BRITISH TRANSPORT POLICE

Transaction Services Programme

OUTLINE BUSINESS CASE

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Draft 0.2	16.08.17	Updated following PIB	P O'Sullivan
V3.0	22.08.17	Updated following COG	P O'Sullivan
V4.0	28.08.17	Update	S Downey
V5.0	04/09/17	Updated following COG on 04/09/17 - Additional £500K added in for IT systems work	S Downey
V6.0	20/09/17	Revised post- BTPA Strategy Meeting	S Downey

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1. EXECUTIVE SUMMARY

The emerging BTPA strategy states the need to deliver a high level of compliance and governance across all of our organisational functions *and* a cost effective and high quality service.   The transformation of our transactional services proposed in this business case directly supports both those aims.

In 2018, BTP will commence an ambitious programme of effectiveness and efficiency through the Targeting Operating Model (TOM). This business case outlines one of the first major initiatives, the transactional services project. This will see transactional support services provided through a shared facility. The recommended option, the Multi-Force Shared Service (MFSS), is a police collaboration that has been operational for a number of years. It provides a much needed modernisation of support operating systems, presents less technical risk than a BTP self-delivered ERP, and reduced commercial exposure than a contracted outsourced solution.

The benefits of the project are four-fold; first, the modernisation of current non-integrated back office operating systems; second, commonality of processes driven by integration with MFSS; third, efficiencies through the rationalisation of in-house back office staff support; and fourth, a catalyst for self-service.

The challenges are also worthy of emphasis. These include most visibly job losses for back office staff and the significant change demands of the adoption of self-service by a Force long accustomed to a high degree of central support. In addition to the impact on individuals, MFSS's standardised processes and SLA governed delivery will lack the responsiveness and agility of the current in-house function.

The Force has carefully considered the lessons from recent projects. There are many inter-dependencies – training, IT, information - that are identified in this document that will be developed further in the FBC. The business change elements must be well resourced, assisted by an on-boarding team from MFSS, and fully integrated in an approach to people and change that will be coordinated across the TOM. The indicative costs and benefits detailed in this OBC will be matured within the FBC.

1.1 Purpose and Introduction

The purpose of the Outline Business Case (OBC) is to provide a framework for business change that ensures compliance with the *5 Case Model and Green Book* – The BTP approved methodology for the development, presentation and approval of Business Cases.

Current Position

There are a number of stand-alone and non-integrated systems that run the traditional back office or professional services functions at BTP. As such, BTP has a heavy reliance on manual intervention and corrective activities from the staff that work in these functions. This reliance creates roles within these functions that are normally carried out by integrated systems and service centres. As the needs of the organisation change it is becoming increasingly difficult for the systems, services, and staff to adapt to those changes without causing significant disruption to the current working processes and practices.

In addition, business support processes are moulded around the stand-alone nature of the current systems and in reality, are not as effective as they should be and not integrated across divisions or functions. The illustration below shows a worst-case scenario for an officer or member of staff needing to enter information into the current system set up.
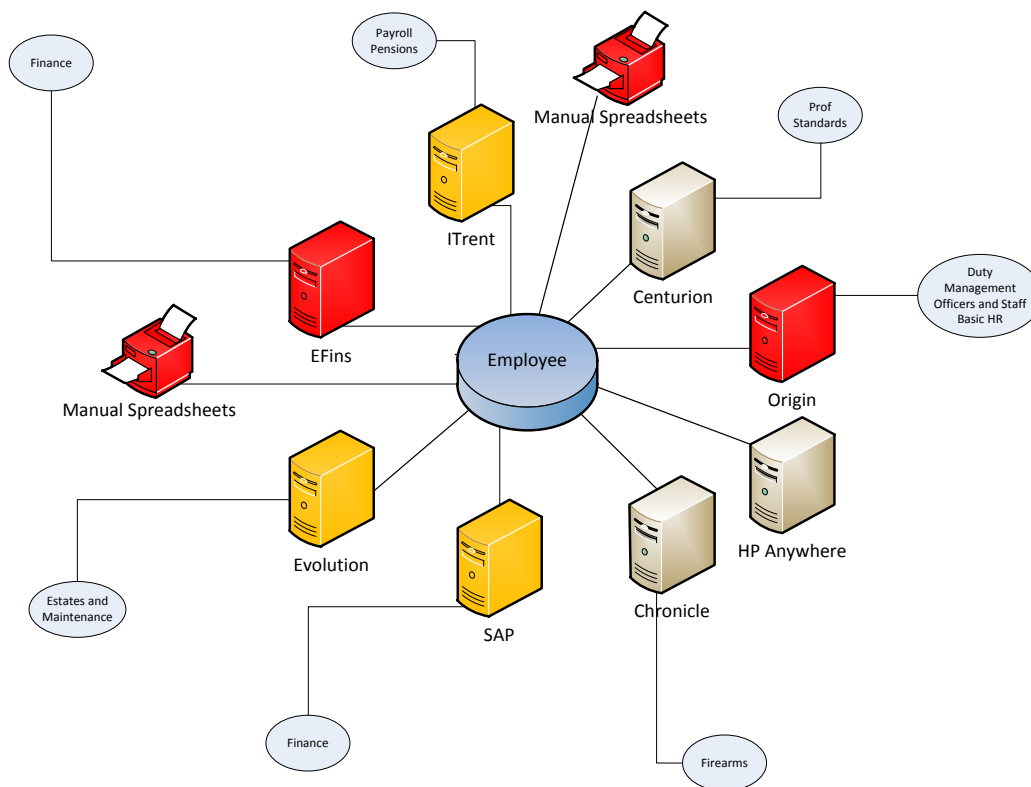
The OBC recommends that that BTP will need to invest an estimated total of **£6.13m inc VAT** (£4.9m excluding VAT) over a 5 year period from 2017/2018 – 2021/2022 for the transition of BTP into a new service and/or function which would replace the current stand-alone back office systems. This figure includes the estimated on-going maintenance and support of the service following transition and on-boarding.

