Strategic Outline Business Case

Project;

Mobile Phone Based English Learning

Business Case Development in Partnership with:

City of London Corporation
Anspear
Pearson Publishing

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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	Mobile Phone Based English Learning.
2.	Target Group/ Community	Economically disadvantaged ethnic minority communities with a lack of English language skills. Asylum seekers. Bangladeshi female learners.
3.	Approximate Size of Target Group	Around 60-70 immediate volunteers to participate on one estate in East part of City of London.
4.	Policy/ Strategic Foundation	Social inclusion and engagement. Integration of BME communities, community cohesion. Increased employability.
5.	Key Problem the Project Solves	There is a particularly large gap between the most basic ESOL courses and many people's confidence levels. This gap needs to be bridged with informal, non examined, engaging ways of learning English.
6.	The Problem with the Status-Quo	Many BME residents are not undertaking any formal language learning at all because they lack the confidence to start. The most basic courses are formal and examined, and often present too high a barrier to get people started. Despite this there is an appetite for language learning - but the current situation doesn't meet demand, nor does it ease people into learning again. Lack of English language skills leads to lack of engagement with service providers and isolation of people within BME communities. This issue is a clear barrier to public services, and a clear barrier to community cohesion.
7.	Key Indicators of Success and Critical Success Factors	Indicator 1: % of residents progressing to English language courses Indicator 2: % of residents progressing to ICT skills training Indicator 3: Increased confidence to access public services through better use of English language Indicator 4: Regular participation over defined period

Project Summary continued...

8.	**Brief Overview of Project**	Provide residents with a simple language application that can sit on a mobile phone memory card. This enables them to access multimedia word games, word cards, oral exercises etc. These can be accessed at home and on the move without the need for a telephone call. They can be used as part of informal or formal learning activities to supplement face to face tutoring/exercises. Also enables participants and their family members to learn at their own pace, at a time of their choosing and at the right level of ability. Application usage stats and progress can be recorded to provide tutors with feedback on progress of their class. The applications build in ESOL lessons to increase confidence and create a progression pathway from no knowledge of English through to formal learning and ESOL levels.
9.	**Three Main Alternative Options**	Alternative Option 1: Do Nothing Alternative Option 2: Contract with training provider for informal learning activities Alternative Option 3: Run purely ICT and computer based courses

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

10.	is unlike alternatives because…	It uses mobile technology to improve English language skills. Is portable with intuitive dedicated and localised content e.g. pictures of the local GP surgery, mosque or supermarket. Enables participants to learn in their own time. Allows progress to be tracked. Is scalable, cheap and familiar. Capable of being shared with family and friends.
11.	and has the following evidence for its potential effectiveness.	Detailed ESOL project evaluation reports and case studies from the City of London and East of England. Project video.
12.	What is the basis for the choice of Alternative Options above?	Most realistic options agreed by stakeholders.

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

Deprived Community

Frontline Worker

Local Authority

Service Delivery Organisation

Local Partnerships

Wider Public Bodies

Political

Economy and Society

Green = Stakeholders Identified
Blue = No Stakeholders Identified

Ref	Stakeholder Category	Stakeholder Type	Specific Stakeholder Title or Name
1	Excluded Group	Non-English Speakers	NES City residents & fringe
2	Family Friends and Carer	Family	NES Family
3	Deprived Community	Housing Estate	Portsoken Ward
4	Frontline Worker	Community Development Worker	Community Development Worker
5	Local Authority	Educational Services	Adult Skills & Community Learning Service
6	Local Authority	IT Department	IT Department
7	Service Delivery Organisation	Public Sector Delivery Organisation	City of London Local Authority
8	Service Delivery Organisation	Private Sector Delivery Organisation	Anspear & Pearson Publishing
9	Service Delivery Organisation	Third Sector Delivery Organisation	Mansell St Womens Group
10	Service Delivery Organisation	Public Sector Delivery Organisation	Hackney Community College
11	Wider Public Bodies	Central Government	Communities and Local Government
12	Political	Councillor Portfolio Holder	Ward Councillor
13	Deprived Community	Voluntary Group	Bangladeshi Community Group
14	Deprived Community	Community Groups	Residents Association
15	Frontline Worker	Teacher/ Trainer	Hackney Community College
16	Excluded Group	Ethnic and cultural minorities	Bangladeshi females

