

Corporate Management Committee

5 February 2004

Appendix 'H'

Surrey e-Partnership

Outline Business Case for Joint Service Integration

EXECUTIVE SUMMARY	2
1. STRATEGIC CASE	7
2. FOCUS OF ACTIVITY	11
3. FINANCIAL CASE	17
4. RISKS	26
5. TIMESCALES	27
6. PROGRAMME MANAGEMENT AND PARTNERSHIP GOVERNANCE	28
7. FUTURE GOVERNANCE OPTIONS	29
8. CONCLUSIONS	30
ANNEX 'A'	31
<i>Surreye-Partnership Project Status</i>	31
ANNEX 'B'	32
<i>Surreye-Partnership Programme Framework</i>	32
ANNEX 'C'	33
<i>Surreye-Partnership Projects Mapped against the ODPM LGOL Delivery</i> <i>Capability Model</i>	33
ANNEX 'D'	34
COSTS BY PROJECT	34
<i>SURREYONLINE</i>	34
<i>SURREYALERT</i>	34
<i>SCaDIS</i>	35
<i>SUPPORT FOR COMMUNITY STRATEGY PLANNING</i>	35
<i>E-RECRUITMENT</i>	36
<i>E-RETENTION</i>	36
<i>CONTACT MANAGEMENT/JOINT ACCESS CHANNELS INC. 'MY ACCESS'</i> <i>& 'MY NEIGHBOURHOOD</i>	37
<i>SECURE JOINT INFRASTRUCTURE</i>	37
<i>SURREY E-PARTNERSHIP PROGRAMME OFFICE</i>	38
ANNEX 'E'	39
<i>Proposed expenditure by partner organisation</i>	39
ANNEX 'F'	42
<i>Benefits</i>	42
<i>Surreye-Partnership Programme Benefits Map</i>	44
<i>Benefit calculation assumptions</i>	46
<i>Benefits by Project</i>	47
ANNEX 'G'	48
<i>Risk Analysis</i>	48
ANNEX 'H'	49
<i>Programme Governance and Management</i>	49

EXECUTIVE SUMMARY

STRATEGIC CASE – SECTION 1

This Outline Business Case (OBC) supports the 'seamless' delivery of services to the citizen and the modernisation agenda being set by central government. It re-affirms the original 2010 Vision and Strategic Objectives to focus service delivery on the needs of the citizen through service integration underpinned by technology.

Paragraphs 1.1. to 1.3.

The programme of work detailed in the OBC builds on current project activity. This is largely funded by the Office of the Deputy Prime Minister (ODPM), through a series of successful bids by the partners to support the following programme through to March 2004: -

- The further development of SurreyOnline
- Support for Community Strategy Planning
- Contact Management – improved access to services, including 'My Neighbourhood' and 'My Access'.

In addition the County's public sector partners are involved with a number of other national projects, including Planning Services (Waverley Borough Council), Value Bill (Tandridge Borough Council), Workflow (Runnymede Borough Council) and Single Assessment Processes and Delayed Transfer of elderly patients (Woking Borough Council/SCC/NHS).

Paragraphs 1.5. to 1.10.

FOCUS OF ACTIVITY – SECTION 2

The project focus is on

- Improved access to services for the citizen
- Increased ability to share and exchange information and services between the partners

The emphasis will be on service integration and the ability to resolve the caller's enquiry at the first point of contact, or make an accurate referral to the organisation responsible for providing that service. A number of scenarios where this would benefit both the citizen and the organisations concerned include noise nuisance/reassurance, health and social care provision, and staff recruitment/retention.

Paragraphs 2.1 to 2.5

We will develop joint access to services that will improve the 'customer experience' and provide appropriate levels of security, commensurate with the information and services required. This will reduce repeat calls and the need to undertake re-work resulting from unclear processes. This will be delivered by incrementally implementing three improving levels of integrated service delivery: -

- Taking the correct details and making a direct transfer to the appropriate service provider
- Front line service providers being able to extract sufficient information to refer the service requirement to the relevant back office
- The front line service can resolve the caller's requirements at the first point of contact

Paragraphs 2.6 to 2.12

The OBC provides 4 examples of where 'communities of interest' could potentially be established, namely: -

- Community Safety/Crime and Disorder
- Health and Social Care
- Community Strategy Planning/Leadership
- Economic Development

The intention is that these communities or business areas interact operationally on a regular basis and, where necessary, can access other communities on a more limited basis.

Paragraphs 2.13 and 2.15

To deliver the capability for seamless service and information sharing there will need to be an increase in the capacity of the supporting networks/infrastructure, to transfer both voice and data services between partner organisations and other external national networks, including NHS net and the Police National Network.

Paragraphs 2.16 to 2.19

FINANCIAL CASE – COSTS, BENEFITS AND OUTCOMES – SECTION 3

Costs

The financial case details the estimated capital and revenue costs over a four year period.

£ '000	2003/4	2004/5	2005/6	2006/7
Overall partnership - revenue	166	558	598	598
Overall partnership - capital	105	125	120	120
ODPM - capital	960	50		
Total	1,231	733	718	718

It provides a suggested breakdown of individual partner contributions to meet these costs.

Paragraphs 3.1 to 3.11

Outcomes

The outcomes of the projects and 'what success will look like' when they are implemented, include: -

- The provision of integrated services to the citizen
- The ability to transfer callers to the appropriate service providers
- The means to resolve a high number of enquiries at the first point of contact
- The capacity to handle higher call volumes
- The means for partners to share and exchange information and services electronically
- The provision of a secure joint infrastructure

Benefits

The benefits analysis and realisation plan has been developed using a structured process. This shows that the programme supports the objectives of the Surrey Strategic Partnership whilst delivering genuine cash benefits which cover the estimated programme costs. In addition resource savings will total over £2.5m per annum across the partnership by 2006/7.

Cost benefit summary

£ '000	2003/4	2004/5	2005/6	2006/7
Partnership costs	271	683	718	718
Cash benefits ¹	350	700	700	700
Balance – cash benefits	79	17	(18)	(18)
Cash / resource benefits ²	0	633	1,265	2,530
Balance – cash and resource	79	650	1,247	2,512

Paragraphs 3.12 to 3.21

¹ Assumes 50% of benefit delivery in 2003/4 and 100% thereafter

² Assumes 0% benefit delivery 2003/4, 25% 2004/5, 50% 2005/6 and 100% 2006/7

Version Control
Version: 1.00
Status: final

Author: Steve Batley/Nigel Hannam
Last amended by: Nigel Hannam
Owner: Programme Office
Date: 31/07/2003
Page: 4

RISKS – SECTION 4

The risks to the partners and measures to counteract them are given in this section. They include: -

- All partners do not participate – ensure partners benefit collectively and individually
- Insufficient funding – maintain accurate budgets
- Revenue funding predictions too low – ensure revenue estimates are undertaken for each project
- Increased demand for services – design systems capable of handling higher demand within existing resources

Paragraph 4.1

TIME SCALES – SECTION 5

The Outline Business Case covers the period 2003/4 to 2006/7.

All the ODPM funded projects need to be completed by March 2004.

Paragraph 5.1

PROGRAMME MANAGEMENT AND PARTNERSHIP GOVERNANCE – SECTION 6

The OBC proposes that programme management and partnership governance continue to be the responsibility of the Surreye-Partnership (SeP). Staffing costs of the SeP are largely being met by the ODPM project funding until March 2004, following which it will require revenue funding. This will have significant benefits for the partners by reducing the individual costs they would incur if they were doing this alone.

Paragraphs 6.1 to 6.5

POTENTIAL BUSINESS OPTIONS – SECTION 7

The OBC proposes a number of business options to support future partnership working. These are as follows: -

- Maintain the arrangements that currently exist and develop/strengthen the governance arrangements
- Create an 'arms length' company or other 'legal entity' (type yet to be determined); set up and directed by the partners
- Establish a public/private partnership to operate on similar lines to Model 2
- Outsource the whole or part of the operation

The above models will be subject of an options appraisal process, including a cost analysis for presentation back to the partners.

Paragraphs 7.1 to 7.2

CONCLUSION – SECTION 8

The OBC offers partners the opportunity to jointly develop systems and business solutions that are both innovative and practical in addressing their own, and their customers needs. The OBC shows that the programme can be delivered at minimal net cost to the partners through realising genuine cash benefits. In addition the programme will deliver an estimated £2.5m per annum resource savings across the partnership by 2006/7.

Underpinning this is the need to ensure that the processes and systems enhance the individual business ethos and identity of partners. The technology will support the continued development of relationships between the service providers and their customers, whilst optimising the efficiencies that the application of technology will bring to the modernisation of those processes.

1. STRATEGIC CASE

Overview

- 1.1. This Outline Business Case (OBC) addresses the joint development and implementation of business processes, supported by technology, to deliver integrated services more efficiently and effectively.
- 1.2. It sets out proposals for modernising services and information in support of the 2010 Group's Vision and Strategic Objectives³ These were: -

Vision: -

- The citizen should be offered seamless access to services and information without prior knowledge as to which organisation provides that service or information
- The citizen should be able to obtain multi-organisational information and services from any single point of contact
- Surrey public sector services should work together to share processes and systems that enable the efficient and effective delivery of services and information

Strategic Objectives: -

- To make our services available as easily as possible, by giving the customer the flexibility to make contact with us in a way, at a location, and at a time convenient to them
- To ensure that the necessary information to resolve customer queries is available at the first point of contact, or if not resolved to be able to make an accurate referral to front line staff of a different service provider regardless of location or method of contact
- To ensure this information is available to support elected representatives and other public consultative bodies
- To deliver services in partnership with each other and with other organisations, to ensure they are joined up and available through a single point of contact.

³ These were agreed in July 2001 and ratified at the 2010 conference in January 2002.

Branding and Identity

- 1.3. The 2010 Group stipulated that the individual branding, identity and business ethos of the respective partners was to be explicitly retained and further enhanced by the e-strategy.
- 1.4. This underpins the need to retain and develop local relationships between the service provider and their customers, whilst exploiting technological and process improvements across the partnership to produce efficiency gains.

Building on Existing Work

- 1.5. The OBC re-affirms and builds on the programme of projects already agreed by the partners. Additional capital funding resulting from successful bids to the ODPM gives partners the opportunity to build on and continue the programme through to March 2004.

