

# Application Form

## ICT and Business Improvement Projects



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<b>New Project Name:</b>	BDC Digi-TV Services for Breckland Council
<b>Project Type:</b>	Integration/Interfacing
<b>Supplier (if applicable):</b>	Looking Local, Kirklees Council
<b>Proposed Use:</b>	To set up a Digi-TV channel for Breckland Council enabling residents who have access to a digital TV, a mobile phone and/or a Nintendo Wii connected to the internet to access a range of services and information provided by Breckland Council and our partners.
<b>Funding:</b>	Combined

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<b>Service:</b>	Housing
<b>Date Submitted:</b>	26/03/10

**If you require help with completing this application form please refer to the guidelines at the end of the document.**

**Please also refer to the Policy for Introduction of ICT/BI Projects.  
(Also found at the end of this Document)**

## Section A - Use

### Please describe what it is you are applying for?

As part of the development of Breckland Key Select (the Council's choice based lettings system) the Council is to use Digi-TV to improve the accessibility and customer interaction with the scheme. It is recognised, however, that this will only use a fraction of the capacity available and as such the opportunity exists for the Council to potentially offer a wide range of its services via Digi-TV.

The scope of such a project would however be substantial and as such it is suggested that the proposed project be phased in the following way.

Phase 1.

Breckland Key Select services to be made available through a Digital TV Service (including related housing pages) provided by Looking Local. Funding is in place to enable this to take place for year one and funding will be sought for future years from the income derived from RSL partners paying for the service.

Phase 2.

Additional Council Services to be made available through the Digital TV Service. Services could include hosting a wide range of information for Digital TV residents to view and online forms allowing customers to access a range of interactive services, both from the Council and partner organisations. The scope of additional services and information that can be utilised on the Digital TV platform are enormous. Examples of local schemes can be accessed via Looking Local now and include Wherry Housing Association and Norfolk County Council.

Housing and Environmental Health could act as the pilot for additional services with the view of informing future service areas as to the capabilities, practicalities and successes of using Digi-TV.

Services could include;

Information available on the BDC Digi-TV channel relating to housing advice, money advice, landlords and tenants, energy efficiency, landlord accreditation, housing standards, benefits and council tax, dog warden services, licensing and useful contacts to name but a few.

Digi-TV forms could be created to enable residents to report empty homes, over crowded homes, rough sleepers, noisy neighbourhoods, food quality complaints and much more.

A.1

### What business problems and opportunities are addressed by the proposed project?

Adding a Breckland Council Digi-TV channel is a great way to further increase the ways in which residents can access our service. Better lines of communication will help more residents, especially vulnerable residents, to access services. Making information available (including interactive services) may assist the Council to reduce the scale of avoidable contact and ultimately make efficiencies. Residents would be able to access a choice of information about the Council and its services via their TV sets.

While the flexibility and interactivity of Digi-TV services provide a good way to reach a wider audience, it does present potential challenges. Increasing the ways in which residents can communicate with the Council may increase the volume of enquiries if the system design, development and interaction with other Council systems is not considered carefully.

Phase 1.

It is anticipated that Looking Local services will be able to communicate with Breckland Key

A.2

Select by use of a 'plug in' developed initially for the Breckland Key Select service. Essentially by using a simple XML API we can integrate back-end databases with our site to offer a range of real time end to end transactions. These may be information transactions, personalised, account or even financial transactions. This will ensure that the service is fully integrated with Breckland Key Select.

#### Phase 2.

The Breckland Key Select service will only use a fraction of the capacity available to us through Looking Local services. There are a huge variety of ways in which the Council can utilise Digi-TV. The annual cost (fixed cost and content management and support cost) as mentioned in G.1 of this document, allows Breckland Council to add (within reason) any service we wish to our Digi-TV channel and any number of pages. This puts in perspective the huge scope of this service.

If additional Council (or external partners) services are added to the BDC Digi-TV channel, then research should be completed to determine the best way of achieving a user friendly experience (end to end processing) prior to the launch and marketing of key Council services.

There are two potential risks associated with both phases;

1. There is potential risk to the Council if its information is not kept up to date and therefore residents are misled. An easy solution to this potential risk would be for Service Areas wishing to have a Digi-TV presence, to incorporate checking and updating their Digi-TV Services as part of their procedure for updating their content on Breckland Council's website.

2. If we wish to explore interactivity with our current systems, there are potentially additional costs. If for example a customer wishes to raise a complaint about excessive noise in their neighbourhood, we could explore creating a Digi-TV page and form so customers can report the problem directly. Once the complaint is raised, an email would be sent to an address of our choosing. However, it does not feed through our current reporting systems, such as Lagan with the associated disadvantage of having an additional process. We can, however, invest in a plug-in, which will simply enable the Digi-TV channel to communicate with Lagan. This will mean that the form will be received at Breckland Council in the same way as someone sending in a form from our website, through Lagan, and will be dealt with in the same way.

A plug-in will be purchased from Civica, which is required for Breckland Key Select to interact with the BDC Digi-TV Channel. This forms part of phase 1 and will be paid for through our existing funding for delivering Breckland Key Select through Digi-TV. In all probability, there will be a cost associated with additional plugs-in, should the Council wish for the process to be integrated with our current systems, such as Lagan.