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.			
					Mobile Phone Based English Learning	Do nothing	Contract with training provider for informal learning activities	Run purely ICT and computer based courses
1	NES City residents & fringe	Increased skills and confidence progression through qualifications to employment	Benefit	M	4	1	2	2
2	NES Family	Gain increased skills and confidence	Benefit	M	3	0	0	0
3	Portsoken Ward	Integration and cohesion within estate	Benefit	M	3	0	1	1
4	Community Development Worker	Increased engagement from residents	Benefit	M	3	0	0	1
5	Community Development Worker	Increased workload	Burden	M	0	0	0	-3
6	Adult Skills & Community Learning	Gains more learners and meets targets	Benefit	M	3	1	1	1
7	Adult Skills & Community Learning	Increased workload	Benefit	M	-1	0	-3	0
8	City of London Local Authority	Improved social cohesion and better use of services	Benefit	M	3	1	1	1
9	Anspear & Pearson Publishing	Proof of concept; gains more business and exposure to market	Benefit	M	5	0	0	0
10	Anspear & Pearson Publishing	Resources required to produce hands on bespoke, intense content	Burden	M	-3	0	0	0
11	Mansell St Womens Group	Better integration with wider community and exposure with improved access to funding	Benefit	M	2	0	1	1
12	Hackney Community College	Meet targets for better achievement. Gains more pupils + funding, increases avoidable contact using less resources	Benefit	M	3	0	2	2
13	Hackney Community College	Increased workload	Benefit	M	-2	0	-1	-1

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.			
					Mobile Phone Based English Learning	Do nothing	Contract with training provider for informal learning activities	Run purely ICT and computer based courses
14	Communities and Local Government	Targets met	Benefit	M	3	0	2	2
15	Ward Councillor	Increased satisfaction and votes	Benefit	M	3	0	2	2
16	Mansell St Community Group	Satisfaction of needs met, integration and involvement in other projects and activities	Benefit	M	3	0	2	2
17	IT Department	Increased workload	Burden	M	-1	0	0	0
18	Bangladeshi females	Gain increased skills and confidence as result of progression through qualifications to employment	Benefit	M	4	0	3	2
19	Residents Association	Integration and cohesion within estate	Benefit	M	4	1	2	2
20					0	0	0	0
21					0	0	0	0
22					0	0	0	0
23					0	0	0	0
24					0	0	0	0
25					0	0	0	0
26					0	0	0	0
27					0	0	0	0
28					0	0	0	0
29					0	0	0	0
30					0	0	0	0

	Mobile Phone Based English Learning	Do nothing	Contract with training provider for informal learning activities	Run purely ICT and computer based courses
Total Benefit	138	15	57	57
Benefit Percentage	65.7	7.1	27.1	27.1
Total Burden	-21	0	-12	-12
Burden Percentage	28.0	0.0	16.0	16.0

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	Weight	Mobile Phone Based English Learning	Do Nothing	Contract with training provider for informal learning activities	Run purely ICT and computer based courses
		Options Score Effectiveness of project against indicator (low 1 to 5 high) 0 = none			
% of residents progressing to English language courses	3	4	1	2	1
% of residents progressing to ICT skills training	3	3	0	0	2
Increased confidence to access public services through better use of English language	3	3	0	1	1
Regular participation over defined period	3	5	1	2	1
	3	0	0	0	0
Weighted Score		45	6	15	15
Effectiveness %		60	8	20	20

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.