Partnership Governance

- 1.6. In addition to the financial implications, the OBC proposes partnership governance arrangements to:
 - Manage and co-ordinate all project activity across the partnerships
 - Formalise the partnership agreements
 - Support continued joint service developments

Project Development and Implementation

- 1.7. As a result of successful bids to the ODPM and financial support from the 2010 Group, the following projects have been undertaken: -

2010 Funded Projects

- SurreyOnline
- E-recruitment and retention of staff
- Electronic connectivity between the partner organisations

ODPM Funded Projects**Bid 1**

- SurreyAlert was awarded Pathfinder status and received funding in the financial year 2001/02 for a major incident emergency planning

system. The project is now implemented and being disseminated nationally. It continues to be funded by the ODPM until March 2004.

Bid 2

- SurreyOnline – for further development following earlier funding from the 2010
- Support to Community Strategy Planning – for IT support to community leadership and consultation
- Contact Management – to improve access to services and the secure exchange of services and information between the partners including joint customer access channels

Bid 3

- Contact Management – to further develop contact management systems (on from bid 2) in the following two key areas of activity: -
 - 'My Neighbourhood': safety and environment issues, e.g. abandoned cars, graffiti, fly tipping, noise pollution, highways matters, and illegal encampments
 - 'My Access': community transport including NHS supported journeys

Bid – Strategic Partnering Task Force

- Staff e-Recruitment and Retention being led by Runnymede Borough Council – In addition to 2010 funding the Strategic Partnering Task Force at the ODPM awarded this project Pathfinder status. In so doing it provided resources and expertise to develop and implement: -
 - A joint electronic recruitment service
 - An electronic service to support strategies for retaining staff in the public sector

Other ODPM Local Government On Line (LGOL) National Projects

In addition to the above projects, the Surrey Partners are involved in the following collaborative LGOL National Projects: -

- Planning Services – Waverley BC
- Value Bill – Tandridge DC
- Workflow – Runnymede Borough Council

- FAME - a joint Health and Social Care project, for older people, to develop and implement a Single Assessment Process (SAP) and system for managing the transfer of care. The partners in this project are Woking Borough Council, Woking Area PCT, Ashford and St Peters Acute NHS Trust and the County Council⁴.

Project Framework

1.8. There is an overall framework that supports the development and implementation of the projects. This includes: -

- Those contained within the overall e-strategy – see ANNEX ‘A’.
- Their inter-relationships – see ANNEX ‘B’.
- The way they support the ODPM LGOL delivery capability model – see ANNEX ‘C’.

Relationship Between the ‘Vision’/Strategic Objectives and the Projects

1.9. The relationship between the ‘Vision’ and the projects to deliver the strategic objectives is shown in TABLE 1.

TABLE 1

VISION	PRINCIPLE SUPPORTING PROJECT	STRATEGIC OBJECTIVES
The citizen should be offered seamless access to services and information without prior knowledge as to which organisation provides that service or information	<ul style="list-style-type: none"> • SurreyOnline • Contact Management • Joint customer access channels 	To make our services available as easily as possible, by giving the customer the flexibility to make contact with us in a way, at a location and at a time convenient to them
The citizen should be able to obtain multi-organisational information and services from any single point of contact	<ul style="list-style-type: none"> • SurreyOnline • Contact Management • Joint customer access channels • SurreyAlert • Support to Community Strategy Planning 	To ensure that the necessary information to resolve customer queries is available at the first point of contact, or if not resolved to be able to make an accurate referral to front line staff of a different service provider regardless of location or method of contact
Surrey public sector services should work together to share processes and systems that enable the efficient and effective delivery of services and information	<ul style="list-style-type: none"> • E-Recruitment and Retention • SurreyOnline • Contact Management • Joint customer access channels • Support to Community Strategy Planning • SurreyAlert • SCaDIS 	To ensure this information is available to support elected representatives and other public consultative bodies To deliver services in partnership with each other and with other organisations to ensure they are joined up and available through a single point of contact.

⁴ The project is being run in a consortium between the London Borough of Bromley, Wirral Metropolitan Borough Council and Woking Borough Council.

2. FOCUS OF ACTIVITY

Overall Direction

2.1. During the current year the emphasis will be to provide: -

- Improved access to services for the citizen
- Increased ability to share and exchange information and services between the partners

Service Integration

2.2. The projects being undertaken support the commitments made by the Surrey Local Authorities in their respective Implementing Electronic Government (IEG) statements to achieve the targets set out in Best Value Performance Indicator 157.

2.3. The wider Partnership is working towards the application of electronic systems to support the delivery of joint 'seamless' services to the citizen, from a range of providers. Wherever possible, caller resolution at the first point of contact will be attempted. In order to achieve this, the partners must have the ability to access and transfer information and services electronically (both voice or data).

2.4. The following examples describe possible scenarios where joint 'seamless' working could benefit both the citizen and the respective partner organisations: -

NOISE NUISANCE/REASSURANCE

In the event of a late night noisy party the citizen affected normally makes a 999 call to the police not necessarily realising such incidents are dealt with by the local authority. If the police operator, whilst explaining the procedure to the citizen, could take enough detail to refer the matter electronically to the local authority, this would eliminate the need for the citizen to make another call. Frequently the police receive repeat calls from the same citizen because of their perceived lack of any action and/or the difficulty in accessing local authority services. This is wasteful of both police and local authority resources and very often leaves the citizen dissatisfied with the service they received.

HEALTH AND SOCIAL CARE PROVISION

A patient or carer when seeking information or services, will sometimes need to contact more than one provider, i.e. the service they require is the responsibility of both the local authority (District and County) and the NHS. Examples include access to transport facilities or an elderly person who needs medical care and/or equipment. As with the first example being able to handle the call at the first point of contact and/or make an accurate referral would benefit the citizen and make better use of partner resources.

STAFF RECRUITMENT AND RETENTION

The ability to link candidates and employers electronically will have the effect of widening the target applicant markets and speeding up the recruitment process. In another context the partner organisations will easily be able to share candidate information, for example the Learning Skills Council linking NHS and other partners with their 'Young Apprentices' scheme or similarly Surrey University nurse or other graduate training with potential employers.

- 2.5. Inter-connectivity between the partners opens up a wide range of opportunities. It will allow them to share and exchange information and services electronically and thereby support a range of local and national projects.
- 2.6. Examples of these include the national Criminal Justice System (CJS) initiatives such as the Case File Handling Preparation System between the CJS agencies and the "Framework for Multi-Agency Environments" (FAME) project which will give health and social care service providers the ability to jointly hold and transfer patient/client information.

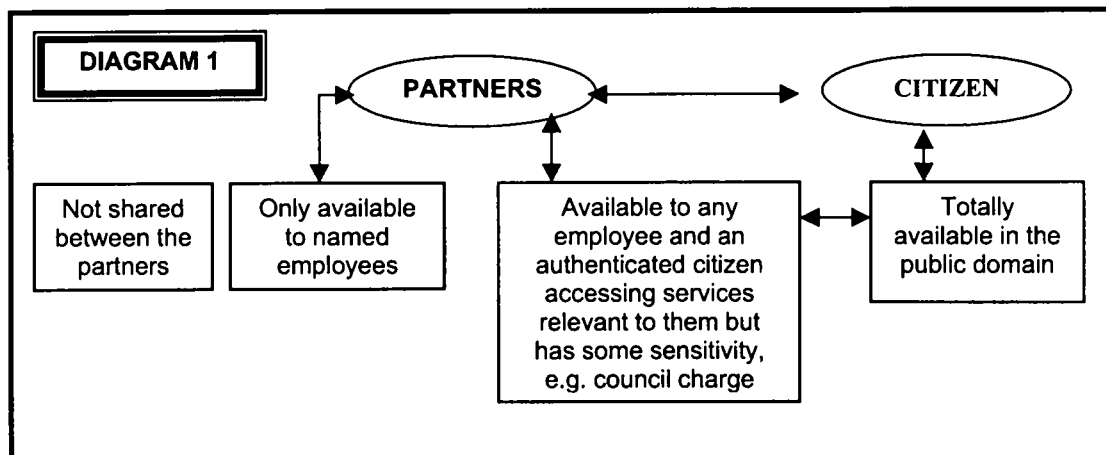
Access to Services

- 2.7. The service delivery processes and technological support systems are designed to provide citizen focused 'seamless' services to further improve the customer experience.
- 2.8. When interacting with the public sector the citizen does not necessarily know which organisation is responsible for the service they require. Nevertheless they will expect a level of service from any access point that will either resolve their enquiry or ensure an accurate referral to the organisation responsible for providing that particular service.
- 2.9. The projects will provide a choice of channels through which the citizen can access services i.e., telephony, face-to-face or electronic self-serve. In addition, the use of digital TV and text messaging will start to allow service providers the opportunity to offer wider choices to their customers.

Security and Levels of Service

- 2.10. **DIAGRAM 1** illustrates the inter-operation of the partners when providing services to citizens requiring a number of participants. Whilst the individual services remain the responsibility of each partner, the process does enable the flow and exchange of information in both the public domain and secure environment.

- 2.11. This supports the 'seamless service' concept and the delivery of those services in a reliable, efficient and timely manner. The scope of the model is to develop and implement inter-agency business processes and technical infrastructures that will enable: -
- Integrated service provision to the citizen
 - Information exchange between the partners in a secure environment
 - Shared working practices requiring multiple partner participation
- 2.12. Security and access to shared information and services will be categorised at various levels: -
- Totally available in the public domain
 - Available to any employee and a citizen who is authenticated accessing services relevant to them but has some sensitivity, e.g. council charge information, patient registration, etc.
 - Only available to named employees
 - Not shared between the partners



- 2.13. Three levels of shared service based on a model shown in **TABLE 2** are proposed. Customer experience improves as they move up the levels as does the complexity and cost of implementation. Levels 2 and 3 are most likely to be achieved over a longer period of time, the speed of change being governed by the degree to which the partners can start to realise the business benefits of providing shared services.