3. Missed opportunities. We have the opportunity to create additional services at no additional cost as mentioned above. However, if no additional services are developed, we risk not maximising our investment.

4. Higher than expected customer contact. We can predict the number of enquiries we will receive through interactive services based on other Local Authorities experiences of launching different services on Digi-TV. An example of which is sighted in B.3 of this document. However, there is still a risk that we receive more service requests than we were prepared for and are able to act upon within an acceptable time-frame. Contingencies should be considered for each Digi-TV service.

#### **Who will be using the systems and/or new processes and at which location?**

**A.3**

Any resident can access Digi-TV services if they have Virgin TV, Sky and in some cases, Freeview. The pages can also be accessed using a mobile phone or a Wii connected to the internet. Looking Local inform us that nationally, with all these methods of communication combined, 90% of the population could access Digi-TV Services, with 55% alone able to access digital interactive TV.

The 10% of residents that cannot access the services through any of the methods stated above

	<p>can still access the Council services through existing methods. In addition, customers who do not have access to a computer and/or internet access at home, could access the Council's services by visiting a library and using the internet.</p> <p>There will of course be a small proportion of residents who still find it difficult to access the Council's services. However, Digi-TV services will increase the number of customers that can access services day or night from their home and will no doubt be a welcome addition in a rural district.</p>
<b>A.4</b>	<p><b>What are the likely or possible changes in working practices, which will result from the introduction of the proposed system/process?</b></p> <p>If we do not use a plug-in to link Digi-TV services with our current systems (e.g. Lagan) the only additional processes would be managing the Digi-TV service requests through a new or existing email account.</p>

## Section B – High Level Benefit Analysis

	<p><b>Please list any expected benefits, particularly those with productivity, efficiency and cashable gains.</b></p>
<b>B.1</b>	<p>There are many reasons why adding a Breckland Council Digi-TV could be beneficial to the authority, our partners and our residents.</p> <ol style="list-style-type: none"> <li>1. All Breckland Council residents will have switched to digital TV by 2011, which means it is likely more residents will be using Digi-TV services.</li> <li>2. Using interactive Digi-TV to contact the Council is free for our residents and other Local Authorities have demonstrated how it has, in all probability, saved the Council money. An example of which is detailed in section B.3.</li> <li>3. According to Looking Local, over 80% of homes have digital TV today and over 55% of homes can interact via their digital TV.</li> <li>4. Interactive Digi-TV is available 24 hours a day 7 days a week.</li> <li>5. The Breckland Council Digi-TV site could enable residents to report a range of issues, find out local information and access a wide range of services, including viewing and bidding on properties using the Breckland Key Select service.</li> <li>6. Journey planning and traffic/transport news from Transport Direct, searching for a job with Jobcentre Plus and advice from the Legal Service Commission could potentially be added to our content and services.</li> <li>7. Interactive Digi-TV can be used to run polls, local consultations and pages can be added to allow contact with Councillors, MPs or MEPs. In terms of the process, it would essentially be the same as receiving an email.</li> <li>8. Interactive Digi-TV gives our residents yet another channel of communication with us, increasing the number of ways customers can contact us. In such a rural district, this is a huge benefit.</li> <li>9. When the analogue switch-off comes, Local Government should be a key player in leading the local change. Switch off is not just about more TV channels, but offering a new way of communication. Councils can help the community in understanding this by helping them make the most of this new technology and providing useful services to help a range of people.</li> <li>10. Digi-TV continues to show Breckland Council as a forward thinking authority who utilises best practice and the latest technology to offer better, more accessible services to our residents.</li> </ol>
<b>B.2</b>	<p><del>Please list any expected benefits, particularly those with improvements in accessing</del></p>

