Strategic Outline Business Case
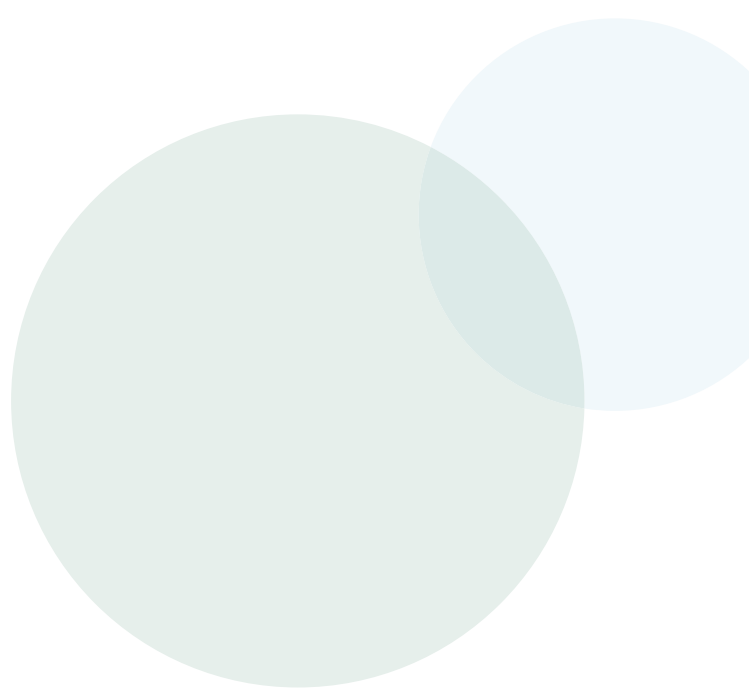
Project:

Homeshoring

Business Case Development in Partnership with:

Cisco
Uk Virtual Call Centres (UKVCC)
Accelerate Nottingham

Date: September 2010
Author: Susan Brown
Organisation: Susan Brown Associates

Strategic Outline Business Case
Contents

This is a model strategic outline business case for the project. It does not contain any financial or economic analysis - but rather presents a summary of the project and a qualitative comparison against sensible alternative options. This qualitative comparison was produced by a cross-section of stakeholders working in collaboration to provide a combined assessment of the relative benefits of the project. This is thus their case study, presented "as is", and neither these stakeholders nor the publisher give any warranty regarding the suitability of the project to third parties choosing to implement the project within their local area.

Project Definition
Project Summary

1.	Project Name	Homeshoring
2.	Target Group/ Community	Unemployed adults, those with mobility problems and carer commitments in specific deprived communities, in particular the Broxtowe estate Nottingham.
3.	Approximate Size of Target Group	200
4.	Policy/ Strategic Foundation	Tackle worklessness and exclusion in disadvantaged neighbourhoods identified by neighbourhood renewal strategy. Skills for Life (Level2). City Strategic Pathfinders.
5.	Key Problem the Project Solves	To provide new, flexible and different types of employment opportunities by engaging the interest of currently inactive residents on deprived estates, who see being homebound as a barrier to seeking employment. To upgrade skills and gain employment experience.
6.	The Problem with the Status-Quo	Lack of skills and/or access to technology that will enable and support working from a home situation or call centre environment in their community. No pre-employment training.
7.	Key Indicators of Success and Critical Success Factors	Indicator 1: Increased provision of employment in home situation Indicator 2: Increased take-up of training (Level 2 qualification) Indicator 3: Participation of at least one private sector client Indicator 4: Decrease in long term incapacity benefit claims

Project Summary continued...

8.	Brief Overview of Project	Recruited local participants with mobility problems and carer responsibilities but wishing to work. Provide them with home based ICT facilities, including specialist virtual contact centre software so that they can work as call centre agents from home. Provide training (ICT, call centre agent training, CV writing, employability skills etc) then sell 'virtual' call centre services to private sector partner (Boots in this case). Fund service through revenue generation in selling agent time to multiple private sector partners. This enhances opportunities for the private sector to engage with local hard to reach unemployed. Contributes to improved LAA targets and more effective community engagement & partnership working.
9.	Three Main Alternative Options	Alternative Option 1: Do Nothing Alternative Option 2: Local engagement model based on geographical community Alternative Option 3: Community call centre model

The project and specific solution being proposed will generate something new, a product or service, that…

10.	is unlike alternatives because…	Provides access to employment where residents live through improved skills and provision of technology. Engages private and public sector.
11.	and has the following evidence for its potential effectiveness.	Analysis and evaluation report of pilot in Nottingham and Model capable of replication. Contributes to lower carbon footprint - reduced commuting and energy costs.
12.	What is the basis for the choice of Alternative Options above?	Most obvious layman's options for tackling the problem, including use of existing community facilities.