TABLE 2

Level	Description	Requirements
1	Correct number and direct transfer: The front line service officer extracts sufficient information from the customer to be able to give them the correct phone number (direct to relevant back-office where possible) and is able to offer to put the customer through directly. Out of hours telephone service is also provided	<ul style="list-style-type: none"> • SurreyOnline development • Search by location / map - GIS • Information enhancement: gathering and maintenance • Integrated telephony/data systems • Out of hours service implementation • Service definition - scripting to identify correct party • Contact Management • Front line/customer facing staff training and development • Business process change
2	Contact management: The front line service officer extracts the information required for the relevant party's back office to resolve the customer's concern. The officer passes the information to the relevant back office who follow up with the customer directly to resolve the issue / inform them when resolved; the customer can track their query either over the phone or over the web	<ul style="list-style-type: none"> • Contact database implementation • Identify data required for resolution • Develop system to capture and record information • Develop system to pass on and maintain status of customer issues: e-mail / workflow • Customer identifier / reference system • Web based tracking • Protocol development • Agree service related process and timings for call operator communication to customer • Call operator development • Scripting for relevant data capture • Training on scripts and general system • Business process change
3	Contact resolution: The front line service officer resolves the customer's concern in real time. A record of the contact is sent to the relevant authority / department for their records	<ul style="list-style-type: none"> • Integrated information • Direct, controlled access to partner data • Real time workflow • Call operator development • Scripting for data capture and issue resolution • Training agents • Business process change

Communities of Interest

2.14. Examples of four potential key communities of interest/business areas where partners could collaborate regularly at an operational level are proposed. The suggested principal partners in each case are as follows: -

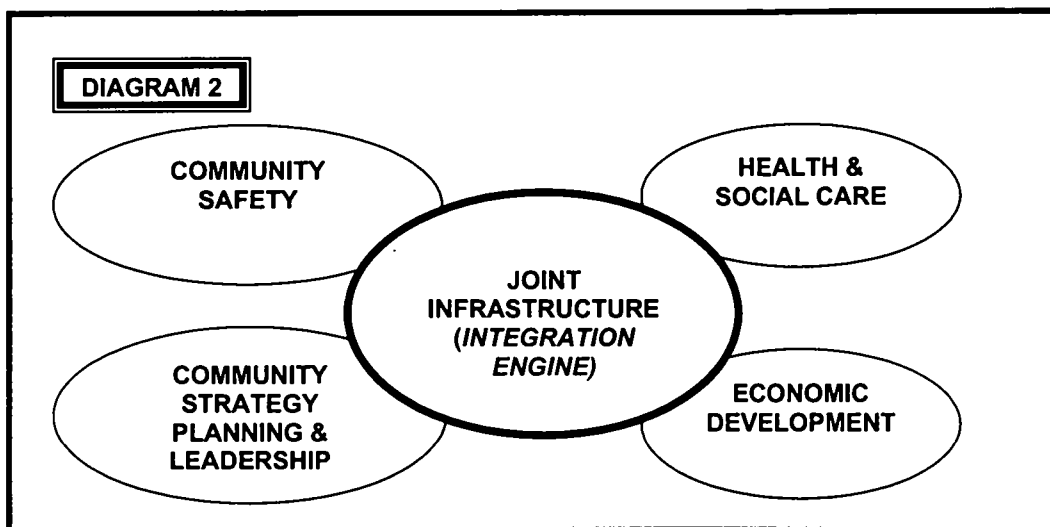
Community Safety/Crime and Disorder – Police, Local Authorities, Youth Offending Team (YOT), Drug Action Team (DAT), GOSE, Surrey Community Safety Unit

Health and Social Care – NHS, local authorities and other social care providers

Community Strategy Planning/leadership – Local Authorities, elected members, community leaders, NHS and Police

Economic Development – Surrey University, Royal Holloway College, Learning Skills Council, Further Education Colleges, Connexions, SEEDA, Local Authorities, key business forums

- 2.15. The way the partners could regularly and routinely interact electronically whilst having wider access to information from the other communities of interest is illustrated in **DIAGRAM 2**



- 2.16. When the network is configured it will have the capacity to support the individually segmented partner areas whilst also providing access to the other communities of interest/business areas

Expanding the Infrastructure

- 2.17. In order to deliver seamless service and increased information sharing it will be necessary to expand the network infrastructure capability. Some of the technical infrastructure and network architecture is already in place, i.e. an Extranet already connects Surrey Police, Surrey Ambulance, the eleven districts/boroughs and the County Council electronically. Similarly a number of partners are connected to national networks, including Police (PNN), Surrey University (JANET) and NHS Net.
- 2.18. Further developments of the network will accommodate a wider range of partners and services, including the NHS PCT and Acute/Mental Health Trusts, schools, colleges and the voluntary sector.

- 2.19. Wherever possible, electronic connectivity will be achieved using the Internet if this provides the required level of security. This will include increasing the capacity and capability of SurreyOnline to handle more complex and higher volumes of calls. In this regard the longer term use of 'Broadband' and fibre optics could be considered
- 2.20. To this end, part of the project activity will focus on the business processes to understand how the individual partners wish to deliver more services electronically. This will determine the level and type of information, in the form of common data sets that can then be shared and exchanged.

3. FINANCIAL CASE

COSTS

ODPM/Partnership Funding

3.1 **TABLE 3** details the ODPM/2010 Partnership funded projects and the total amount of capital funding currently allocated to each one. This will cover a large proportion of the costs, including: -

- Hardware
- Software
- Licenses
- Initial Training
- First year maintenance
- Connection charges

TABLE 3

Project	Funding £'000s and source	Status/Description	Expected completion date
SurreyAlert	955 - ODPM	Project completed and service now operational. ODPM funding will fully finance the operation of the service until Mar 2004. Project manager still in place to assist with the integration into operational usage and dissemination elsewhere	Project completed
SurreyOnline Bid 1	100 – 2010 200 – ODPM	Developed and launched in 2002 using 2010 funding. Ongoing development continuing. Project Manager allocated	Mar 2004
Staff e-recruitment and retention	90 – 2010	E-recruitment contract awarded and nearing completion. E-retention being scoped in conjunction with wider work of the KSS Work Force Development Confederation. Project manager allocated	e-Recruit July 2003 e-Retention March 2004
Provide IT support to Community Strategy Planning	200 – ODPM Bid 1	This is largely a technological infrastructure project to provide the means to share and transfer information between the community, elected members and public sector partners. It is interdependent with the SurreyOnline and contact management projects. Project manager allocated	Mar 2004
Develop and implement contact management including 'My Neighbourhood' and 'My Access'	35 – 2010 200 – ODPM Bid 1 400 – ODPM Bid 2	Provides the systems that will allow the partners to share and transfer information. The key service areas it will support are: - -My Neighbourhood To address community safety and environment issues, e.g. abandoned cars, graffiti, fly tipping, noise pollution, highway's matters and illegal encampments -My Access To co-ordinate community transport services including NHS supported journeys to address health and social care issues. It is interdependent with the contact management project. Project manager allocated	Mar 2004
TOTAL	2180		

Version Control
Version: 1.00
Status: final

Author: Steve Bailey/Nigel Hannam
Last amended by: Nigel Hannam
Owner: Programme Office
Date: 31/07/2003
Page: 17

- 3.2. Joint capital funding of £1.485m for the Woking "FAME" Project is not shown in TABLE 3. This is because the project involves two other local authorities/PCTs, i.e. Wirral and Bromley, to develop a generic model for information sharing and service integration. However the resulting system and process underpinned by technology, will directly benefit both health and social care provision in the County as a whole.

Estimated Capital and Revenue Expenditure

- 3.3. Revenue costs in the current year are low as the majority of the costs relate to implementation and are being met by the capital funding itemised in Table 3 through to March 2004. From April 2004 revenue costs increase. TABLE 4 itemises the estimated capital and revenue costs by project up to March 2007. A detailed breakdown of the estimated costs for each project area is given at ANNEX 'D'
- 3.4. The Single Assessment Process Health and Social Care project is not included at this stage. It is likely to form part of a wider national NHS roll out of electronically supported services led by the strategic health authorities in partnership with other health and social care providers.
- 3.5. Other projects that are not currently funded will need to be agreed by the partners and separately costed both in terms of capital and subsequent revenue expenditure.
- 3.6. The capital and revenue cost estimates for the identified funded projects will span a period of 4 years to cover the following: -
- System support, maintenance
 - License upgrades
 - Staffing (Management and administration)
 - Line rental and network development
 - Ongoing staff training
 - System enhancement and development
 - Hardware refresh/renewal
 - Software upgrade/replacement
 - Marketing and communication
- 3.7. The estimated costs are broken down into the categories shown above. They mainly centre on the development of web-based solutions that will be further developed and evolve over the next 4 years. Hardware and software depreciation costs follow the CIPFA guidelines i.e. a 20% residual value at the end of the term.
- 3.8. CIPFA recognises that the system life cycle of web-based systems is based on a model of ongoing development and refresh rather than the traditional accounting model for systems renewal every 5 to 7 years. It

is currently considering the development of a new financial and ROI model for web based systems.

- 3.9. The costs do not include desk tops computers or infrastructures supplied and supported by the individual partners. Costs shown in table 4 are for server replacement or upgrades and connectivity to individual infrastructures.
- 3.10. There are 37 partners who it is appropriate to seek contributions from to support this programme. The proposed contributions from each partner are shown in **TABLE 5**. A full breakdown of these, differentiating between capital and revenue costs from this financial year through to 2006/7 is given at **ANNEX 'E'**.

TABLE 4

Estimated capital and revenue costs by project area

Product/ Service	2003/04 Expenditure £000's			2004/05 Expenditure £000's			2005/06 Expenditure £000's			2006/07 Expenditure £000's			Total £000's
	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	
SurreyOnline	Nil	75	45	40	Nil	40	40	Nil	40	Nil	40	40	360
SurreyAlert	Nil	85	Nil	99	50	Nil	139	Nil	Nil	139	Nil	Nil	512
SCaDIS	7	Nil	Nil	10	Nil	20	10	Nil	20	10	Nil	20	97
Supp to Comm Strat Planning	Nil	200	Nil	10	Nil	10	10	Nil	10	10	Nil	10	260
E-Recruitment	5	Nil	Nil	10	Nil	Nil	10	Nil	Nil	10	Nil	Nil	35
E-Retention	Nil	Nil	40	10	Nil	Nil	10	Nil	Nil	10	Nil	Nil	70
Contact Mng	Nil	500	Nil	30	Nil	30	30	Nil	30	30	Nil	30	680
Secure Joint Infrastructure	120	Nil	Nil	210	Nil	Nil	210	Nil	Nil	210	Nil	Nil	750
Surrey-Partners Office	34	100	20	139	Nil	25	139	Nil	20	139	Nil	20	636
TOTAL	166	960	105	558	50	125	598	Nil	120	598	Nil	120	3400

TABLE 5

Proposed contributions by partner

PARTNER	Cost Per Individual Partner		
	2003/04 Expenditure £000's	2004/05 Expenditure £000's	2005/06 - 06/07 Expenditure & Onwards £000's
Surrey County Council	64.04	163.92	172.32
NHS Organisations	5.42	13.66	14.36
Universities & FE Colleges	2.71	6.83	7.18
Districts & Boroughs	8.13	20.49	21.54
Surrey Police	18.97	47.81	50.26
National Probation	1.355	3.415	3.59
Learning Skills Council	4.065	10.245	10.77
Magistrates	1.355	3.415	3.59
Careers	1.355	3.415	3.59
Connexions	2.71	6.83	7.18

3.11 The expenditure figures for 2003/04 are fixed. Expenditure figures for subsequent years are estimates and will be re-appraised as the programme develops. Costs for these years should be regarded as indicative rather than fixed.