	<p><b>information for customers, staff, stakeholders, and members.</b></p> <p>In phase 1, meeting the housing needs of our residents is hugely important and providing additional ways for residents to access affordable housing through Breckland Key Select will help us meet that need.</p> <p>In phase 2, additional Digi-TV services can further increase the scope of this channel of communication, bringing more information and interactive services to our residents finger tips.</p> <p>The Digi-TV services (be it by TV or mobile) may reach up to 90% of the Breckland's population, helping residents to access our services in an easy and straightforward way – this may be the first time some of our residents have been able to access Council's services in an interactive way, instead of having to call or visit our offices.</p>
<p><b>B.3</b></p>	<p><b>Please list any identified financial benefit (capital &amp; revenue savings) which this system is expected to deliver. Please provide factual evidence.</b></p> <p>Using interactive Digi-TV to contact the Council is free for our residents and other Local Authorities have demonstrated how it has, in all probability, saved the Council money.</p> <p>The following example was provided by Looking Local to help demonstrate the probable cost savings Digi-TV can offer.</p> <p>INtouch Kirklees is consistently a high performing site on Looking Local. In December 2009, there were 2,575 sessions on INtouch. In the first two weeks of January 2010, when Kirklees was badly affected by the snow, average usage increased to over 1,000 sessions per week, as users received regular updates about transport, schools, gritting, service disruptions and support.</p> <p>Based on the fact that many of the people using INtouch would otherwise be using face-to-face channels and the telephone, this offers significant savings.</p> <p>Even if we only consider the cost of a phone call (which is the primary alternative channel Looking Local users cite as how they contact the Council) at the SOCITM Insight 2008 figure of £3.22 this would mean that in December 2009 alone the savings can be calculated as £8,291.50. If we take this over a year, it equates to £99,498, minus the £15,000 annual subscription - this is a £84,498 annual saving.</p> <p>One of the best ways of analysing cost savings, would be to build in questions related to 'using Digi-TV as an alternative to calling the Council' into customer feedback forms.</p> <p>For example, in a Breckland Council feedback form, we could include a question that asks 'please state how many occasions you have used Breckland Council Digi-TV services where you would normally have contacted the Council by phone or visited our offices?'</p> <p>Whilst we cannot hope to capture this information from every Digi-TV user, this will allow us to perform a cost benefit analysis of the service on a proportional basis. Regular surveys of this type will enable us to track performance over time.</p>
<p><b>B.4</b></p>	<p><b>To help support the business case, please list any other potential benefit not listed or described above.</b></p> <p>Additional Digi-TV services can be added at any time without incurring additional servicing or implementation costs from Looking Local (dependant on the level of integration we want, there may be a cost for plug-ins – as explained in section A.2 of this document).</p> <p>Breckland Key Select will only use a fraction of the capabilities available through Digi-TV and creates the scope to develop other Digi-TV services.</p>
<p><b>B.5</b></p>	<p><b>How does the project deliver improved monitoring for performance (e.g. National Indicators)</b></p> <p>Looking Local provides the Council with full CMS access enabling us to view the BDC Digi-TV usage data in a wide variety of ways including; our total visits per day (and breakdown of time</p>

of day), total session visits and plug-in uses. We also have ability to view which channel (Sky, mobile, Wii, etc) has been used to access the site, the screens residents have visited, the length of time for each visit, plus much more. It's a comprehensive system enabling us to log on 24/7 to access this information.

## Section C – Relationship to the Corporate Business Plan

**Please list and define known relationships to Corporate Business Plan/LAA.**

C.1

The services delivered by Digi-TV link with Corporate Business Plan under the sections; 'Prosperous Communities, developing flourishing rural communities' and 'Entrepreneurial Council, maximise the potential of the Council's technology to meet current and future needs'.

The service developed through Breckland Key Select assists in meeting our independent living targets of NI141 and 142 which encourages people to support themselves and make planned moves from supported accommodation. Greater access to information underpins (indirectly) some of this work.

**Please explain how the proposal will meet and deliver the objectives from the Corporate Business Plan**

C.2

BDC Digi-TV Services will help develop flourishing rural communities in the following ways;

In phase 1, it will enable residents that may not have access to an internet enabled computer in their home to view and bid for affordable housing in Breckland. In phase 2, with additional Council services, the scope for helping communities to flourish is huge. Simply giving residents access to money advice and benefits/council tax information could have a large impact.

Digi-TV offers huge benefits for a rural district and will ensure that villages enjoy reasonable access to basic services. Whether rural or urban, Digi-TV will also help those who are older, disabled or suffer from health problems to access Council services. A great example of the innovation of Digi-TV is demonstrated by residents being able to access Digi-TV services through the Wii. This can be a great help for those residents that are older and find it difficult to use a traditional remote control or computer mouse/keyboard.

BDC Digi-TV Services will help maximise the potential of the Council's technology to meet current and future needs of our residents.

This proposal will also contribute to the Governments 'Place Survey' enabling greater audience participation which could increase Council's score for 'Overall Satisfaction'

## Section D – Risk Assessment

**How will the system enable better management of risks identified in the Council's Risk Register? Please provide comprehensive list.**

D.1

In phase 1, Breckland Key Select being available through Digi-TV will directly contribute to RSH06, defined as increasing numbers of vulnerable customers accessing services.

Additional BDC Digi-TV services may contribute to other factors on the Council's risk register, which will need to be assessed at the time

**How will additional risks introduced during or after the project be managed?**

D.2

Additional risks will need to be assessed as Council services are added to the Digi-TV channel.

**What cost savings (if any) have been identified to reduce/eliminate risks through the proposed system?**

D.3

	N/A
D.4	<b>What is the risk of doing nothing?</b>
	As phase 1 has the funding available to complete the project, which includes the set-up and implementation of a Breckland Council Digi-TV Chanel, there is a risk that the channel will only be used for Breckland Key Select and related housing pages. Whilst this is an excellent project in its own right, it will only use a fraction of the possibilities afforded to us and we will have missed an opportunity to add additional services.