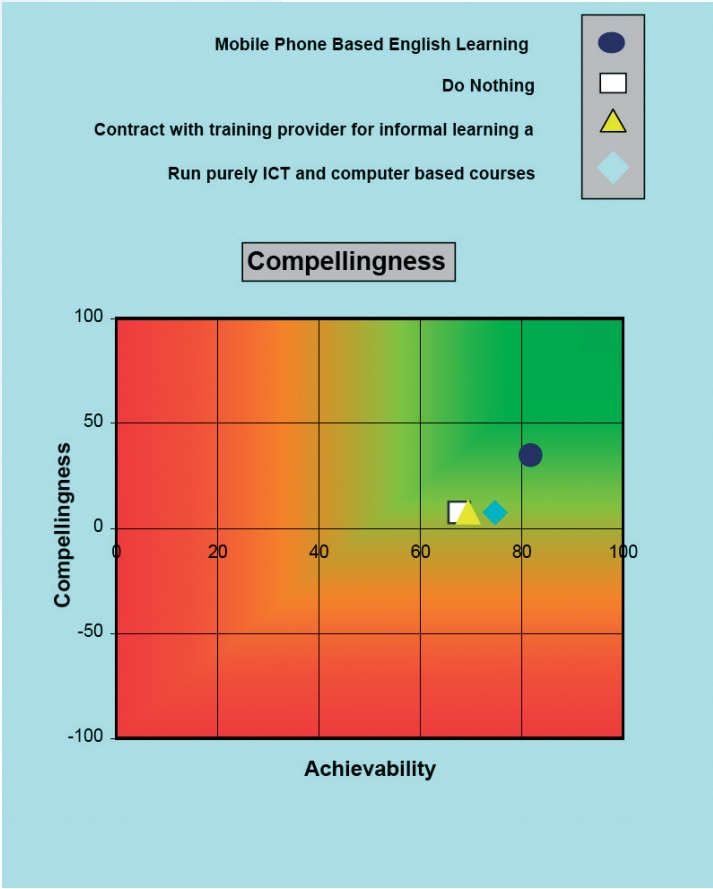| Criterion	Weight	Mobile Phone Based English Learning	Do Nothing	Contract with training provider for informal learning activities	Run purely ICT and computer based courses
		Options			
Appetite for change	5	4			
Committed leadership	5	4			
Strategic & policy fit	3	5	2	3	3
People to deliver project	3	4	5	2	3
Money available	3	1	5	3	3
Feasible process change	3	3	5	4	4
Enough time	3	5	5	3	4
Fit with current ICT	3	5	5	5	5
Products & services available	3	5	5	3	4
Receptive stakeholder	3	5	3	3	3
Weighted Score		139	115	57	127
Effectiveness %		81.8	67.9	33.5	74.7

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.
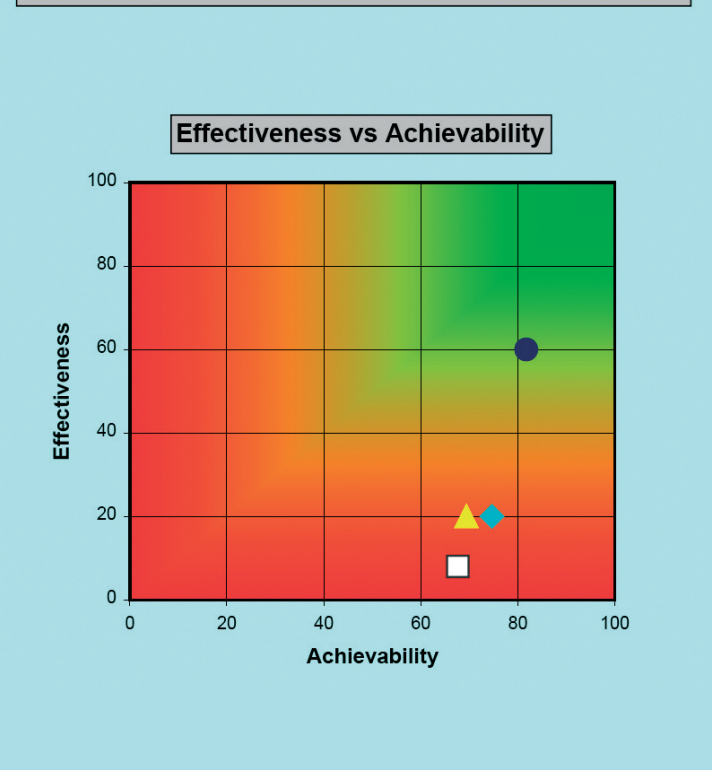
Summary of Analysis

Project Option	Benefit	Burden	Effectiveness	Achievability	Compellingness
Mobile Phone Based English Learning	66	-28	60	82	35
Do Nothing	7	0	8	68	8
Contract with training provider for informal learning activities	27	-16	20	69	8
Run purely ICT and computer based courses	27	-16	20	75	8