BENEFITS

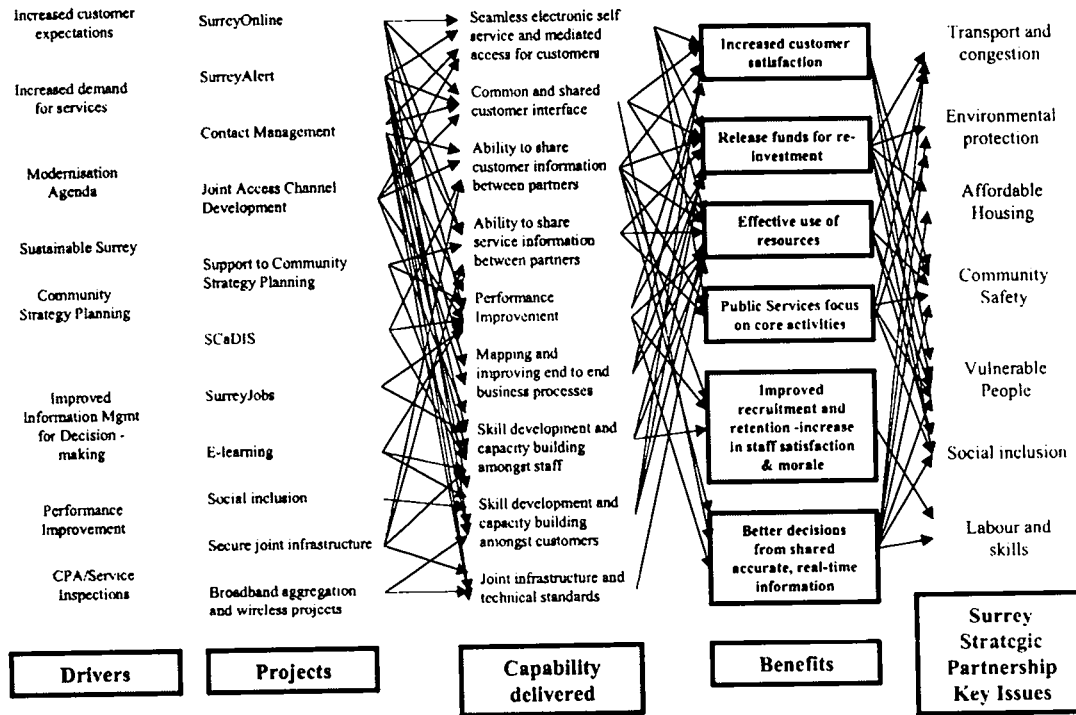
Benefits analysis and realisation plan

3.12 The benefits analysis and realisation plan for the Surrey-Partnership has been developed to support the 4 year Outline Business Case.

3.13 It is based on a structured process that identifies the benefits, produces a plan for their realisation and then evaluates and reviews the results with the capability to identify further benefits. Details of the process and an outline project plan for the benefits analysis and realisation activity is given at **ANNEX 'F'**.

Benefits Map

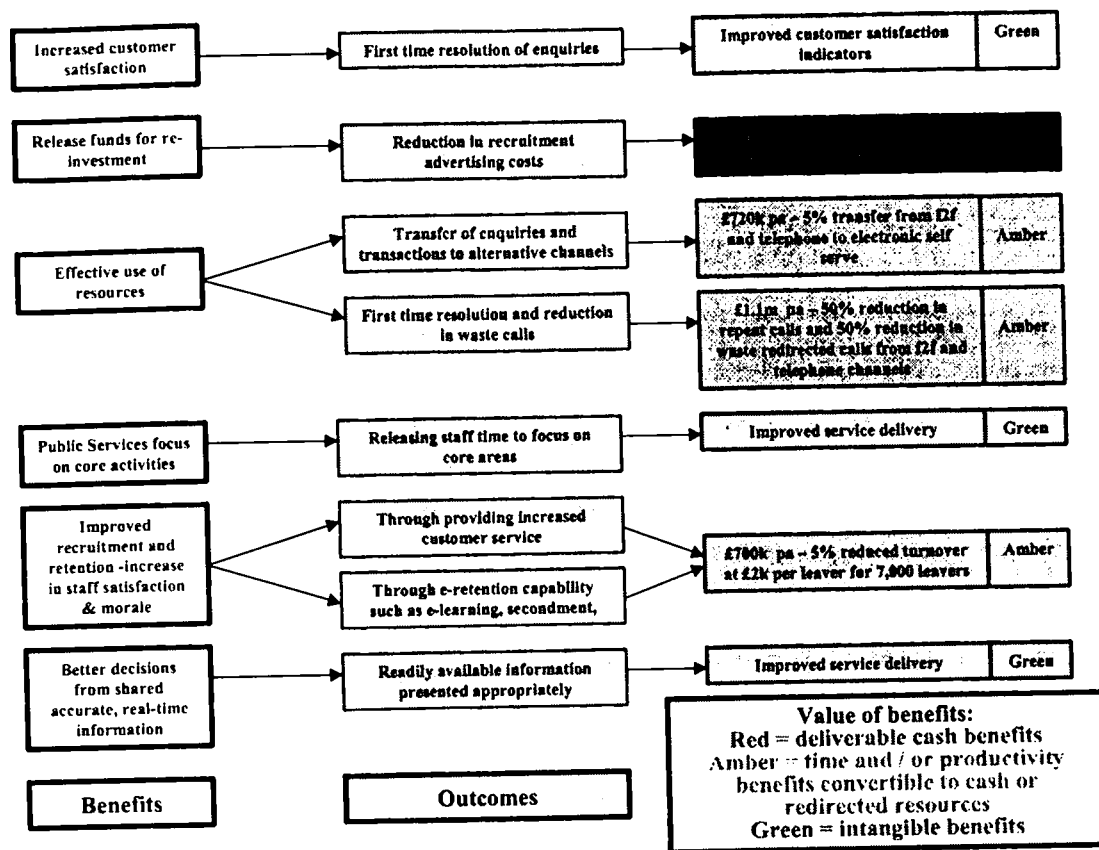
3.14 The process structures the benefits through an overall benefits map which links the projects, capability delivered and benefits to the Surrey Strategic Partnership key issues:



The benefits are then further identified in terms of outcomes and the value of the benefits. The value of the benefits is defined as either:

- Deliverable cash benefits (coded red)
- Time and / or productivity benefits which can either be converted into cash or redirected resources (coded amber)
- Intangible benefits (coded green)

At a high level this can be shown as:



Further details of the benefits map and the assumptions used for benefit value calculation are given in ANNEX 'F'.

Individual Project Benefits

3.15 The individual benefits to both the citizen and partners are given in ANNEX 'F'. A brief synopsis in each case is given in TABLE 6.

TABLE 6

Work Programme	Benefits to the Citizen	Benefits to the Partners
SurreyOnline	Easy access to services and information	Promotes individual services and business ethos
Staff Recruitment	Faster access to a more diverse range of jobs	Wider market penetration to more applicants
Staff Retention	Improved career opportunities within public sector as a whole	Higher staff retention resulting in reduced costs
SurreyAlert	Fast access to up to date information upon which they can act	Information and decisions shared immediately
Support to Community Strategy Planning	Greater interaction with elected members, community leaders and service providers	Information from exchanged with the citizen more accessible and easier to analyse

Version Control
Version: 1.00
Status: final

Author: Steve Batley/Nigel Hannam
Last amended by: Nigel Hannam
Owner: Programme Office
Date: 31/07/2003

Work Programme	Benefits to the Citizen	Benefits to the Partners
SCaDIS	Promotes community safety and reduces the fear of crime	Easier access to information and data
Contact Management	Provides services at the first point of contact	Shortens transaction times and reduces duplication
Secure Joint Infrastructure	Supports faster service transactions	Provides a high capacity network at low cost

Outcomes

3.16 The following are the outcomes of the projects and 'what success will look like' when they are implemented: -

- The provision of integrated services to the citizen
- The ability to transfer callers to the appropriate service providers
- The means to resolve a high number of enquiries at the first point of contact
- The capacity to handle higher call volumes with the same or less resources
- The means for partners to share and exchange information and services electronically
- The provision of a secure joint infrastructure with the capacity to handle high volumes of data and voice traffic

Cost Benefit Analysis

3.17 The cost benefit analysis shows that the partnership costs for the programme are covered by the cash benefits with additional resource savings of over £2.5m per annum delivered by 2006/7.

£ '000	2003/4	2004/5	2005/6	2006/7
Partnership costs	271	683	718	718
Cash benefits ⁵	350	700	700	700
Balance – cash benefits	79	17	(18)	(18)
Cash / resource benefits ⁶	0	633	1,265	2,530
Balance – cash and resource	79	650	1,247	2,512

⁵ Assumes 50% of benefit delivery in 2003/4 and 100% thereafter

⁶ Assumes 0% benefit delivery 2003/4, 25% 2004/5, 50% 2005/6 and 100% 2006/7

Financial Case Conclusion

- 3.18 The financial case clearly shows that there are substantial benefits to the partners in agreeing this Outline Business Case and developing the programme as outlined in this document.
- 3.19 On the basis of a conservative estimate of the achievable benefits there are clear genuine cash savings, which will cover the costs of the partnership programme.
- 3.20 In addition there is over £2.5m per annum of ongoing resource savings, which partners can choose to convert to cash or deploy as redirected resources.
- 3.21 Plus there are significant intangible benefits in the areas of customer satisfaction, social inclusion and community strategy planning.