## Section E – Other Reference Sites

E.1	<b>What other reference site is the system/process currently in use? Please provide a list of references and contact details (e.g.: names, telephone numbers and/or e-mail addresses).</b>
	<p>The Looking Local service is provided by Kirklees Council and used by over 80 Local Authorities and Housing Associations across the UK. Many good examples of how Local Authorities can utilise Digi-TV can be found in the 'Looking Local Marketing Pack'.</p> <p>They are too numerous to mention within this document, however, I have included a couple of examples below.</p> <p>Locally, Greater Norwich Housing Options provide their Choice Based Lettings system through Looking Local with additional services including; a questionnaire, legal help, job search, transport information and GP Services.</p> <p>Wherry Housing Association also have a presence on Digi-TV, including information on new events, reporting anti-social behaviour, finding a home, benefits, rent arrears, home improvements, consultations. Plus the national links such as, job search, health, transport information and legal advice.</p> <p>Norfolk County Council are also developing a Digi-TV site which will be available shortly for their adult social services department.</p> <p>Further afield, Leicester City Council have some good examples of Environmental Health Services, including dog wardens, food safety, health and safety at work, pest control and insect identification service.</p> <p>North Tyneside Council have some good examples of building control, planning, recycling and waste and sustainable development services.</p> <p>Looking Local are happy to provide best practice examples of Digi-TV services that have been created by other Local Authorities. These can be used to help us build our own services.</p> <p>Links are available if required.</p>

## Section F – Alternatives Investigated

F.1	<b>What alternatives have been considered in reaching this recommendation? Please list.</b>
	<p>Breckland Key Select will be available online, by phone and text. Digi-TV offers customers who do not have easy access to the internet the ability to view and bid on properties through their TV.</p> <p>In terms of all other Council services, these are obviously available through the current means, phone, website etc and Digi-TV simply provides another channel of communication.</p>
F.2	<b>Please explain for each option why these are not the preferred solutions?</b>
	N/A

F.3	<p><b>Has consideration been given to the underlying service processes before considering an ICT solution? Please explain giving detail.</b></p>
	<p>Phase 1.</p> <p>We have explored how Breckland Key Select will integrate with existing systems and as stated earlier in this form, with the addition of a 'plug-in' from Civica, no additional processes will be created.</p> <p>Phase 2.</p> <p>As stated earlier, dependant on the level of functionality the Council prefers, further considerations will need to be made when exploring additional BDC Digi-TV services.</p>

## Section G – Costs & Support

G.1	<p><b>Please give an indication of expected overall project costs (capital &amp; revenue)?</b></p>
	<p>The costs for the service are as follows. We are still awaiting a quote from Civica for the 'plug-in' required for Digi-TV to be linked with Breckland Key Select;</p> <p>Fixed price cost for the first year; £12,000</p> <p>Fixed price cost for any subsequent years; Any increases (to the annual £12,000 cost) will be in line with RPI. A framework for price increases is covered in the contract.</p> <p>Content management and support; £3,000 annually</p> <p>£price to be confirmed for Civica Plug-in.</p> <p>Total cost for the first year is £price to be confirmed, which includes the set-up and content management of BDC Digi-TV pages.</p> <p>Costs may increase next year as set out above.</p> <p>Provision should also be made for marketing Digi-TV. This figure will be entirely dependant on the ways in which the council wishes to publicise Digi-TV and how often. Decisions will no doubt be informed by how successful the campaigns are.</p> <p>Although there are currently no foreseen additional costs associated with phase 1, it may be wise to allocate 10% of the budget for contingency planning.</p>
G.2	<p><b>Please indicate the expected source of funding? (e.g. Corporate, Service, ICT)</b></p>
	<p>Phase 1 will be funded by the Hosuing Service.</p> <p>If the Council wishes to incorporate additional pages into Digi-TV, then a Corporate budget could be considered for subsequent years.</p>
G.3	<p><b>Who will provide annual maintenance and support?</b></p>
	<p>Content is provided by Breckland District Council and uploaded and managed by Looking Local. This is included in the cost. The Looking Local service is a completely managed service provided by Kirklees Council and used by over 80 Local Authorities and Housing Associations across the UK. All technology is centrally hosted and managed as part of the service.</p> <p>Looking Local also have extensive experience in assisting local marketing efforts. They have also produced a 'marketing pack' which sets out how to get the best from Digi-TV services from a marketing perspective.</p>
G.4	<p><b>Will Steria be required to provide support for the project and the ongoing support?</b></p>
	<p>Steria may be required during the project implementation of phase 2, such as opening ports, however this is not necessarily required. Further technical specifications are available on request.</p>