At a summary level the costs are broken down as follows:

- The transition/on-boarding cost to move BTP into a Shared Service is set at £2.53m inc VAT. This is for Year 0 and Year 1 and includes maintenance and support in Year 1. This sum include the cost of the MFSS and CapGemini on-boarding and the BTP project team,.
- Contingency funding of £550k allocated to Year 1.
- Redundancy/TUPE support costs of £500k
- Continuous Improvement/Customer Relationship Management of £80k allocated to Years 1 and 2
- Inter-dependent system and process costs £500k. This makes provision for changes to in-service functions that 'touch' or enable back office transactional operating systems.
- The remaining £1.92m inc VAT is estimated to be the cost of support and maintenance for the systems and services included in the Shared Service portfolio across Years 2 – 5.
- Initial scoping costs of £50K, approved as part of the Strategic Outline Case

In the broader context of this case the programme for change will effectively:

- Replace the back-office Finance, Procurement, HR and Payroll systems that are currently managed by BTP with an integrated and remotely managed and hosted cloud solution.
- Provided an integrated system (reduction in the number of software systems) and operating model with the current Duty Management System – Origin.
- Move the initial management of transactional enquiries away from BTP to a Shared Service Centre.
- Adopt, where possible a standardised set of system and business processes for BTP to maximise efficiency within the back to mid office functions.
- Provide a standardised set of Service Level Agreements and Key Performance Indicators between functions and departments, as well as the Shared Service Centre.
- Reduce the need for manual intervention and re-work and focus or re-deploy staff to more meaningful or value adding activities.
- Provide timely and accurate reporting and forecasting capabilities.
- Move the force, officers and staff to a modern, self-service environment, approach and culture.

A Transactional Shared Service Centre would also manage first and second level enquiries regarding the systems and information contained within those systems, effectively acting as a service desk on behalf of BTP.

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Additionally, an assumptive estimate on the potential cost of redundancy has been included. This is based on the main roles that would be classed as "at risk" by moving to a Shared Service.

It is important to note that a Shared Service is not an "outsource" option or model and therefore the benefits to BTP are over a much longer period of time.

As of the date that this document is released for review it is envisaged that the programme of work will commence in April 2018 for delivery completion and release by April 2019. There are significant challenges to BTP in meeting this timetable with the delivery target cutting across several other high profile and resource intensive programmes and projects (these will be dealt with in dependencies and risks).

On its own merits, the rationale around the proposed timeline and dates is due to the impact of:

- Full approvals process which is expected to take up to six months
- The procurement and commercial contract process
- The completion of the upgrade work on the current systems
- The logic that an on boarding to a Shared Service takes place either at new fiscal year or half fiscal year.

*It is important to note that the timeline for delivery can only be confirmed once approval for funding has been received.

This programme of work will also be one of the key enablers for the wider Target Operating Model programme of change and as such these 2 programmes need to ensure consistency in the models for change being applied.