4. RISKS

- 4.1. The risks to the partners and measures to counteract them are given in **ANNEX 'G'**. The potential effects are classified as being high (H), medium (M) or low (L). In each case projects will be quality assured against the risks identified and these risks managed on an ongoing basis. A synopsis of the risks is given in **TABLE 7**.

TABLE 7

Risk	Level	Proposed counter measures
All partners do not participate	H	Ensure partners are aware of benefits to them individually
Insufficient funding	M	Ensure accurate budgeting
Systems may not deliver expected levels of service	M	Manage expectations
Revenue funding predictions too low	M	Ensure revenue expenditure is undertaken for each project
Increases demand for services	H	Design systems capable of handling higher demand within existing resources
ODPM funding under spent in time scale	L	Build in realistic lead times for procurement
Projects fail to meet bid objectives	L	Ensure project and bid objectives are matched

5. TIMESCALES

5.1. The condition imposed by the ODPM on the funding they have awarded is that it must be spent within the current financial year. At present failure to do so could result in the outstanding funding being returned. For this reason the projects must be completed by March 2004, at least in terms of procurement. A high level view of when the various stages should be completed and delivered to achieve this are shown in **TABLE 8**

TABLE 8

	Apr 03									Jan 04		
Update PIDS	x	x	x									
Scope Process	x	x	x	x								
Define process		x	x	x	x							
Finalise tech requirement			x	x	x							
Fin function spec			x	x	x							
Complete procure						x	x					
Complete implement			x	x	x	x	x	x	x	x	x	x
Deliver Communications Strategy	x	x	x	x	x	x	x	x	x	x	x	x

6. PROGRAMME MANAGEMENT AND PARTNERSHIP GOVERNANCE

Programme Management

- 6.1. The Surreye-Partnership (SeP) was formed in 2002 to track and co-ordinate the growing number of projects. It does so by providing a cohesive multi-agency framework for management of the entire programme.
- 6.2. Staffing costs for the SeP Programme Office are included in the overall capital and revenue expenditure, and Surrey County Council, on behalf of the partners, hosts the work base.
- 6.3. The Programme Management Model is illustrated at **ANNEX 'H'**. All project activity conforms to PRINCE 2 methodology. Detailed Project Initiation Documents (PID) and other project documentation is electronically accessible to all partners.

Partnership Governance

- 6.4. In order to establish a more robust partnership framework to take the proposed project activity forward, each partner will be invited to enter into a formal agreement that will detail, in each case: -
 - The required level of involvement
 - Expected business benefits including financial/resource savings
 - The sharing of risk
 - All financial commitments including on going revenue expenditure
 - Methods of procurement
- 6.5. With regard to procurement, the agreement will identify the lead partner who is the legal entity authorised, on behalf of the partners, to enter into any contractual arrangements with a supplier or suppliers. In order to protect the lead procurement partner, the agreement will ensure all partners to the agreement share the risks commensurately. An evolving role for the SeP will be to manage the ongoing partnership governance and provide support to internal service users.

7. FUTURE GOVERNANCE OPTIONS

7.1. The partnership has reached a point where a number of products and capability have been delivered. SurreyAlert, SurreyOnline and SurreyJobs are now operational and support mainstream services. This combined with the likely cessation of central government funding, means that it is appropriate to consider how the Surreye-Partnership activity can be put on a more sustainable basis. There are a number of options for achieving this including:

- Maintain the arrangements that currently exist and develop/strengthen the governance arrangements
- Create an 'arms length' company or other 'legal entity' set up and directed by the partners to undertake system development and management, procurement and implementation of services on their behalf
- Establish a public/private partnership to operate on similar lines to Model 2 but with the direct involvement of a private sector organisation
- Outsource the whole or part of the operation to a private sector managed service, e.g. application service provider (ASP).

7.2. During the next 3 months these and other options will be considered in more detail and subject to an options appraisal process. The finding of the appraisal will be presented back to the partners in the autumn.

8. CONCLUSIONS

- 8.1. This Outline Business Case offers partners the means to deliver integrated services that address the needs of their customers, their own modernisation agenda and government requirements and targets. By working in partnership, Surrey public sector organisations can improve services to the customer whilst benefit from economies of scale. Individual contributions represent excellent value for money when compared with each partner providing this level of capability individually.
- 8.2. The OBC shows that the programme can be delivered at minimal net cost to the partners through realising genuine cash benefits. In addition the programme will deliver an estimated £2.5m per annum of resource savings across the partnership by 2006/7.
- 8.3. Supported by the SeP, the models proposed provide scaleable and affordable solutions for the partners, commensurate with their respective size and need. They will deliver improved access to services for the customer and the ability to share information and resources between the partners.

ANNEX 'A'
Surrey-Partnership Project Status

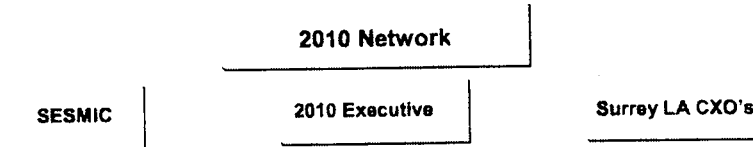
Surrey-Partnership Projects	
SurreyOnline	Operational with Project Initiation document (PID) agreed for further development
SurreyAlert	Operational with further development planned
Joint customer access channels	Developing proposals with partners and an element of the ODPM bid
Contact Management	Project underway, PID agreed, ODPM bid develops this further 'My Neighbourhood' and 'My Access' projects commenced following confirmation of funding April 2003
E-recruitment and retention	E-recruitment is now fully operational. Requirements for e-retention element are currently being specified.
Support to Community Strategy Planning and Engagement	Project underway, PID agreed
PartnersOnline	Requirements being defined as part of SurreyOnline and Community Strategy project – likely to be subsumed within these
SCaDIS	Operational in April with further development planned
GIS and NLPG	Data and information sharing project initiated
E-learning	Feasibility being developed supported by SPOG and STOG
Members awareness/capacity	Feasibility study initiated
Digital divide / social exclusion	Feasibility study initiated
SmartCards / entitlement cards	Information gathering prior to feasibility
Secure joint infrastructure	Project underway
Surrey e-gif	PID agreed and project underway
Govt Gateway / authentication	Pilot specification being developed
Freedom of Information	Joint approach being explored

ANNEX 'B'

Surrey-Partnership Programme Framework

Surrey-Partnership
Programme Framework

Strategic Direction



Programme Implementation

2010 e-strategy implementation group Local Authority Information Age Champions

Surrey IT managers
Partner ICT infrastructure

Partnership and Programme Office
 Programme Director: Nigel Hannam
 Strategic Consultant: Steve Bailey
 Programme Office mgr: Andrew Tregidgo
 Communications: lbc
 PSO: Anna Smith
 PSO SurreyAlert: Ava Persad
 PSO FAME: Emma Searle
 PSO (Part Time): Sue Ryland

Support to Community Strategy planning
Project mgr: Anne Carter

SurreyOnline
Project mgr: Sarah Hayes

SurreyAlert
Project mgr: Tricia Guess

Crime & Disorder
Project mgr: Sue Harley

Joint customer access channel development
Project mgr: Caryl Wright & Margaret Humphries
Feasibility Study

Contact management
Project mgr: Anne Carter

Broadband Projects
Project mgr: Andrew Tregidgo

Smartcards / entitlement cards
Project mgr: David Rees
Feasibility Study

Secure joint infrastructure
Project mgr: David Rees

Freedom of Information/ Data Protection
Project mgr: Caryl Wright & Margaret Humphries

Govt Gateway/ Authentication
Project mgr: David Rees
Feasibility Study

GIS & NLPG Forum
Contact: Laurence Russell

Surrey e-gif
Project mgr: SITMG/DHIOS

E-recruitment
Project mgr: Steve Bailey

E-learning
Project mgr: John Adcock & Mandy McLean
Feasibility Study

Members awareness & capacity
Project mgr: Vanessa Lygo-Baker
Feasibility Study

Social inclusion
Project mgr: Vanessa Lygo-Baker
Feasibility Study

FAME
LEAD: Woking BC
Contact: Steve Bailey

Valuebill
LEAD: Tandridge DC
Contact: Stuart Mitchenell

Planning
LEAD: Waverley BC
Contact: Roger Standing

Workflow
LEAD: Runnymede BC
Contact: Nigel Watson

Government Targets

Interactions

Access Channels

Trust & Connections

Enablers

Core Systems

People

Government National Projects

Current Projects

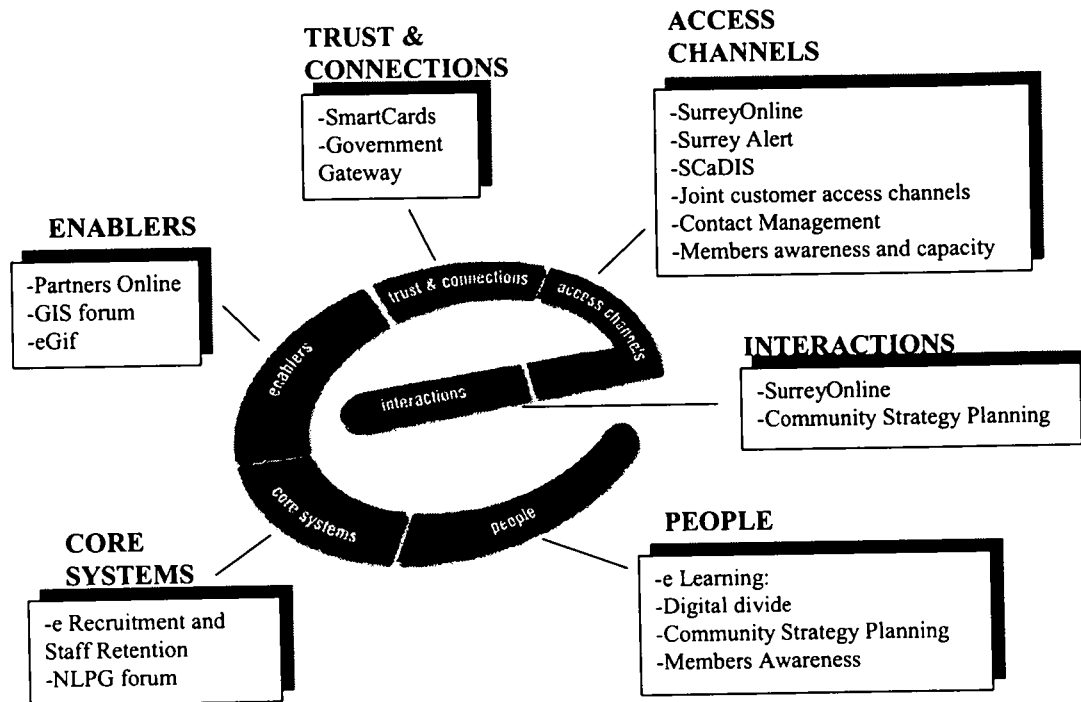
Version: 3.03
 Author: NH/VLB
 Last Updated: AS
 Owner: Programme Office
 Date: 04/07/2003