Stakeholder Identification

This page presents a table of key stakeholders that have been identified and who have a stake and/or a role to play in the successful outcomes of any of the solutions.

Stakeholder Category →

Target Excluded Group

Family, Friends and Carer

Frontline Worker

Service Delivery Organisation

Wider Public Bodies

Economy and Society

Deprived Community

Local Authority

Local Partnerships

Political

Green = Stakeholders Identified
Blue = No Stakeholders Identified

Ref	Stakeholder Category	Stakeholder Type	Specific Stakeholder Title or Name
1	Service Delivery Organisation	Public Sector Delivery Organisation	Broxtowe Education Skills & Training Centre (BEST)
2	Local Partnership	Community Organisation	Accelerate Nottingham
3	Local Partnership	Community Organisation	Greater Nottingham Partnership
4	Excluded Group	Low income households	Broxtowe Estate Residents - Low Income
5	Excluded Group	Older people	Broxtowe Estate Residents - Older People
6	Excluded Group	Disabled	Browtowe Estate Residents - Disabled
7	Excluded Group	People on benefit	Broxtowe Estate Residents - On Benefits
8	Family, Friends and Carer	Carers	Broxtowe Estate Residents - Carers
9	Economy and Society	Local Economy	Broxtowe Estate - Local Economy
10	Local Authority	Other	Nottingham City Council
11	Service Delivery Organisation	Public Sector Delivery Organisation	Private Sector Client (e.g. Boots)
12	Service Delivery Organisation	Public Sector Delivery Organisation	UK Virtual Call Centres (UKVCC)
13	Service Delivery Organisation	Public Sector Delivery Organisation	Cisco
14	Service Delivery Organisation	Public Sector Delivery Organisation	BT
15	Family, Friends and Carer	Family	Broxtowe Estate residents' families

Benefits and Burdens Analysis

This page presents a table of benefits and burdens for each of the options identified. Each benefit is presented in Green and each burden in Red.

They have been mapped against the relevant stakeholder that is impacted and scored. This approach is a form of 'Multi-Criteria' analysis that is recommended in the HMT Green Book.

Ref	Stakeholder	Short Description of Benefit or Burden	Benefit or Burden?	Weight	Scores for Benefits/Burdens Relative To Other Options: Score of benefit (low 1 to 5 high) 0 = none. Score of burden (low 1 to 5 high) 0 = none.			
					Homeshoring	Do nothing	Local engagement model based on geographical community	Community call centre model
1	BEST	Increased workload for training	Burden	H	-3	0	-3	-3
2	BEST	Effective use of staff & resources & improved employment for residents	Benefit	H	4	0	3	4
3	Accelerate Nottingham	Strategic objectives achieved	Benefit	H	4	0	4	4
4	Greater Nottingham Partnership	Strategic objectives achieved	Benefit	H	3	0	3	3
5	BER - Low Income	Improved jobs & skills opportunities at home	Benefit	H	4	0	3	3
6	BER - Residents Carers	Family care arrangements	Burden	H	4	0	3	1
7	Nottingham City Council	Decreased workload	Burden	L	1	0	1	1
8	Nottingham City Council	Strategic objectives achieved	Burden	H	4	0	3	4
9	Private Sector Client (e.g. Boots)	Unfunded benefits - social responsibilities	Burden	M	3	0	3	3
10	Private Sector Client (e.g. Boots)	Improved investment costs & lower overheads	Benefit	M	3	0	2	3
11	BER - Older People	Improved jobs & skills opportunities at home	Benefit	L	4	0	3	4
12	Private Sector Client (e.g. Boots)	Change management processes	Burden	M	-2	0	-3	-2
13	UK Virtual Call Centres (UKVCC)	Increased business	Benefit	M	3	0	3	3
14	Cisco	Increased business	Benefit	M	3	0	3	3
15	BT	Increased business	Benefit	M	3	0	3	2
16	BER - Families	Exposure to ICT facilities and skills gain employment discipline knowledge	Benefit	M	4	0	3	1
17	BER - Disabled	Work at home without need to travel	Benefit	H	4	0	3	2

Benefits and Burdens Analysis

This page presents a table of benefits and burdens for each of the options identified. Each benefit is presented in Green and each burden in Blue.