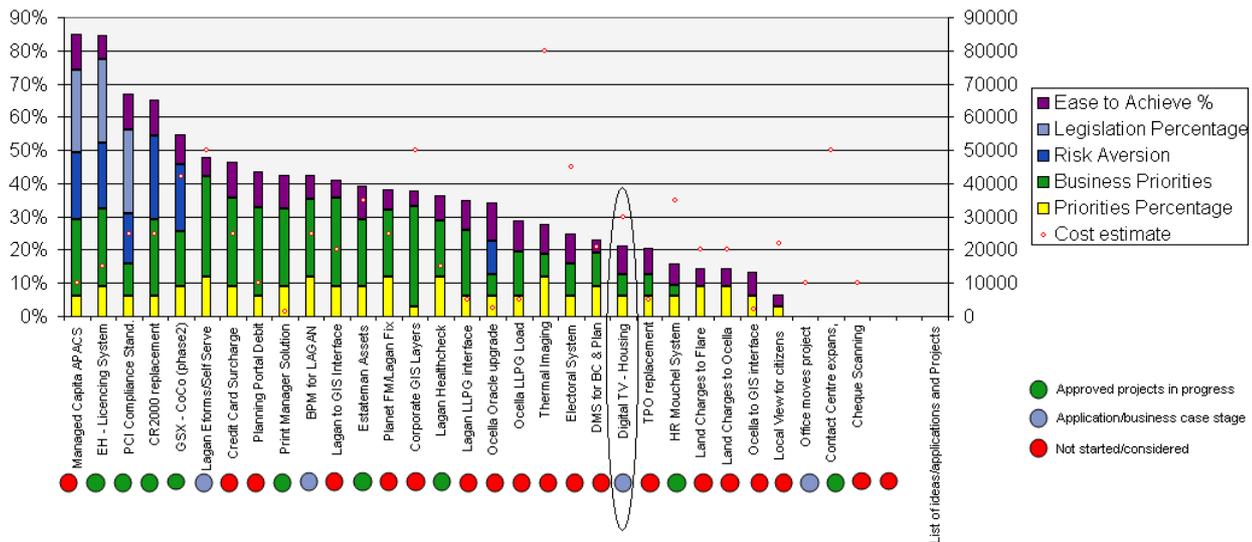
	<b>Please indicate how you intend to resource the project?</b>
G.5	Phase 1 will be resourced by the Housing Strategy and Development Officer, with support from the Principal Housing Officer (Strategy and Enabling).
	Phase 2. If the Council wishes for the Housing and Environmental Health team to pilot additional Council services, then the Housing Strategy and Development Officer and any required additional resource within the teams, will be assigned to the project.  For additional Council services outside of the Housing and Environmental Health team, Service Areas will need to assign their own resource to these projects.
	<b>Please indicate who will be sponsoring the project?</b>
G.6	Anita Brennan, Assistant Director of Health and Housing.
	<b>Will the project impact on any other Service? Explain how?</b>
G.7	If the Council decides to add additional services then there may be an impact on other services and these will need to be assessed at the time. Digi-TV services for Breckland Key Select will not impact on other services.

## Section H – Impact on External Parties

	<b>Please provide details on any potential impact on external agencies &amp; partners which the new process/system is likely to affect.</b>
H.1	If the Council decides to add additional services then there may be an impact on external agencies & partners and these will need to be assessed at the time.
	<b>Please indicate where the project is required due to Government targets or Legal obligation? If yes, how and what are the timescales for compliance?</b>
H.2	There is no Government target or legal requirement to have Digi-TV services.

## Section I – Training

	<b>Please provide any training/skills transfer information?</b>
I.1	N/A
	<b>Please explain how training will impact your current operation and workload.</b>
I.2	N/A



Note: Sections J,K to be completed by ICT/BIT.

## Section J - Scoring

	Project Score	Programme Rank
J.1	21%	22/31

## Section K – Comments (see Appendix A for detailed response)

### ICT

#### Kevin Taylor (Head of ICT)

##### *General:*

- I don't believe this has been considered alongside the Customer Access Strategy yet (it's a customer facing project)
- Not sure if the impact of S-Norfolk merger has been considered – or whether anything done at County level – need to confirm
- No plans for year 2 funding as yet (this is key – will need a growth bid to confirm availability of funding – if none available then is there value in proceeding with Phase 1 as could create the demand but not be able to sustain it?)

#### Kevin Rump (ICT Project Manager)

K.1

- + Other councils are using it and you can access it from home (proven)
- + There is support/drive from the service to do this project
- + Could be the future
- Business case as it stands is weak – no clear tangible benefits and total costs (including resource requirement) not identified
- Does Breckland have the demand for this service
- Some figures based upon an inappropriate example
- What about LGR/Shared Services? This document doesn't touch on this risk/opportunity

This document focuses too much on the benefits of phase 2 rather than the benefits/costs of phase 1: housing/CBL. It should touch on the potential for other services but should not be owned, measured and calculated by Housing – instead it should be owned corporately. As a result, to make this case stronger, more focus should go into addressing the issues, risks, costs and benefits for phase 1 which seems to have more clarity around its scope. If this is to be a corporate project, then its owner is incorrect.

**Steria**

**Jo Linton (Steria)**

Having read through the proposal with the team whilst like some of the others this seems a very nice to have idea there is not enough specific technical information given for Steria to comment on the viability of this at this time.

Given the current plans to improve the website, e-access for Revs & bens, online planning and improved telephony access for the contact centre there are already significant changes to be planned and resourced in the next 12 months. If this work does go ahead it is very important that the Steria team are engaged at the earliest opportunity especially in regard of implementation, technical specification and ongoing support agreements when working with other third parties such as Civica and the Digital TV provider.

There are lessons to be learned from the Capita planning model where a solution was agreed without full terms of reference and infrastructure reviews being carried out.

I hope this does not sound too negative as it is always good to be looking forward and working with a forward thinking partner such as Breckland Council but there is a high risk that too much change implemented too quickly may not actually be as beneficial as first thought.

K.2

**Business Improvement Team/Customer/Communications**

**Adam Colby/Gavin Hughes (Business Improvement)**

I haven't seen anything in the application that couldn't be set up on the internet. Are we offering these services online? For the cost and time of the project how much more benefit would there be over adding online functionality?