Version Control
 Version: 1.00
 Status: final

Author: Steve Bailey/Nigel Hannam
 Last amended by: Nigel Hannam
 Owner: Programme Office
 Date: 31/07/2003

ANNEX 'C'

Surrey-Partnership Projects Mapped against the ODPM LGOL Delivery Capability Model



ANNEX 'D'

COSTS BY PROJECT

SURREYONLINE

Product/ Service	2003/04 Expenditure £000's			2004/05 Expenditure £000's			2005/06 Expenditure £000's			2006/07 Expenditure £000's			Total £000's
	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	
Software Development	Nil	75	45	Nil	Nil	40	Nil	Nil	40	Nil	Nil	40	240
System Maintenance and licensing	Nil	Nil	Nil	10	Nil	Nil	10	Nil	Nil	10	Nil	Nil	30
On-going staffing	Nil	Nil	Nil	30	Nil	Nil	30	Nil	Nil	30	Nil	Nil	90
TOTAL	Nil	75	45	40	Nil	40	40	Nil	40	40	Nil	40	360

SURREYALERT

Product/ Service	2003/04 Expenditure £000's			2004/05 Expenditure £000's			2005/06 Expenditure £000's			2006/07 Expenditure £000's			Total £000's
	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	
Software Development	Nil	85	Nil	21	Nil	Nil	21	Nil	Nil	21	Nil	Nil	148
Hardware Development	Nil	Nil	Nil	23	Nil	Nil	23	Nil	Nil	23	Nil	Nil	69
System Maintenance and licensing	Nil	Nil	Nil	10	50	Nil	50	Nil	Nil	50	Nil	Nil	160
System Management	Nil	Nil	Nil	45	Nil	Nil	45	Nil	Nil	45	Nil	Nil	135
TOTAL	Nil	85	Nil	99	50	Nil	139	Nil	Nil	139	Nil	Nil	512

7 Surrey/Alert hardware development costs covers other application areas.

Version Control
Version: 1.00
Status: final

SCaDIS

Product/ Service	2003/04 Expenditure £000's			2004/05 Expenditure £000's			2005/06 Expenditure £000's			2006/07 Expenditure £000's			Total £000's
	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	
Software Development	Nil	Nil	Nil	Nil	Nil	20	Nil	Nil	20	Nil	Nil	20	60
On-going staffing	7	Nil	Nil	10	Nil	Nil	10	Nil	Nil	10	Nil	Nil	37
TOTAL	7	Nil	Nil	10	Nil	20	10	Nil	20	10	Nil	20	97

SUPPORT FOR COMMUNITY STRATEGY PLANNING

Product/ Service	2003/04 Expenditure £000's			2004/05 Expenditure £000's			2005/06 Expenditure £000's			2006/07 Expenditure £000's			Total £000's
	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	
Software Development	Nil	150	Nil	Nil	Nil	10	Nil	Nil	10	Nil	Nil	10	180
Hardware Development	Nil	50	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	50
System Maintenance and licensing	Nil	Nil	Nil	10	Nil	Nil	10	Nil	Nil	10	Nil	Nil	30
TOTAL	Nil	200	Nil	10	Nil	10	10	Nil	10	10	Nil	10	260

E-RECRUITMENT

Product/ Service	2003/04 Expenditure £000's			2004/05 Expenditure £000's			2005/06 Expenditure £000's			2006/07 Expenditure £000's			Total £000's
	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	
Hosted Service	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Operational Management	5	Nil	Nil	10	Nil	Nil	10	Nil	Nil	10	Nil	Nil	35
TOTAL	5	Nil	Nil	10	Nil	Nil	10	Nil	Nil	10	Nil	Nil	35

E-RETENTION

Product/ Service	2003/04 Expenditure £000's			2004/05 Expenditure £000's			2005/06 Expenditure £000's			2006/07 Expenditure £000's			Total £000's
	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	
Service Development	Nil	Nil	40	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	40
Operational Management	Nil	Nil	Nil	10	Nil	Nil	10	Nil	Nil	10	Nil	Nil	30
TOTAL	Nil	Nil	40	10	Nil	Nil	10	Nil	Nil	10	Nil	Nil	70

CONTACT MANAGEMENT/JOINT ACCESS CHANNELS INC. 'MY ACCESS' & 'MY NEIGHBOURHOOD

Product/ Service	2003/04 Expenditure £000's			2004/05 Expenditure £000's			2005/06 Expenditure £000's			2006/07 Expenditure £000's			Total £000's
	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	
Software Development	Nil	350	Nil	Nil	Nil	30	Nil	Nil	Nil	Nil	30	Nil	440
Hardware Development	Nil	150	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	150
System Maintenance and licensing	Nil	Nil	Nil	20	Nil	Nil	20	Nil	Nil	20	Nil	Nil	60
Operational Management	Nil	Nil	Nil	10	Nil	Nil	10	Nil	Nil	10	Nil	Nil	30
TOTAL	Nil	500	Nil	30	Nil	30	30	Nil	Nil	30	30	Nil	680

SECURE JOINT INFRASTRUCTURE

Product/ Service	2003/04 Expenditure £000's			2004/05 Expenditure £000's			2005/06 Expenditure £000's			2006/07 Expenditure £000's			Total £000's
	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	
Network Maintenance	20	Nil	Nil	30	Nil	Nil	30	Nil	Nil	30	Nil	Nil	110
Extranet and Line Rental ⁸	100	Nil	Nil	180	Nil	Nil	180	Nil	Nil	180	Nil	Nil	640
TOTAL	120	Nil	Nil	210	Nil	Nil	210	Nil	Nil	210	Nil	Nil	750

⁸ Initial connectivity included in ODPM capital funding under Contact Management

SURREY E-PARTNERSHIP PROGRAMME OFFICE

Product/ Service	2003/04 Expenditure £000's			2004/05 Expenditure £000's			2005/06 Expenditure £000's			2006/07 Expenditure £000's			Total £000's
	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	Revenue	Extern	Capital Partners	
Office Staff	25	80	Nil	100	Nil	Nil	100	Nil	Nil	100	Nil	Nil	405
Strategic Development Project	Nil	Nil	10	Nil	Nil	10	Nil	Nil	Nil	Nil	Nil	20	60
Systems Comms & Marketing Staff Training	2	Nil	Nil	2	Nil	15	2	Nil	Nil	2	Nil	Nil	23
	Nil	20	10	30	Nil	Nil	30	Nil	Nil	30	Nil	Nil	120
	7	Nil	Nil	7	Nil	Nil	7	Nil	Nil	7	Nil	Nil	28
TOTAL	34	100	20	139	Nil	25	139	Nil	Nil	139	Nil	20	636

ANNEX 'E'

Proposed expenditure by partner organisation

	2003/04 £000's						
	%	Revenue	Capital	Total	Revenue	Capital	Total
Surrey County Council	24	39.84	25.2	65.04	39.84	25.2	65.04
NHS / 13	26	43.16	27.3	70.46	3.32	2.1	5.42
University / 2 FE Colleges / 4	6	9.96	6.3	16.26	1.66	1.05	2.71
Districts & Boroughs / 11	33	54.78	34.65	89.43	4.98	3.15	8.13
Surrey Police	7	11.62	7.35	18.97	11.62	7.35	18.97
National Probation	0.5	0.83	0.525	1.355	0.83	0.525	1.355
Learning Skills Council	1.5	2.49	1.575	4.065	2.49	1.575	4.065
Magistrates	0.5	0.83	0.525	1.355	0.83	0.525	1.355
Careers	0.5	0.83	0.525	1.355	0.83	0.525	1.355
Connexions	1	1.66	1.05	2.71	1.66	1.05	2.71
TOTAL	100	166	105	271			

	2004/05 £000's				Amount per individual £000's		
	%	Revenue	Capital	Total	Revenue	Capital	Total
Surrey County Council	24	133.92	30	163.92	133.92	30	163.92
NHS / 13	26	145.08	32.5	177.58	11.16	2.5	13.66
University / 2 FE Colleges / 4	6	33.48	7.5	40.98	5.58	1.25	6.83
Districts & Boroughs / 11	33	184.14	41.25	225.39	16.74	3.75	20.49
Surrey Police	7	39.06	8.75	47.81	39.06	8.75	47.81
National Probation	0.5	2.79	0.625	3.415	2.79	0.625	3.415
Learning Skills Council	1.5	8.37	1.875	10.245	8.37	1.875	10.245
Magistrates	0.5	2.79	0.625	3.415	2.79	0.625	3.415
Careers	0.5	2.79	0.625	3.415	2.79	0.625	3.415
Connexions	1	5.58	1.25	6.83	5.58	1.25	6.83
TOTAL	100	558	125	683			

	2005/06 £000's				Amount per individual £000's		
	%	Revenue	Capital	Total	Revenue	Capital	
Surrey County Council	24	143.52	28.8	172.32	143.52	28.8	172.32
NHS / 13	26	155.48	31.2	186.68	11.96	2.4	14.36
University / 2 FE Colleges / 4	6	35.88	7.2	43.08	5.98	1.2	7.18
Districts & Boroughs / 11	33	197.34	39.6	236.94	17.94	3.6	21.54
Surrey Police	7	41.86	8.4	50.26	41.86	8.4	50.26
National Probation	0.5	2.99	0.6	3.59	2.99	0.6	3.59
Learning Skills Council	1.5	8.97	1.8	10.77	8.97	1.8	10.77
Magistrates	0.5	2.99	0.6	3.59	2.99	0.6	3.59
Careers	0.5	2.99	0.6	3.59	2.99	0.6	3.59
Connexions	1	5.98	1.2	7.18	5.98	1.2	7.18
TOTAL	100	598	120	718			