They have been mapped against the relevant stakeholder that is impacted and scored. This approach is a form of 'Multi-Criteria' analysis that is recommended in the HMT Green Book.

Ref	Stakeholder	Short Description of Benefit or Burden	Benefit or Burden?	Weight	Scores for Benefits/Burdens Relative To Other Options — Score of benefit (low 1 to 5 high) 0 = none. Score of burden (low 1 to 5 high) 0 = none.			
					Homeshoring	Do nothing	Local engagement model based on geographical community	Community call centre model
18	BER - Online Benefits	Save time & money on travel	Benefit	H	4	0	3	3
19	BER - Low Income	Flexible work patterns	Benefit	H	4	0	4	3
20	BER - Older People	Flexible work patterns	Benefit	M	4	0	4	3
21	BER - Disabled	Flexible work patterns	Benefit	M	4	0	4	3
22	BER - Online Benefits	Flexible work patterns	Benefit	M	4	0	4	3
23	BEST	Increased engagement with local communities	Benefit	M	4	2	3	4
24	Private Sector Client (e.g. Boots)	Demand for high standards of agents to be met	Burden	M	-4	0	-4	-3
25	BEST	Potential revenue streams	Benefit	H	3	1	3	4
26								
27								
28								
29								
30								

	Homeshoring	Do nothing	Local engagement model based on geographical community	Community call centre model
Total Benefit	72	0	18	36
Benefit Percentage	80.0	0.0	20.0	40.0
Total Burden	-36	0	-12	-24
Burden Percentage	60.0	0.0	20.0	40.0

Effectiveness Analysis

This table compares the relative effectiveness of each of the options. Effectiveness is measured by 3-5 key indicators. The scores have been weighted to produce an Effectiveness % Score. This approach is a form of 'Multi-Criteria' analysis that is recommended in the HMT Green Book.

| Indicator | | Options Score Effectiveness of project against indicator (low 1 to 5 high) 0 = none | | | |
	Weight	Homeshoring	Do Nothing	Local engagement model based on geographical community	Community call centre model
Increased provision of employment in home situation	4	4	0	4	3
Increased take-up of training (Level 2 qualification)	3	3	0	3	3
Participation of at least one private sector client	5	3	0	3	3
Decrease in long term incapacity benefit claims	4	4	0	3	3
	0	0	0	0	0
Weighted Score		56	0	52	48
Effectiveness %		70	0	65	60

Achievability Analysis

This table compares the relative achievability of each of the options against the proposed solution. Achievability is measured by 10 common criteria that are essential to the successful implementation of projects. These criteria have been weighted to produce an overall Achievability Score.

| Criterion | | Options | | | |
	Weight	Homeshoring	Do Nothing	Local engagement model based on geographical community	Community call centre model
Appetite for change	5	5			
Committed leadership	5	4			
Strategic & policy fit	3	4	2	4	4
People to deliver project	3	3	2	3	3
Money available	4	2	4	2	1
Feasible process change	3	2	4	2	2
Enough time	3	2	4	2	3
Fit with current ICT	3	2	3	2	1
Products & services available	3	1	4	1	1
Receptive stakeholder	3	3	4	3	3
Weighted Score		104	90	104	100
Effectiveness %		59.4	51.4	59.4	57.1

Options Comparison Summary

This page provides a summary of the options analysis. The chart plots the relative 'compellingness' of each of the options. Impact is plotted on the vertical axis. Options that have negative or low positive impact are those for which burdens generally outweigh benefits and score low on relative effectiveness against key indicators. Options which score highly are those in which benefits and effectiveness outweigh burdens. Options which score highly on achievability are those which have the lowest barriers to project success, or key enablers in place.