A more detailed analysis on the target figures for reduction are included later in this document, however for reference purposes the following areas or functions were included in the target review model:

Area or Function	Resource Impact		
	Impact	Impact Date	Impact Analysis
HR Service Desk	Substantial	01.04.19	MFSS absorbs this function wholly
Payroll	Substantial	01.06.19	MFSS absorbs this function substantively
Divisional Administration	Significant	01.07.19	Administrative activities are

			completed by the system or MFSS
Duty Planning	Partial	01.04.19	Greater integration replaces some of the administrative activity
Finance	Partial	01.04.19	Greater integration replaces some of the administrative activity
Learning and Development	Partial	01.04.19	Greater integration replaces some of the administrative activity
Technology	Partial	01.04.19	Systems are reduced and maintained by MFSS
FHQ Administration	Partial	01.04.19	Greater integration replaces some of the administrative activity
HR Service Delivery	Minimal	01.07.19	Administrative areas could be impacted
Recruitment	Minimal	01.07.19	Administrative areas could be impacted
Commercial/Procurement	No Impact	N/A	Administrative areas not impacted

The premise of the analysis was to establish, specifically against a move to MFSS, whether a role or function was wholly, substantially or partially impacted. The basis of this analysis was to review the business process flow charts from MFSS that showed:

- What is carried out automatically as a result of a modern, integrated, police based ERP system.
- What process was substantively managed by MFSS as opposed to BTP.
- Where any joint working between the 2 organisations was required.
- Where BTP would substantively retain management of the process or the MFSS process management did not meet a minimum standard.

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1.2 STRATEGIC CASE

1.2.1 The Strategic Context

BTP is a national specialist Police Force. Its emerging mission is to '**protect and safeguard people, prevent crime and keep the railway running.'** Its value is dependent on 'being there first' to bring BTP's transport specialism to bear rather than a standard policing approach. This operational design requires the force to be able to provide support systems and services to its police staff and officers to maximise resources (cash, people, time) focused on operational policing. In addition to this mission, the emerging strategic themes of Build Confidence and Deliver Value stress the importance of '**a high level of compliance and governance across all of our organisational functions'** and the need for a '**high quality, cost effective and continually improving services'.**

This business case delivers a capability that directly supports the mission and the themes. It proposes a move to a transaction based Shared Service. This will address the technical and procedural inefficiencies of the current way of working. It will deliver standardised and streamlined processes that are enabled by a shared and integrated back office operating system. It will support the rationalisation of a range of posts and functions that currently administrate the Force; finally, it will provide the baseline from which digitally enabled self-service can occur. The headline benefits of this programme will improve:

- Public Value
- User Value
- Efficiency
- Effectiveness

The programme therefore aims to provide:

- An approach to good practice collaborative working – A police force based Shared Service will provide this and enable BTP to learn from and share ideas with other forces
- A reduction in the number of staff carrying out transactional management
- An increase in the service levels that are provided to officers and staff relating to the back and middle office functions
- An improved user experience within SLA and VfM with staff retained to deliver value add and business benefit work rather than transactional management/correction. It is important to note that for staff accustomed to a high level of central service, self-service may initially appear a lesser user experience.
- A greater level of data accuracy and where possible single points of data entry and data extraction
- Enhanced system and business processes with specific SLAs and KPIs for measurement and monitoring.

- Continuous system support services for activities that relate to front line policing.
- A self-service and self-accountability approach to information management.
- An option for mobile device working in the future phases.

1.2.2 The Case for Change

The existing situation for BTP is that the number of "stand alone" or non-integrated systems that require significant manual intervention, re-work or correction daily does not encourage change or accountability across the force. The increasing need to service this manual effort has an impact on the service teams supporting the force and discourages any form of self-service approach by the officers and staff.

Whilst the systems are reasonably effective and suitable in their own respective areas there is little, if any integration which causes one of the biggest issues and impacts on the service teams within BTP. One consequence of the stand-alone nature of the systems is the difficulty in having end to end process management and effective SLAs in place as there are too many gaps and interruptions to the process caused by the systems as they currently operate. The ability to accurately track data through its lifecycle of use is extremely time consuming and prone to multiple areas of error.

The related business needs are as follows:

- A single or significantly reduced set of back to middle office systems to increase data management and data integration in a more efficient and effective manner.
- Standardised business process management enabling effective and efficient use or deployment of support time and extraction of information throughout the force
- A move towards an externally managed/hosted solution which will reduce the impact and reliance on the current and proposed internal infrastructure and the management of individual systems.
- An increase in the effectiveness and user experience of professional service teams regarding the service they provide to officers and staff.
- An increase in the morale of the workforce in enabling lower value, manual transaction work to be carried out automatically.
- A redeployment, where possible of key members of BTP to value added work and business partnering.
- Increased proactive financial management and forecasting capabilities.
- The sharing of good practice through collaborative working.
- Continuous improvement processes being introduced as part of the Shared Service offering.