	2006/07 £000's				Amount per individual £000's		
	%	Revenue	Capital	Total	Revenue	Capital	
Surrey County Council	24	143.52	28.8	172.32	143.52	28.8	172.32
NHS / 13	26	155.48	31.2	186.68	11.96	2.4	14.36
University / 2 FE Colleges / 4	6	35.88	7.2	43.08	5.98	1.2	7.18
Districts & Boroughs / 11	33	197.34	39.6	236.94	17.94	3.6	21.54
Surrey Police	7	41.86	8.4	50.26	41.86	8.4	50.26
National Probation	0.5	2.99	0.6	3.59	2.99	0.6	3.59
Learning Skills Council	1.5	8.97	1.8	10.77	8.97	1.8	10.77
Magistrates	0.5	2.99	0.6	3.59	2.99	0.6	3.59
Careers	0.5	2.99	0.6	3.59	2.99	0.6	3.59
Connexions	1	5.98	1.2	7.18	5.98	1.2	7.18
TOTAL	100	598	120	718			

	4 year Total £'000s			
	%	Revenue	Capital	Total
Surrey County Council	24	460.8	112.8	573.6
NHS / 13	26	499.2	122.2	621.4
University / 2 FE Colleges / 4	6	115.2	28.2	143.4
Districts & Boroughs / 11	33	633.6	155.1	788.7
Surrey Police	7	134.4	32.9	167.3
National Probation	0.5	9.6	2.35	11.95
Learning Skills Council	1.5	28.8	7.05	35.85
Magistrates	0.5	9.6	2.35	11.95
Careers	0.5	9.6	2.35	11.95
Connexions	1	19.2	4.7	23.9
TOTAL PARTNERS	100	1920	470	2390
TOTAL CAPITAL ODPM			1010	1010
TOTAL PARTNERS AND ODPM				3400

Version Control
 Version: 1.00
 Status: final

Author: Steve Batley/Nigel Hannam
 Last amended by: Nigel Hannam
 Owner: Programme Office
 Date: 31/07/2003

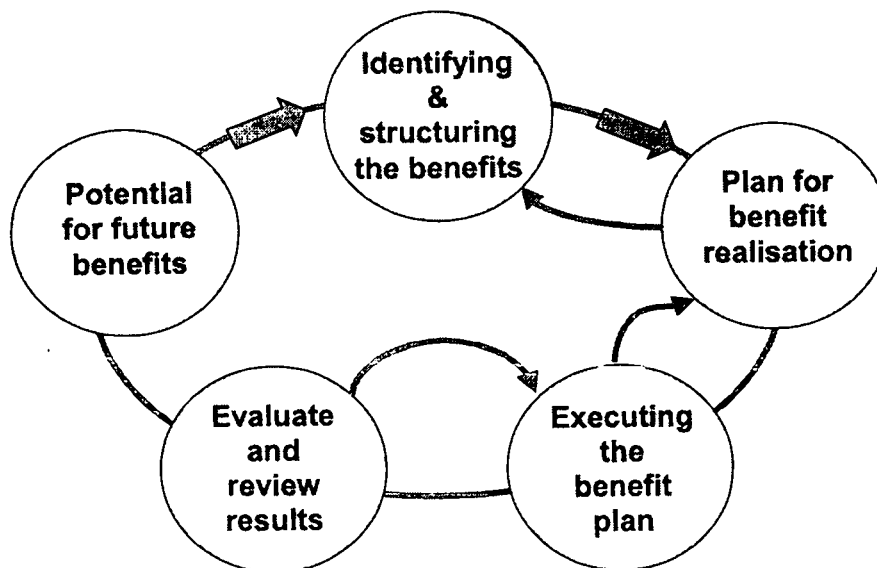
ANNEX 'F'

Benefits

Benefits Analysis and Realisation Plan for Surreye-Partnership

The benefits analysis and realisation plan for the Surreye-Partnership has been developed to support the 4 year outline business case.

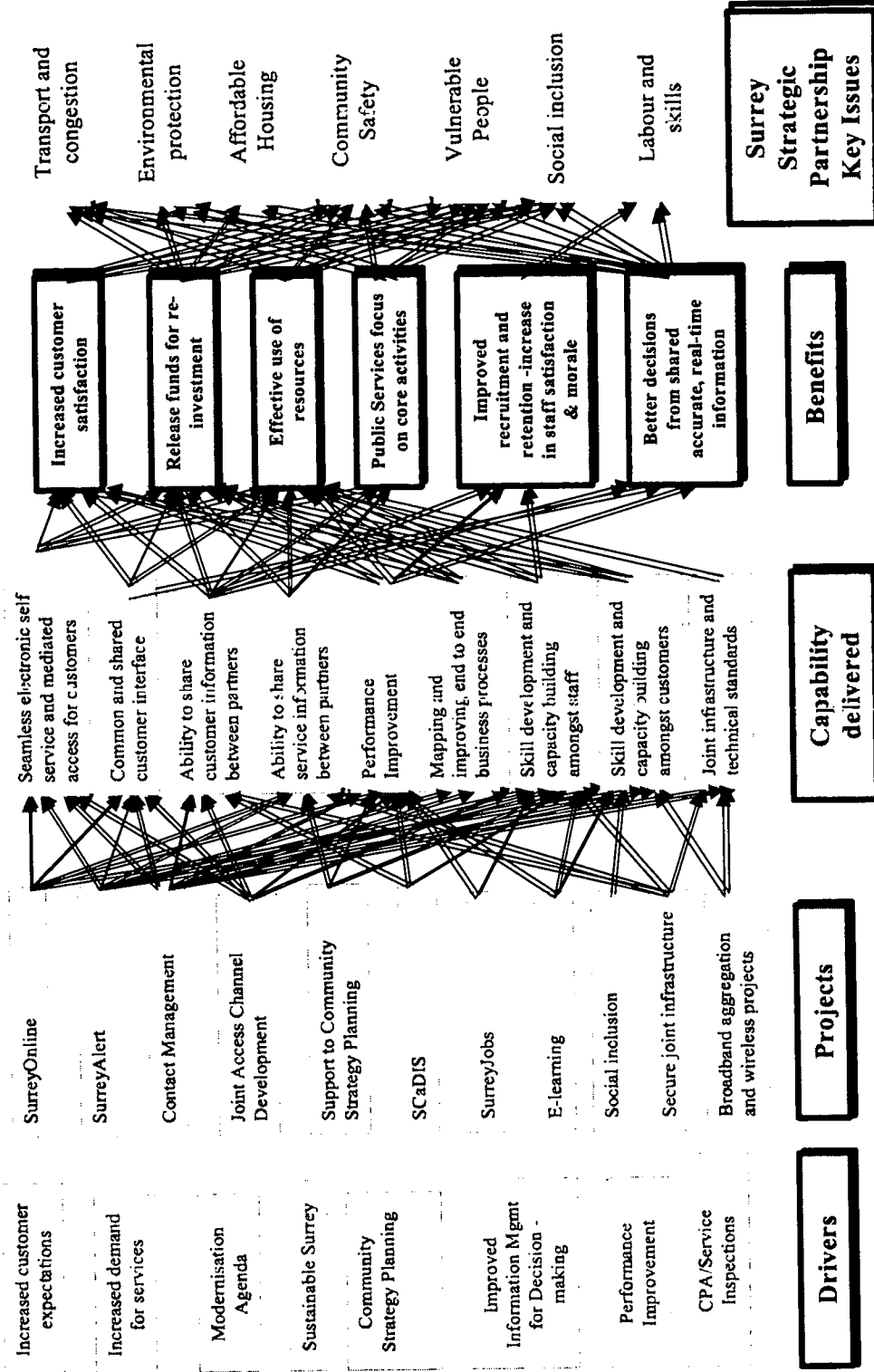
It is based on a structured process that identifies the benefits, produces a plan for their realisation and then evaluates and reviews the results with the capability to identify further benefits.



The plan will follow the stages shown above and the project plan outlined below.

Activities	Q1 / 03			Q2 / 03			Q3 / 03			Q4 / 04			Q1 / 04		
	April	May	June	July	August	September	October	November	December	January	February	March	April	May	June
Surreye-Partnership Benefits Analysis and Realisation Plan															
Identification and structuring of benefits															
Initial benefits identified and structured															
Further development of benefits analysis with stakeholders															
Benefits realisation plan															
Develop initial benefits realisation plan															
Validate and agree with stakeholders															
Execution of benefits realisation plan															
Implement performance measures															
Implement benefits realisation detailed actions and plan															
Monitor performance measures															
Review and evaluation															
Review benefits realisation and evaluate results															
Identify potential for further benefits realisation															
Ongoing benefits realisation															
Ongoing benefits realisation to end of programme															