Summary of Analysis

Project Option	Benefit	Burden	Effectiveness	Achievability	Compellingness
Homeshoring	73	-60	70	59	12
Do Nothing	3	0	0	51	1
Local engagement model based on geographical community	63	-65	65	59	-1
Community call centre model	59	-55	60	57	5

Project Analysis Dashboard 1

Homeshoring ●

Do Nothing □

Local engagement model based on geographical community △

Community call centre model ◆

Compellingness

Compellingness (y-axis): 100, 50, 0, -50, -100
Achievability (x-axis): 0, 20, 40, 60, 80, 100

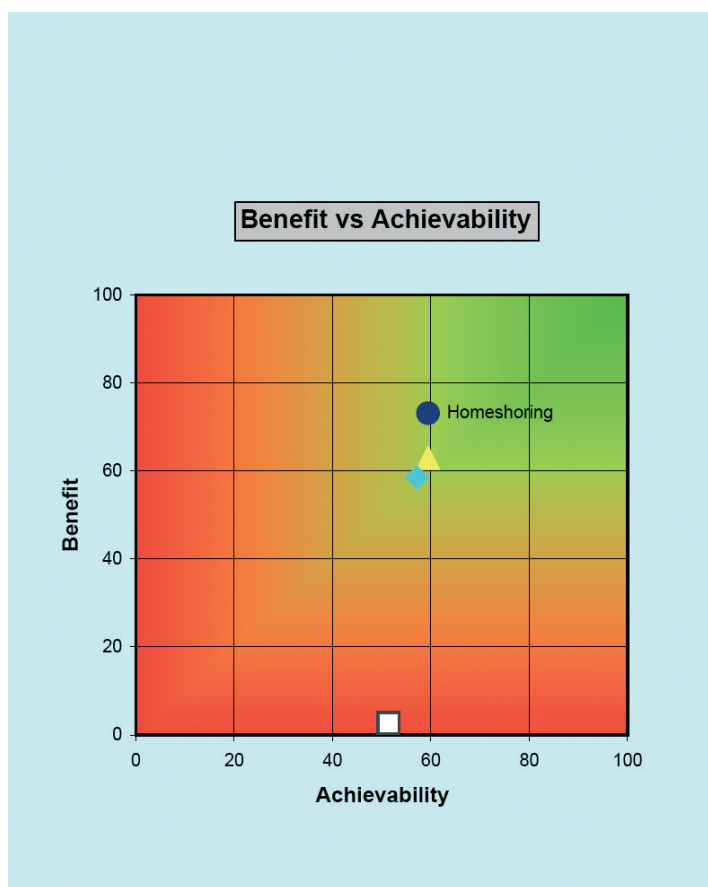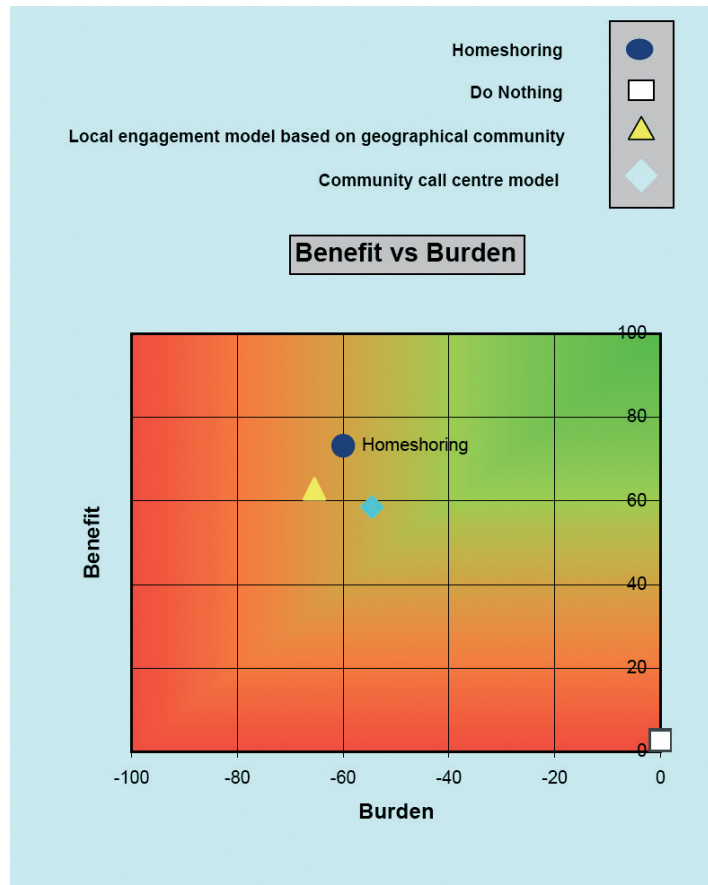● Homeshoring
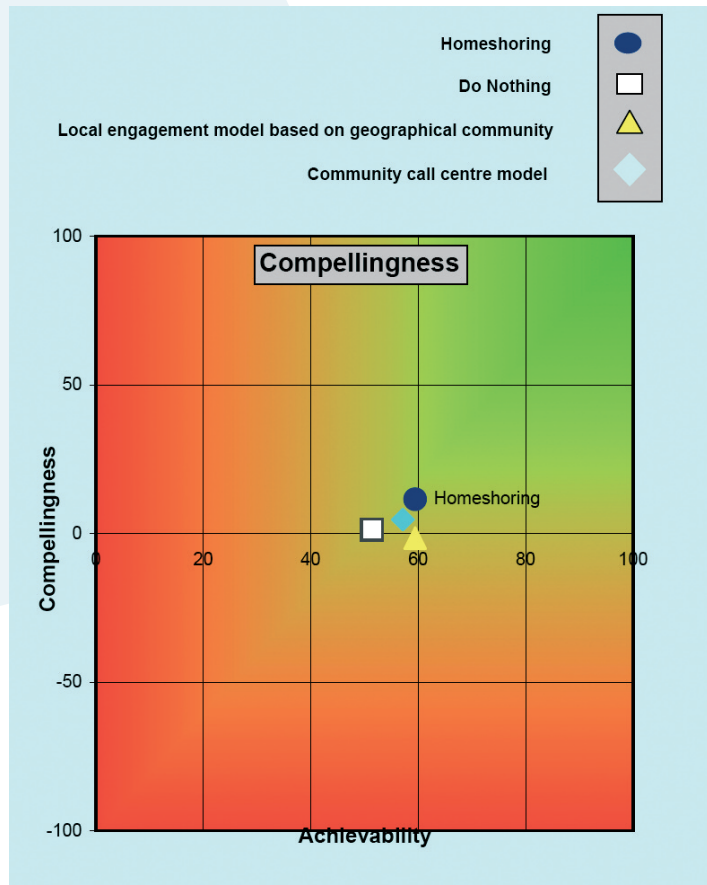
Compellingness has been calculated as the average Impact (Average of Benefit and Effectiveness) from which the burden score is subtracted. Compellingness is a score between +100 and -100.