Project Analysis Dashboard 1

Mobile Phone Based English Learning

Do Nothing

Contract with training provider for informal learning a

Run purely ICT and computer based courses

Compellingness

Compellingness (y-axis: -100 to 100)
Achievability (x-axis: 0 to 100)
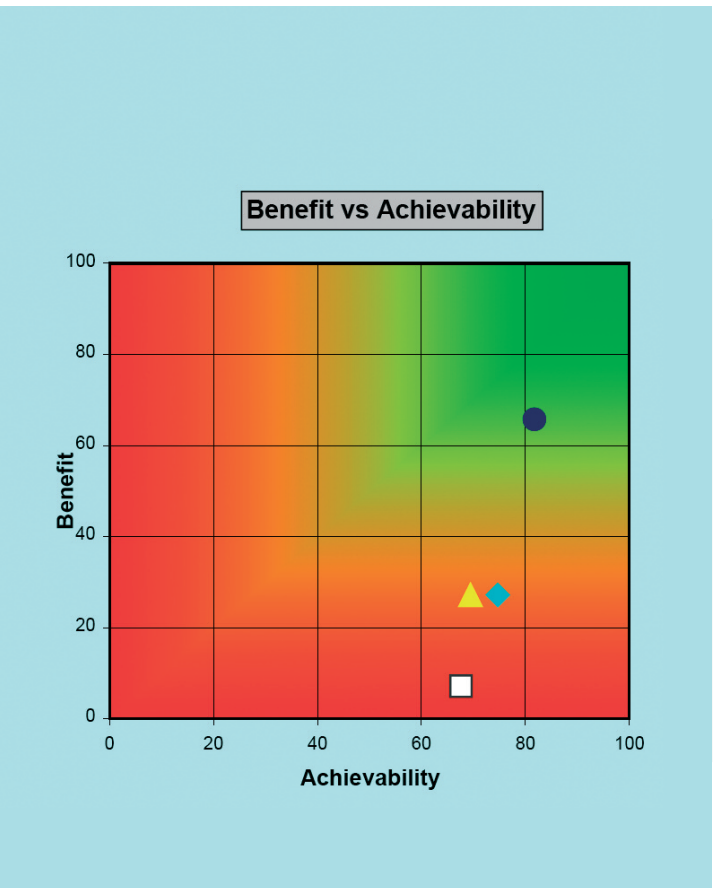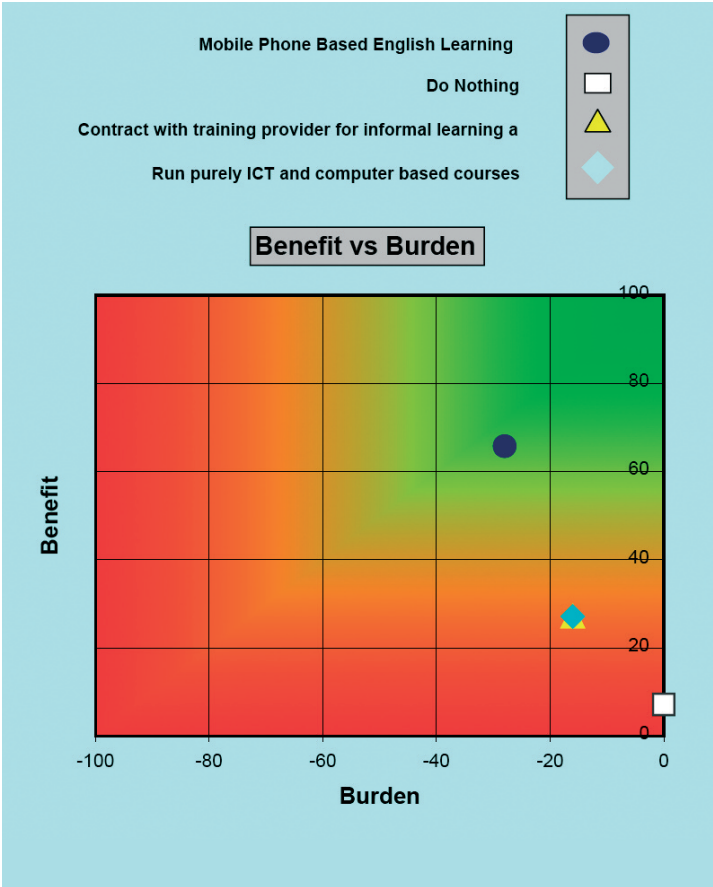
Compellingness has been calculated as the average Impact (Average of Benefit and Effectiveness) from which the burden score is subtracted. Compellingness is a score between +100 and -100.

Effectiveness vs Achievability

Effectiveness (y-axis: 0 to 100)
Achievability (x-axis: 0 to 100)

Project Analysis Dashboard 2

Mobile Phone Based English Learning

Do Nothing

Contract with training provider for informal learning a

Run purely ICT and computer based courses

Benefit vs Burden

Benefit

Burden

Benefit vs Achievability

Benefit

Achievability

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	
3	6	% of residents progressing to English language courses
6	3	% of residents progressing to ICT skills training
6	6	Increased confidence to access public services through better use of English language
0	9	Regular participation over defined period
0	0	
5	0	Appetite for change
5	0	Committed leadership
0	6	Strategic & policy fit
0	-3	People to deliver project
0	-12	Money available
0	-6	Feasible process change
0	0	Enough time
0	0	Fit with current ICT
0	0	Products & services available
0	6	Receptive stakeholders

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