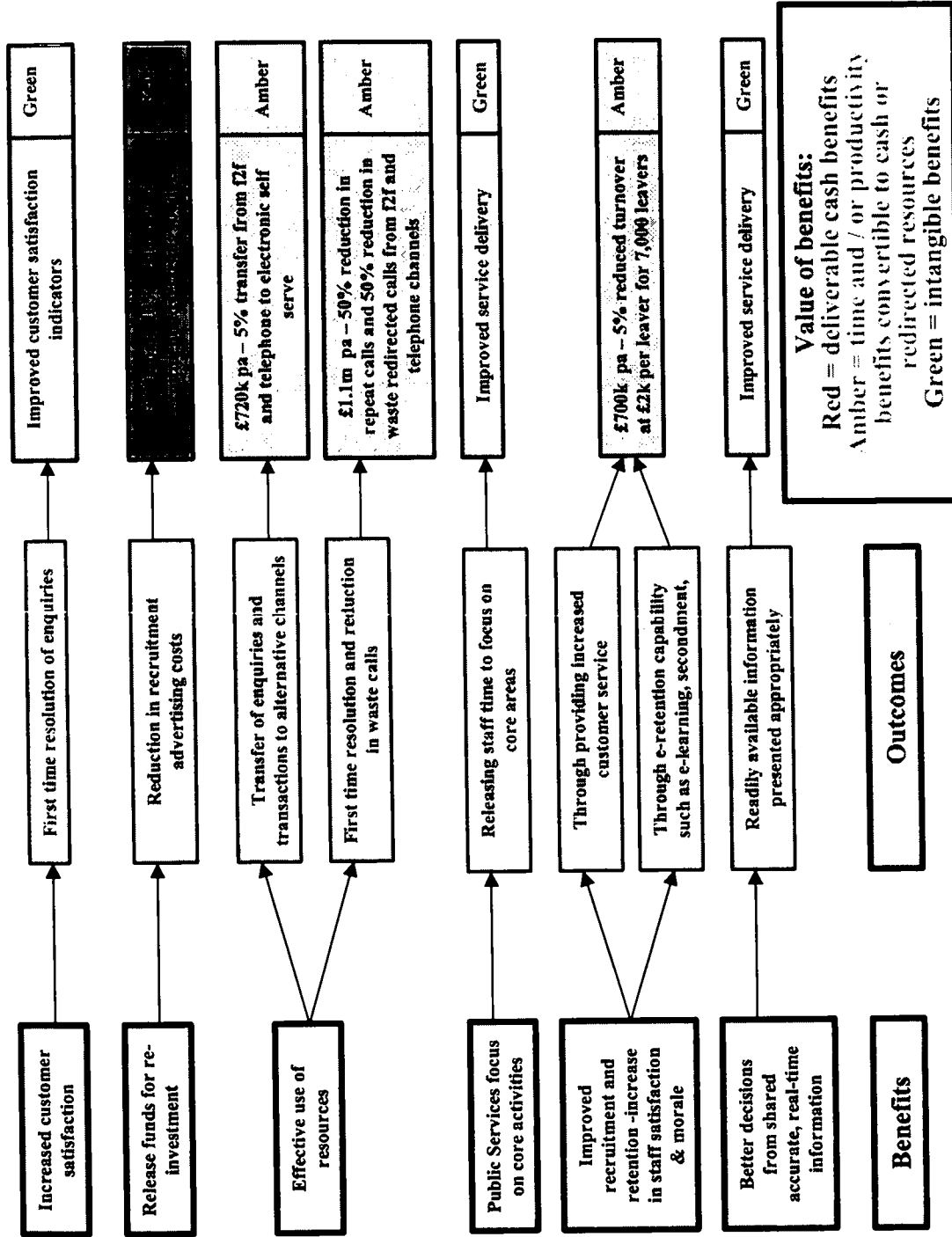
Surrey-Partnership Programme Benefits Map



Version Control
Version: 1.00
Status: final

G:\E-SERVICES\SURREY E-PARTNERSHIP\le-partnership Development\Outline Business Case v1.00.doc

Author: Steve Bailey/Nigel Hannam
Last amended by: Nigel Hannam
Owner: Programme Office
Date: 31/07/2003
Page: 44



Author: Steve Bailey/Nigel Hammam
 Last amended by: Nigel Hammam
 Programme Office
 Date: 31/07/2003
 Page: 45

Version Control
 Version: 1.00
 Status: final

Benefit calculation assumptions

Benefit	Category	Value	Assumptions
Reduction of recruitment advertising costs	Red	£700k pa	Total recruitment advertising budget across the partnership of £7m ⁹ reduced by 10% by use of generic adverts referring to SurreyJobs.info
Reduced staff turnover	Amber	£700k pa / 35 FTE	7,000 leavers pa across the partnership ¹⁰ excluding retirements at a cost of £2k per leaver excluding advertising (source – Audit Commission) reduced by 5%. Cost of FTE employment assumed as £20k
Access channel migration	Amber	£720k pa / 36 FTE	Estimated service contact volumes of 600,000 pa face to face, 5,400,000 pa telephone across partners ¹¹ . Cost of £1.84 for Contact Centre call (source – Landmark consultancy work for SCC), £9 per contact face to face (source – Office E-Envoy), £0.12 for electronic transaction. 5% transfer from f2f and telephone to electronic self serve. Cost of FTE employment assumed as £20k
Improved contact handling	Amber	£1.1m pa / 55 FTE	See estimated service volumes and cost assumptions above. 15% of contacts are waste calls to the wrong source and 15% are repeat calls (source – Landmark consultancy work for SCC). Target and value based on a 50% reduction in waste and redirected calls from f2f and telephone channels. Cost of FTE employment assumed as £20k
Total	Red	£0.7m pa	Deliverable cash benefits
	Amber	£2.53m pa / 126 FTE	Time and / or productivity benefits convertible to cash or redirected resources - Cost of FTE employment assumed as £20k

⁹ The breakdown of estimated costs are as follows: -£000's – 1.2 SCC/1.1 Districts and Boroughs (collectively)/0.5 Surrey Police/ 2.5 NHS/ 1.7 remaining partners (collectively)

¹⁰ Churn averages approximately 7000 p.a. (14%) based on 50,000 FTEs across the partnership

¹¹ Based on 0.5m SCC, 1.8m Districts and Boroughs, 1m Surrey Police, 1m HE and FE, 1.2m Health, 0.4m

remaining partners

Version Control
Version: 1.00
Status: final

Author: Steve Bailey/Nigel Hannam
Last amended by: Nigel Hannam
Owner: Programme Office
Date: 31/07/2003
Page: 46

Benefits by Project

Work Programme	Benefits to the Citizen	Benefits to the Partners
SurreyOnline	<ul style="list-style-type: none"> • Easy access to services • No knowledge of the service provider needed • Same level of service from whichever access point is used • Caller agent can quickly access other partners information and services on-line • Provides one point of reference • Higher quality services 	<ul style="list-style-type: none"> • Supports individual web sites and service developments • Reduces operator time in accessing information • Offers the opportunity for collaborative marketing of services and information • Can be used in conjunction with existing back office services • Is the foundation for ongoing development • Caller agent can quickly access other partner's information and services on-line • Provides one point of reference • Higher quality services
E-Recruitment of staff	<ul style="list-style-type: none"> • Electronic application capability • Access to a wider variety of job opportunities • Greater interactivity with potential employers • Speedier recruitment process 	<ul style="list-style-type: none"> • Lower recruitment costs • Greater target market penetration • Improves service image • Attracts a broader range of applicants for the whole public sector • Meets the applicants expectation of a modern and progressive service
E-Retention of staff	<ul style="list-style-type: none"> • Gives easier access to career opportunities within the partnerships • Employees can see the 'bigger' picture in terms of career opportunities 	<ul style="list-style-type: none"> • Improves the sustainability of the employee base • Reduces recruitment costs • Maintains and improves standards of service • Allows for shared learning • Increases employee skills
SurreyAlert	<ul style="list-style-type: none"> • Provides instant access to up to date information • Gives a 'holistic' picture of what is happening and what is being done about it • Provides accurate information upon which to act • Use of web based services reduces the risk of not being able to access services by other means, e.g. telephone 	<ul style="list-style-type: none"> • Decisions instantly logged and acted upon • Information available to all partners • All partners have the same level of knowledge • Partners can instantly brief themselves when starting work • Provides a 'holistic' view of the incident
Support for Community Strategy Planning	<ul style="list-style-type: none"> • Provides the means to electronically access and exchange information and views on local community issues • Allows interaction with elected members, community leaders and service providers 	<ul style="list-style-type: none"> • Makes citizens more accessible • Raises the profile for leaders and elected members • Raises the profile of public services
SCaDIS	<ul style="list-style-type: none"> • Provides up to date community safety information • Gives a holistic view of community safety and crime • Promotes well being reduces fear of crime 	<ul style="list-style-type: none"> • Allows for the sharing of secure information • Maps trends that can be accessed by all partners • Raises awareness within Crime and Disorder Reduction Partnerships
Contact Management	<ul style="list-style-type: none"> • Provides service at the first point of contact • Voice call can be transferred to service provider • Information only required to be given once 	<ul style="list-style-type: none"> • Shortens transaction times with citizen • Puts information at the first point of contact • Makes more use of existing resources • Maximises capacity of network
Secure Joint Infrastructure	<ul style="list-style-type: none"> • Services can be transacted securely • The citizen can be transferred between service providers more easily • Services can be delivered more quickly • Services can be transacted more quickly 	<ul style="list-style-type: none"> • Provides leading edge technology at low cost • Network support and maintenance can be managed from one point • Reduces individual capital and revenue costs • Information and services can be accessed quickly and easily

ANNEX 'G'

Risk Analysis

RISK	POTENTIAL EFFECT	LEVEL H/M/L	PROPOSED COUNTERMEASURES
All partners do not participate	<ul style="list-style-type: none"> Increases the ongoing revenue costs for the remaining partners to maintain and further develop their services If a significant number of partners were unwilling to participate then a strategic decision would have to be made as to whether continuance of all or part of the programme should be scaled down, abandoned or re-prioritised 	H M	<ul style="list-style-type: none"> Ensure sufficient partners participate to create sufficient critical mass Work with those partners to identify key benefits and understand reasons for their non participation should they still not wish to participate
Capital funding insufficient to meet project/ implementation costs	<ul style="list-style-type: none"> Could reduce the capacity of the partners to deliver all projects and place additional unplanned expense on them May require some re-prioritisation of which projects to retain 	M M	<ul style="list-style-type: none"> Ensure budgetary estimates are completed at the beginning of the process and regularly monitored Ensure any potential overspend is identified early enough to allow for effective remedial action to be taken
Systems may not deliver the expected levels of service	<ul style="list-style-type: none"> Partners may consider withdrawing from the agreement It could reduce the quality of service delivery to the citizen It could raise the level of complaints 	M H H	<ul style="list-style-type: none"> Ensure good communications with and participation of partners Implement measures to define and benchmark levels of quality against existing service Measures above should counteract this risk
Revenue funding predictions too low	<ul style="list-style-type: none"> Would give the partners unplanned expense that they may choose or be able to incur. May cause partners to withdraw from the project 	M M	<ul style="list-style-type: none"> Ensure revenue expenditure is identified prior to implementation Ensure partners are kept fully informed and involved in ongoing budgetary issues and decision making
Increases demand for services	<ul style="list-style-type: none"> Reduces the capacity of the organisation to handle service demands Partners have to incur additional unplanned expense to manage increase 	H H	<p>For both effects:</p> <ul style="list-style-type: none"> Design the processes and systems to handle the increased demand within planned resource levels.
ODPM funding cannot be spent within the timescale	<ul style="list-style-type: none"> Could result in all or part of the funding being returned to the ODPM 	L	<ul style="list-style-type: none"> Build in sufficient lead times for systems procurements
Projects fail to meet bid objectives against which funding was awarded	<ul style="list-style-type: none"> Could result in the ODPM demanding return of all or part of funding awarded 	L	<ul style="list-style-type: none"> Ensure project and bid objectives are matched.

ANNEX 'H'

Programme Governance and Management