1.2.3 Options Overview

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Based on this analysis and at this stage discounting the do nothing option, the initial scope for the SOC was as follows:

- To increase the use of current systems and integrate/interface these systems as much as possible. This would require extensive technical work and cost to make the systems transfer data automatically and reduce manual work and corrective actions that currently take place.

- Procure an integrated Enterprise Resource Planning (ERP) solution which will deal with all the back off systems and integrate with the Duty Management system. This would provide less of a technical challenge in terms of costs and management, however would require BTP to go out to tender and ITT and would not necessarily improve business processes and efficiencies sufficiently to provide a value for money case.

- Collaborative working with a Shared Service model where standardised processes are used to manage standardised system processes and high volume and repeatable transaction enquiries are managed by an external Shared Service Centre. A Shared Service model would move technology management and the management of transactional enquiries away from BTP whilst leaving business and operational management with the force.

- An outsource model where both transactional management (as above) and selected business functions are managed and delivered by an external partner. This would potentially reduce the amount of knowledge within the force on managing its officers and workforce.

- A hybrid model between a current business critical supplier and a Shared Service model. This would be an incremental process where some of the transactional management was kept in-house at BTP and some moved to a Shared Service Centre.

1.2.4 Government Policy and Direction

The Government have a clear policy around efficiency and value for money in terms of technology systems and associated services when related to the traditional back and middle office. This direction and guidance, supported by Government Digital Services looks to ensure that, where possible, Government Departments and their ALBs/NDPBs are sharing systems and services through established Shared Service and good practice models. Due to the spend controls BTP would need to show straightforward evidence that they are adhering wherever possible with this direction

and guidance when changing legacy systems and the services/management associated with them.

1.3 ECONOMIC CASE

1.3.1 The long list

Within this potential scope, the following options were considered in the SOC using the options framework:

- **Option A** – Do nothing and simply upgrade systems as and when required on an individual basis.
- **Option B -** Increase current supplier usage and where possible provide integration or an interface solution to increase efficiency. This would require extensive work between current suppliers to create interfaces and add additional on-going cost for maintenance.
- **Option C -** Enhance or increase use of one specific supplier product set to encompass the system functions within other product sets. This would still require some integration and/or interfaces to provide any true efficiency savings.
- **Option D -** Procure a new single integrated ERP system or solution to replace the current systems, managing the hardware and initial system maintenance in-house at BTP. Whilst some efficiency would be gained there would still be a significant in-house cost and reliance on BTP technology resources.
- **Option E -** Procure a new single integrated ERP system or solution to replace the current systems with the management of the hardware and initial system maintenance being handled by an external provider. Whilst some efficiency would be gained and internal reliance on technology reduced, the costs for delivery and maintenance would still be prohibitive.
- **Option F -** Create a new Shared Service with a partner police force and create the standardised systems and business process templates. This would have a considerable time and investment challenge for BTP with a return on investment or payback period being some 5 – 7 years away.
- **Option G -** Join with another police force and share some of the back to middle office systems whilst retaining preferred core systems within BTP. There is no obvious partner for BTP and therefore the time to investigate and align collaborative opportunities does not make this a viable option.
- **Option H -** Transition to an existing Police based Shared Service and utilise the standardised system and business process templates to create efficiencies within BTP. Current evidence suggests that this option would be in line with investment and benefits forecasts
- **Option I -** Transition to an existing DfT based Shared Service and utilise the standardised system and business process templates to create efficiencies within BTP. Whilst a DfT option exists, ISSC1, there is sufficient evidence to

suggest it would not be suitable for BTP within the forecast timeframe and is therefore ruled out as a viable option.

- **Option J -** Transition to a Train Industry Shared Service and utilise the standardised system and business process templates to create efficiencies within BTP. Potential option with obvious industry based benefits. Little evidence to suggest that the specific needs of policing could be accommodated.
- **Option K** – Outsourcing Model. This builds on the Shared Service Model with transactional services managed by an external organisation with additional business services also being managed by the external organisation i.e. recruitment, procurement, financial management.

