another provider
Benefits:
Resilience
Telephony system already in place
Reduced costs as a result of economies of scale
Disadvantages/risks:
Is a major project in itself
Would affect NCC as a whole and the interface with ALL existing systems, processes and procedures
Not tailor-made to NCC's specific requirements
Performance reports may be unavailable first hand
Costs would likely to be higher through the deployment of a UK based service environment. Savings potentially available through an off-shore contract

Proposal
Description of recommended option.
Option 3: Replace ACD and implement all system improvements

Timescales

High Level Implementation Plan identifying Key Milestones for delivery.

Milestones for phase 1

Date	Milestone
31 May 2010	Sign off for project documentation
31 May 2010	Decision about procurement route
4 June 2010	Tender documentation, including functional spec, released through Steria
30 June 2010	Resource levels (staff and spend)
1 July 2010	Budget agreed and identified
July 2 2010	Tenders returned
July 9 2010	Tenders evaluated
July 16 2010	Presentations from prospective suppliers
July 23 2010	Site visits
July 30 2010 To September 17 2010	Final evaluation and decision process
All dates from this point are variable and reliant on information provided by suppliers, and decisions made by the corporate team.	
November 2010	Executive agreement
December 2010	Implementation starts for phase 1
February 2011	Testing for phase 1 Develop Communications plan Coordinate with telephone number change. Begin training Go live
March 2011	Develop project plan for phase 2

Financial benefits

Description	*Cashable*	*Non cashable*
Cost reduction – replacement ACD This will no longer require the 0344 number, removing the need for Opal provision (£50,000 per year) therefore 5 year saving = £250k based on **current** call volumes. Ability to create multiple systems across various numbers would allow NCAS to also implement a menu and routing system, and be able to offer greater functionality in a disaster recovery situation	**£50k p.a**	

Cost reduction - IVR Efficiencies through handling contact more efficiently by automating and integrating wherever possible. Efficiency savings are possible immediately on implementation, and can be expanded on to make best use of IVR systems across all service areas. Allowing 6 months for the initial installation and set-up, savings can then be made. Use of the 'screen-pop' function can on average reduce total call handling time by 40 seconds a call. This would equate to 2 FTE per annum or £300k over 5 years. Initial IVR implementation, and changes brought around by the way emails are handled by the new system, will also allow for a further 5 FTE to be saved from across the contact team, £750k over 5 years.	**£60k p.a.** **£150k p.a.**	
Cost reduction – SMS integration and email NCC currently sends out around 1.6m letters per annum. The new systems would allow for the use of SMS in place of letters to communicate with customers who wished it: ▪ SMS cost from 4.2p per text ▪ Email cost is zero ▪ TNT cost per letter – • DL/C5 (envelope size) 21.9p • C4 - 33.2p ▪ Royal Mail – • DL - 36p (1st class), 25p (2nd class) • C5 - 50p, 40p • C4 - £1.20, £1.00 (average costs, some letters packages are weight dependent) If 100k of the lowest cost letters were replaced with SMS notifications in the first year, or email responses, and we increase this by an additional 50k year on year, the 5 year saving would equate to £177k	**£35k p.a. on average over 5 years**	
Cost reduction – Management cost The reductions in staffing in the initial phases of the project will enable reductions to be made from the CCT management structure in later phases. However, any increase to the CCT work load and FTE requirement, as a result of the project moving work from service areas and back of house in to the frontline team, will require these savings to be recouped from those areas the work has moved from	**£60k p.a. on average over 5 years**	

Potential financial benefits

IVR

Case studies and proposals show that many high volume service requests can be fully automated by the use of IVR, with up to 80% of some customer query types (form requests/form filling, information requests) being handled this way. In addition, it would be possible to part-automate many other requests, reducing required officer time across the board.

A 1% reduction on an officers time requirements (around 22 minutes a week) across the council would equate to a possible resource saving of 9 FTE per annum. At an average cost per FTE of £30k, this would equate to £270k a year. A 5% reduction as a result of IVR and web automation would save £1.35m a year.

This use of the IVR system, and the potential for savings, is highly dependant on service areas making a concerted effort to make best use of the functionality provided, and actively promote other contact options to there customers.

Call recording

Call recording provides a powerful tool for staff training, monitoring performance and supporting issues around regulation and compliance. In addition, it would allow for quick and easy complaint and dispute resolution when required and provide admissible legal evidence where required. Cost savings are not easily quantifiable, but the expectation would be for improved service delivery and reduced time spent on repeat calls and unjustified complaints.

Computer Telephony Integration (CTI)

Considerable efficiencies could be achieved with fully integrated systems, allowing for simultaneous updates to be made across multiple systems from one single input, significantly reducing the current requirement for multiple handling to update systems. This would also help to ensure stored data is valid at all times, for all service areas.

