Annex 2
Business Case

Telephony Replacement

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Business Case History

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Revision Date	Last Revision Date	Summary of Changes
		Add rows as required, first version is version 0.1, increment drafts as 0.2, 0.3 etc, when agreed published (non draft version is 1.0, and any further changes increment from here)

Approvals
This document requires the following approvals:

Name	Signature	Title	Date	Version
ICT Customer Focus Group				

Distribution
This document has been distributed to:

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Business Case

1. Purpose of Document

The purpose of this document is to set out the justification for the undertaking of a project based on the estimated cost of development and the anticipated benefits to be gained.

The business case is used to say why the forecast effort and time will be worth the expenditure. The on-going viability of the project will be monitored by the Project Board against the benefits identified in this business case.

2. Background

The Council installed the Mitel Phone System in 2009, together with a number of supporting applications such as call logging, customer contact centre and call recording.

3. Reasons for the Project

Document any compelling reasons for this project.

- To provide a more flexible workforce
- To provide a supported system
- To enable staff to answer phones at home
- Remove reliance on physical telephony hardware moving to a Cloud based approach
- Instant messaging and presence information for staff, other local authorities and external companies
- Improved business continuity and disaster recovery arrangements
- Conferencing facilities
- Video calling

4. Objectives

- To replace the Mitel telephony system with Skype for business to deliver voice and collaboration functionality for the Council
- To replace the handsets on the desktops with headsets.
- Enable flexible working by taking your phone extension home, remote office or mobile.

5. Success

- An improvement in the Customer experience and users usage of the systems in the Council to enable staff to be able to deliver services.

6. Scope

- Included in the project:
    - Hardware replacement of the telephone hardware
- What is NOT included in the project
    - Any reviews of the Customer Services systems
    - Any review or change of the Remote access arrangements
    - Any upgrades to the Citrix environment

7. Stakeholders

The key stakeholders of the project with an analysis of their potential role on the project;
- ICT Customer Focus Group
- Epsom and Ewell users
- Leadership Team

8. Benefits

8.1.   Benefits

- To enable the Council to be able to continue to provide services
- More flexible staff, options to be able to take your phone number with you at any desk in the office, remote device or from home.
- Support any Smart Working arrangements that the Head of Property is looking at
- Greater integration with office and instant messaging.

8.2.   Adverse effects

Would need further investigation into Customer Services systems as these are reliant on the current Mitel arrangements – would need to think about as part of the project. Potential scope to replace as part of this project but would need wider external advice.

9. Options

- Identify options for the project

o Option 1 – Do nothing

- The Council could do nothing but this will to an increased level of frustrations in the Council as user experience will not be positive.
- Unable to communicate as effectively with other local authorities and businesses
- Not being able to exploit modern ways of working

- ## Option 2 – Replace with Skype for Business

  - Skype for business is for telephone calls is being used at a number of authorities in Surrey including: Elmbridge, Spelthorne, Reigate and Banstead, and Woking.
  - The cost to replace the Skype for Business is as per the table.
  - The Council has the experience and infrastructure to support the Skype for Business environment as its already being used for internal instant messaging, therefore fewer users and administration training is required.
  - Provide headsets to all staff requiring a phone.
  - Decommissioning of the Mitel handsets.

- ## Option 3 – Replace with an alternative telephone system

  - ICT could investigate an alternative hardware supplier for the telephone system, this would then need to go to full tender process to review all the options available.

8.1 Summary of costs for each option

A summary of each option and the relative additional costs to the Council are shown in the table below:

Option	Project costs	Annual on-going costs	Return on investment
Option 1	0 – however devices are failing and there would be some cost needed	20,000 support within budgets	No cashable savings
Option 2	90,000	20,000 (within budgets	No cashable savings
Option 3	Would need to cost further	Would need to cost further	

9. Costs and timescales of recommended option

9.1 Recommended Option

Option 2 – Migrating the telephone system to Skype for Business will modernise the Councils communication by introducing new tools such as instant messaging, video and conferencing. As Epsom and other local Councils are using this technology its proven and administration skills are readily available. Skype for Business is built into the Microsoft product portfolio which the Council has invested in, therefore can integrate alongside systems such as CRM, Intranet, and Office products.

9.2 Project Implementation Costs – Recommended Option

The tables below show a summary of the (new and additional) costs of implementing the recommended option.

Total project implementation costs

	2017/8	2018/9	2019/0	2020/1	2021/2	Total
	£000	£000	£000	£000	£000	£000
Project implementation costs - Revenue	0	0	0	0	0	0
Project implementation costs - Capital	90	0	0	0	0	90
HARDWARE FUNDING REQUIREMENT (ICT CAPITAL)	0	0	0	0	0	0
TOTAL NEW PROJECT IMPLEMENTATION COSTS	90	0	0	0	0	90

Detailed Breakdown of Budget

Description	Quantity	Unit Cost	Cost £
Resource Costs			
Project Management	-	-	-
Other Costs	-	-	90,000
Annual Costs	-	-	-
Total Project Cost	-	-	90,000

9.3   Timescales

The project can be broken into *n* stages.
- Stage 1 – Procurement
- Stage 2 – Installation

It is proposed that the following timescales will be achievable:

Milestone	Dates
Procurement	From April 17
Installation	From June 17

10. Risks

Risks are potential threats to the Council that may occur but have not yet happened. Risk management will monitor the identified risks and take any remedial action should the risk happen.
In summary the main risks are as follows.

10.1   Risks of not going ahead with the project

- o   Unable to benefit from modernised communication methods
- o   Unable to utilise flexible working
- o   Failure of existing aging equipment

10.2 Risks that will need to be addressed if the recommended option goes ahead

- o Project Management
- o Links to the Mitel systems for Contact Centre
- o Allocation of headsets
- o Smarter Working arrangements