Effectiveness vs Achievability

Effectiveness (y-axis): 100, 80, 60, 40, 20, 0
Achievability (x-axis): 0, 20, 40, 60, 80, 100

● Homeshoring

Project Analysis Dashboard 2

Homeshoring ●

Do Nothing □

Local engagement model based on geographical community △

Community call centre model ◆

Benefit vs Burden

Benefit vs Burden chart:
- Burden (x-axis): -100 to 0
- Benefit (y-axis): 0 to 100
- Homeshoring ● at approximately (-60, 72)
- Local engagement model △ at approximately (-66, 63)
- Community call centre model ◆ at approximately (-55, 60)
- Do Nothing □ at approximately (0, 2)

Benefit vs Achievability

Benefit vs Achievability chart:
- Achievability (x-axis): 0 to 100
- Benefit (y-axis): 0 to 100
- Homeshoring ● at approximately (60, 73)
- Local engagement model △ at approximately (60, 63)
- Community call centre model ◆ at approximately (56, 58)
- Do Nothing □ at approximately (50, 4)

Opportunities for improvement

a) Weaknesses in Red - areas where the preferred option scores poorly relative to other options and you should consider strengthening the project.

b) Strengths in Green - areas where the preferred option scores highly relative to other options.

c) Opportunities in Yellow - areas where none of the options score particularly well, or areas of high importance where there might be high payoff in strengthening the preferred option.

opportunities	Strengths/Weaknesses	
4	0	Increased provision of employment in home situation
6	0	Increased take-up of training (Level 2 qualification)
10	0	Participation of at least one private sector client
4	4	Decrease in long term incapacity benefit claims
0	0	
0	0	Appetite for change
5	0	Committed leadership
3	0	Strategic & policy fit
6	0	People to deliver project
4	-8	Money available
3	-6	Feasible process change
3	-6	Enough time
6	-3	Fit with current ICT
3	-9	Products & services available
3	-3	Receptive stakeholders

Contact us

esd-toolkit
Local Government Improvement and Development
Layden House, 76-86 Turnmill Street, London EC1M 5LG

Tel: 020 7296 6572
www.esd-toolkit.org.uk

The full document is available on www.esd-toolkit.org.uk

Local Government Improvement and Development