Who will be responsible for keeping content up to date? The current way of updating the internet does not work.

Not enough information on public demand for this service.

Are any Housing Associations looking to do something similar and could we piggyback on their project?

**Dominic Chessum (Communications)**

I hope the below doesn't sound too negative but, as I mentioned, I do have some concerns about this. No doubt you will already have got most of these on your list but here we go...

On the whole I think this has the potential to be something the council could use to its advantage to complement its website and digital strategy, however, that said, I feel the project is premature and should be considered a year down the line when the new website, including the governance system, has been established.

Developing Digi TV at this stage could well involve a great deal of replication in the work currently being done to develop the website. There are also issues concerning data control, including the creation of a new CMS, which could have implications for the project at a later date if it were to be embarked upon now.

Another issue is branding. The new website will ensure all the council's digital output is consistently branded. This is a crucial part of any strategy to develop customer confidence in digital media and divert people from face-to-face to digital interaction. The Digi TV would need to be branded in the same way as the website and as that branding has not yet been established this is not possible at this stage.

I also have concerns that the proposal is to develop this project for the rest of the council as a phase two. This would mean phase two should fall under the remit of the communications team but there is no budget to do this rollout or continue the project after its first year.

**Monica Coffey (Customer)**

I know County has done a lot of work on Digital inclusion that they have a strong team who look at ICT web & other such channels.

K.3

	<p>The Customer Access Strategy will need an overhaul as we need to review what South Norfolk has in place or not as the case maybe!</p> <p>Have vulnerable groups access to a DigiTV – would this be an extra cost to the council?</p>
<b>K.4</b>	<p><b>Performance &amp; Value for Money</b></p> <p><b>Steve James (Performance)</b></p> <p>I am interested to understand what commitments have been made by RSL's to confirm/commit funding for years beyond Phase 1.</p> <p>Phase 2 suggests this becomes a corporate solution so I am uncertain about what we are agreeing here (i.e it appears to be wider than just for housing). If the vision is to expand access through increased services I would be interested to understand what research has been done into future costs and also resource to implement and maintain this.</p> <p>Do back office processes need to be developed to cope with this new means of interaction. Has Monica been involved in terms of how information will be received if requests go to the CCC, is it likely in the early stages overall demand will go up as people new to the system send requests and also phone up?</p> <p>In terms of improving access is this how customers want to access services, being mindful and in view of proposed enhancements to our website? What do transaction figures from similar authorities tell us?</p> <p>Having done some brief research it does appear to be usual for Digi Tv provision to accompany CBL services, so with that in mind I can understand this being the driver for the project.</p>
	<p><b>Finance &amp; Procurement</b></p> <p>No response received</p>
<b>K.5</b>	
<b>K.6</b>	<p><b>Service Manager (if not the applicant)</b></p> <p>N/a – seen and reviewed by Anita Brennan</p>