Workforce management (WFM) and scheduling, combined with integrated reporting

Initial savings would be minimal, around 0.2 FTE, however once the system was established it would manage, in real time levels of customer demand matching the optimum level of skilled resources to the tasks, to deliver service efficiency. Additionally WFM will provide accurate forecast information ensuring timely resource planning irrespective of fluctuating levels of demand. The system could also be expanded to cover all service areas that run shift patterns like Wardens, Events, and NCAS

Agile working

Provides the ability for officers to work remotely or from home. In addition to increasing the amount of services that could be delivered on the front-line, this allows for the possibility of certain officers working fully from home to deliver services at times required to match demand. With accommodation costs at approximately £6k per officer, savings could be substantial

Additional

Any reduction in staff resources could also lead to a reduction in accommodation, computer, and telephony requirements

Other benefits

Non financial benefits to be delivered

Supported ACD system and associated updates
Increased customer access channels, providing greater customer convenience, flexibility and choice
Improved customer service and the ability to monitor customer satisfaction routinely
Significant self-serve options
Increased chance of customer resolving query on first contact
A fit for purpose, scalable service
24/7 services
Improved staff confidence, allowing them to deliver an efficient and professional service
Feeds into the cultural change programme
Improved visibility and reporting potential of business performance and management information

COSTS AND RESOURCES

Estimated Costs

Breakdown of expected cost elements and funding sources.

Cost element	*(£'s) One off*	*(£'s) On going*	*Funding source*
Procurement of system	£518k	n/a	
Professional services	£125k	x	
Support costs	x	£184k p.a.	
Hardware and refresh costs	£92k	n/a	
RPI Allowance of 3% p.a.		£33k	
Total over five years	£735k	£953k	

Resources

Summary of resource requirements

No additional accommodation or technology (above that to be purchased as the project)
Phase 1:
Resourced within current staff at NCC and Steria, whenever possible.
Phase 2:
Business re-engineering of customer interface and system integration will necessitate involvement of other staff resource in services throughout the council

RISKS

Risks

List of risks to the success of the project.(see Council Risk Management Strategy)

1. Capacity of staff to manage project and implement
2. Invest to save business case cannot be fully made
3. Expected benefits within CCT are not delivered
4. Potential benefits to service areas not fully realised
5. Required cultural change does not happen
6. Does not integrate with other projects
7. Cannot integrate with other authority systems
8. Implementation timescales cannot be met
9. SharePoint technology may be required to enable delivery of functionality

Project Sponsor:	Signed:
Date:	

Appendix A. Evaluation criteria

Evaluation Criteria (to be completed if project is proposed to be part of the Capital Plan		
Project Risk – to Council reputation of not carrying out project	Low, Medium, or High?	High
Project cost	Low (< £50,000) Medium (> £50,000< £250,000) High (>£250,000)	High
Estimated no of Norwich Citizens impacted/benefiting/using?	Low (< 500) Medium (> 500 < 5000) High (> 5000)	High
Asset creation	Will the project create a new Council asset worth more than the project cost?	No
	Will the project create a new Council asset worth less than the project cost?	No
Asset description (new or existing – please list all assets created or affected)		n/a
Asset value (for assessing capitalisation only)	Does the expenditure substantially lengthen the useful life of the asset(s)	n/a
	Does the expenditure substantially increase the open market value of the asset(s)	n/a
	Does the expenditure substantially increase the extent to which it will be used for the purposes of (or in conjunction with) the functions of the LA	n/a
Efficiency of service	Will the project save money or increase the efficiency of an existing Council asset or service?	Yes
Income generation	Low (< £25,000 pa)? Medium (>£25,000< £100,000 pa)? High (> £100,000 pa)?	Low
External funding sources	Low (< 25% of project cost)? Medium (> 25% < 50% of project cost)? High (> 50% of project cost)?	Low
	Is the external funding secured?	n/a
Impact on revenue funding	Will the project reduce Council revenue costs once it is completed?	
Will the project require Council revenue funding once it is completed?	Low (<£5,000 pa) Medium (>£5,000 < £25,000 pa) High (>£25,000 pa)	
	Is the Council Revenue funding secured?	
Project management	Has the Council carried out a similar project before?	Yes
	Have others carried out a similar project before?	Yes
	Does the Council have the staff resources available now to carry out the project?	Yes

	Has a risk assessment been carried out for the project?	Yes
Level of risk to delivery of project?	Low, Medium, or High?	Low
For use by Financial Services only		
Has a component of the fixed asset which is being treated separately for depreciation purposes and depreciated over its individual useful life been replaced or restored		
Does the expenditure relate to major inspection or overhaul of the fixed asset that restores the benefits of the asset that have been consumed by the Authority and have already been reflected in depreciation		