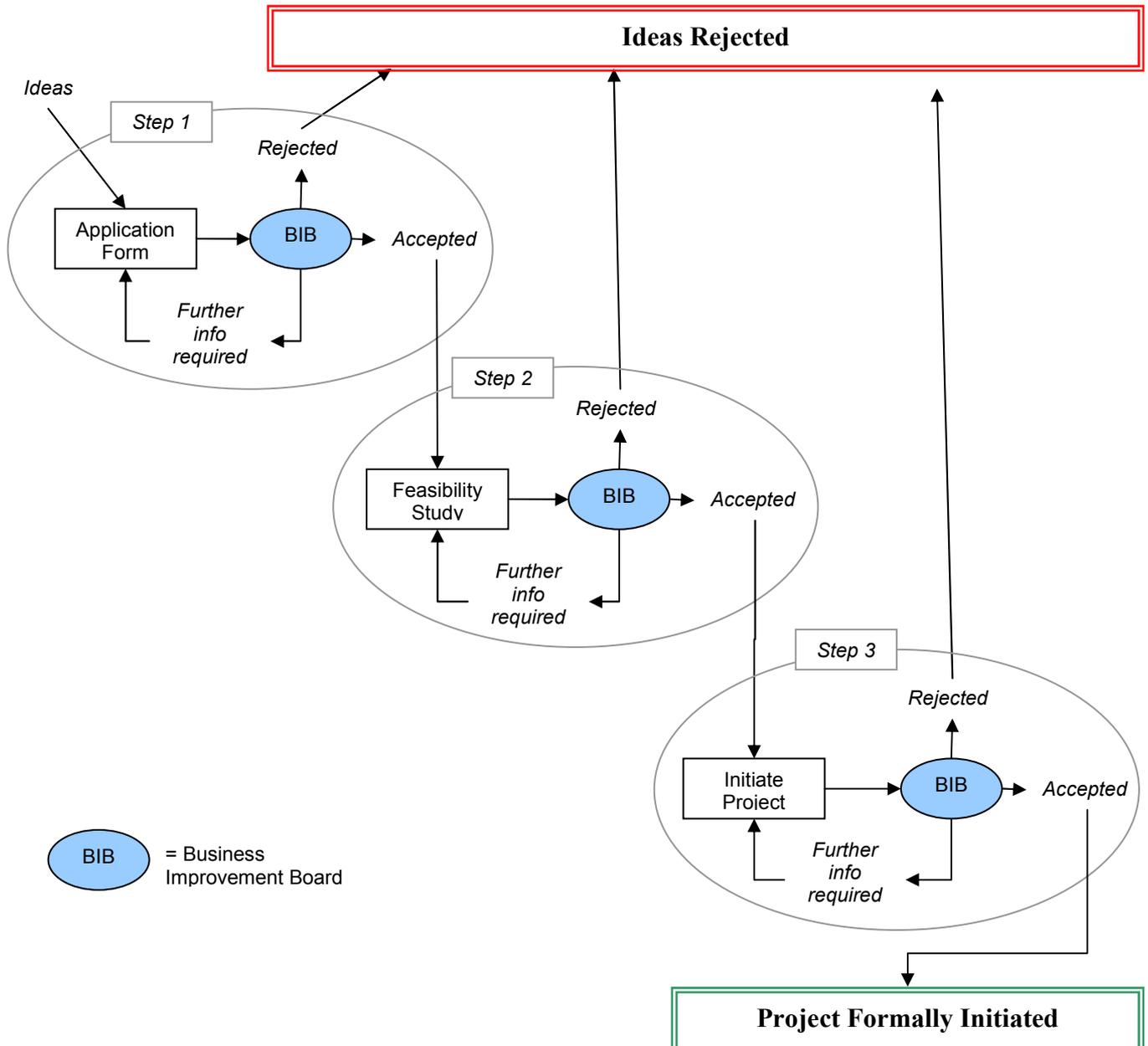
## Internal Checks

		Ref:	
<b>1</b>	Completed Form		<input checked="" type="checkbox"/>
<b>2</b>	Service Manager Approval		<input checked="" type="checkbox"/>
<b>3</b>	ICT Checked		<input checked="" type="checkbox"/>
<b>4</b>	Steria Checked		<input checked="" type="checkbox"/>
<b>5</b>	BIT Checked		<input checked="" type="checkbox"/>
<b>6</b>	Performance & Value for Money Check		<input checked="" type="checkbox"/>
<b>7</b>	Finance Checked		<input type="checkbox"/>
<b>8</b>	Service Manager Checked		<input checked="" type="checkbox"/>
<b>9</b>	Application Verified		<input type="checkbox"/>

## Policy for Introduction of ICT & BI Projects

In order for an “idea” to become a resourced approved Project it will need to follow the steps below. This Application Form is step 1 only.

- Staff wishing to obtain either new ICT systems or Business Solutions must make a written application, using this application form, to the Chairman of the Business Improvement Board.
- The completed application must be based on sound evidence, giving full details.
- The application must be supported by the Portfolio Holder and Head of Service.
- Any incomplete application will be rejected



### **Application Forms are required for:**

- New software/hardware, including those provided initially at “no cost”
- Replacement software/hardware (including any upgrades)
- Integration and interfacing
- Significant increases in software support expenditure
- Strategic Service Reviews/End to End Business Process Re-engineering
- Business Process Improvements

The Business Improvement Board will consider the application, employing external expert advisers where necessary, and make one of the following recommendations:

- Further investigation and research required
- Reject application
- Accept Application and progress to Step 2: Feasibility Study

The ultimate decision on the introduction of new projects involving ICT and Business Improvement will rest with the Business Improvement Board.

The introduction of service review/project must be monitored and audited against an agreed protocol and regular audit reports must be made available to the Board to ensure the expected benefits of the investment are realised.

## **Guidelines for Form Completion**

### **Before passing the application for approval, please be sure to:**

- 1) Complete all sections. This will ensure that all relevant information is available so that an early decision can be made. Incomplete sections may result in the application being refused or returned.
- 2) Attach any supporting evidence which the Business Improvement Board should take into account.
- 3) Ask your finance representative to calculate the impact on the budget of your own and any other Service.
- 4) Obtain the approval of your Service Manager.
- 5) Send the completed application (as an e-mail attachment only) to the following recipients:  
Adam Colby: [adam.colby@breckland.gov.uk](mailto:adam.colby@breckland.gov.uk)  
Kevin Rump: [Kevin.rump@breckland.gov.uk](mailto:Kevin.rump@breckland.gov.uk)  
Kevin J Taylor [Kevin.taylor2@breckland.gov.uk](mailto:Kevin.taylor2@breckland.gov.uk)
- 6) When required, you should be prepared to brief a representative on the Board in order to support the application and answer questions. You may be required to attend meetings in person.

## Appendix A: Detailed response

### **Section A: Use**

A.1: Is choice based lettings complete/signed off? This project should be dependent upon the completion of CBL if not already completed. (KR)

A.1: It is recognised that this will only achieve a fraction of the capacity available so will only achieve a fraction of the potential benefits (KR)

A.1: Phase 1 – Funding identified for year 1 only. What is the risk of not being able to fund future years if the DigiTV is shut down as a result of lack of payment? (KR)

A1-2 – What's likely appetite from other services, and do they have any funding at this stage to support this post year 1? Also the revised Web Site may plan to deliver similar services via redesigned web site (again needs to align to Customer Access Strategy primarily). (KT)

A.2: Better lines of communication for vulnerable residents – is there a demand in Breckland and is there supporting evidence? (KR)

A.2: Reduce the scale of avoidable contact – can this be baselined now? (KR)

A.2: Risk to customer services if there is an increase in call volume enquiries – is this factored into the business case (KR)

A.2: Phase 2: This project is to deliver phase 1 and not the corporate but recognise the scalability of the product. This section should touch on the corporate possibilities but should be included in this business case as this is not being driven corporately. (KR)

A.2: Is there a demand from other services other than housing to use DigiTV? (KR)

A.2: Many of the aims and requirements are shared by the creation of a new website and as such there is a high chance of the replication of work. (DC)

A.2: There is a risk this system could divert people to the call centre or into face-to-face contact situations. This risk needs to be ameliorated or the benefits of it will not be realised and it will cost the council money in terms of contact time. (DC)

A.2: There are currently very few transactable services online. Allowing information transactions online therefore has a huge cost in officer time at present and also presents the council with database issues. (DC)

A.2: If we use a separate content management system after creating a bespoke one for the website which could be integrated with digiTV at time of creation we will essentially be doubling a work load and will also have to have a separate or mirrored governance structures in place. (DC)

A.3: What about the performance of DigiTV? (KR)

A.3: Theses are national figures, we need local ones. I know from personal experience that many places in Breckland rely on satellite TV due to lack of normal signal. This could mean the figure getting digi TV is much higher than the national average. On the other hand it could mean that more people need to get Freesat systems rather than simple digi boxes ahead of the switchover. (DC)

A.3. No stats on expected take up (i.e. %ge of houses that could have DigiTV and of those, how many would have an interest in accessing DigiTV services/housing? (and whether DigiTV is the right channel for housing and homeless as TVs tend to be home based? – the principle of DigiTV service is sound but is Housing the right model to start this with? (KT)

A.3: Promoting channels absolutely key as people do not know about this service. In which case the costs of marketing need to be included in the project (KR)

A.4 Has a plug-in connector between Lagan and DigiTV ever been achieved? (KR)

### **Section B: High Level Benefit Analysis**

B: There doesn't seem to be any tangible benefits in these sections, more sweeping statements about its coverage and availability of DigiTV.

Points 1, 3, 4, 9, 10: statements not a benefit

Points 2, 5, 6, 7, 8: touches on possible benefits but are more related to phase 2 and are not tangible benefits. (KR)

B.1: This is essentially increasing methods of contact which is good but we need to factor in officer time to deal with another channel of communication. (DC)

B.3: Possibly saved the council money. Has it or hasn't it saved the council money? (DC)

B.3: Used Kirklees facts as an example but Kirklees has a population of 403,000 compared to Breckland 131,800. Uses £3.22 as a baseline figure – Business Impr Team to comment on this figure but based on the Kirklees example £84,498 annual saving is not achievable.

Who will own this benefit to ensure it is achieved? (KR)

B.3: Proposed saving – only realisable if we loose staff elsewhere, which is outside of housing influence, so can this be referenced? (KT)

## **Section D: Risk Assessment**

D.2: Additional risks will need to be assessed as Council services are added to the Digi-TV channel. By who? How? Question has not been answered. (GH)

D.4: Question not answered correctly (GH)

D.4: This doesn't explain the risk of doing nothing, it instead explains the risk of not doing phase 2. My understanding is that this is no risk if Breckland chooses not to progress DigiTV. Progressing DigiTV may introduce further risk. (KR)

D.4: Needs a growth bid for phase 2 – even if majorly successful (KT)

## **Section E: Other Reference Sites**

E.1: Has any site been contacted that are comparable to Breckland in its geography and demographics that has achieved DigiTV(+ plug-in)? (KR)

## **Section F: Alternatives Investigated**

No Alternatives investigated (GH)

## **Section G: Costs & Support**

G.1: Plug-in costs needed but what guarantees are there from Civica that this will work – are we in danger of repeating a CBL if there no evidence of achievement? (KR)

G.1: Marketing costs need to be factored in (KR)

G.1: looks to be £12k annual plus further £3k annual so £15k p.a. year on year. Can we afford it? – Civica plug-in cost not identified either (KT)

G.1: This is not something that should be set up if there is a chance we will have to shut it down in the next year due to costs. We need to know costings for phase 2 and then make sure the budget is there for it if this is to go ahead. Cutting the service after a year could well lead to increased use of the contact centre and face to face contact. (DC)

G.2: Phase 1 will be funded by Housing for year 1 only – what about the rest? (KR)

G.3: Who will govern, manage and administrate the content? This is an issue with the current corporate website so this needs to be clearly identified. (KR)

G.3: What arrangements are in place re. Looking Local service as this would be managed by Kirklees – another Council not a supplier (e.g. Civica) (KR)

G.4: We should be able to make it so the new website CMS has the potential to be able to integrate with any future Digi TV system in terms of managing its content and this will save on officer time and increase accuracy of data as it will all fall under the one governance system which is being created. (DC)

Who is the supplier? Is it Kirklees – in which case can we trust the marketing information provided around the success of the implementation as detailed in section B.3? (KR)

## **Section I – Training**

i.1: No training provided? (KR)