1.3.2 The Preferred Way Forward

Since current government direction and guidance would discount some of the options and considering the above analysis, the preferred and recommended way forward was for BTP to consider a transition into a Shared Service model and integrate the current Duty Management System set up and supply as core to the delivery of the new system and service.
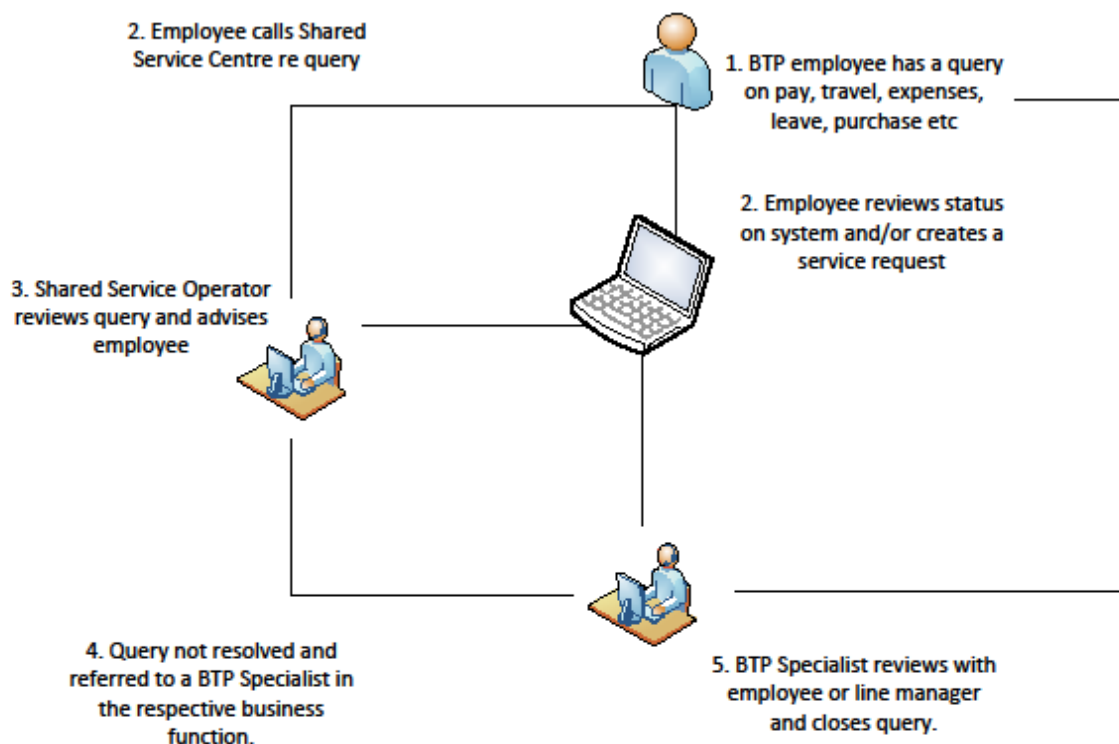
The table below shows an example of what changes BTP will encounter in moving to a Shared Service and in example which organisation will manage or be responsible for each service area:

Area or Function	System and Technology Management	Management of Transactions	Call and Service Management	Included Y/N/P
HR Transaction Services	MFSS	MFSS	MFSS	Yes
Finance Transaction Services	MFSS	MFSS	MFSS	Yes
Procurement Transaction Services	MFSS	Shared	MFSS	Yes
Payroll Transaction Services	MFSS	MFSS	MFSS	Yes
Hardware Hosting	MFSS	MFSS	MFSS	Yes
System Administration	MFSS	MFSS	MFSS	Yes

Application Management	MFSS	MFSS	MFSS	Yes
Duty Planning	BTP	BTP	BTP	N
Strategic HR Services	MFSS	BTP	BTP	Partial
L&D Design and Delivery	MFSS	BTP	Shared	Partial
Finance Advisory	MFSS	BTP	Shared	Partial
Estates and Facilities	MFSS	TBA	TBA	Incomplete
Distribution and Logistics	MFSS	BTP	BTP	Partial
IT Service Desk	BTP	BTP	BTP	No
Fleet Management	BTP	BTP	BTP	No
Force Operational Systems (Airwave, Chronicle etc.)	BTP	BTP	BTP	No
Corporate Communications	BTP	BTP	BTP	No
Corporate Service Development	BTP	BTP	BTP	No
Programmes and Projects	BTP	BTP	BTP	No
Corporate Strategy	BTP	BTP	BTP	No

The MFSS Shared Service seeks to manage the transactions and queries relating to these transactions but not the strategy, direction or operational need of the organisation. Unlike Outsourcing it does not manage any of the inter-personal requirements of the force but frees up time for the retained functions to focus on this type of activity.

For illustrative purposes below is an example of how the relationship between BTP, its officers and staff and the Shared Service Centre would operate:

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2. Employee calls Shared Service Centre re query

1. BTP employee has a query on pay, travel, expenses, leave, purchase etc

2. Employee reviews status on system and/or creates a service request

3. Shared Service Operator reviews query and advises employee

4. Query not resolved and referred to a BTP Specialist in the respective business function.

5. BTP Specialist reviews with employee or line manager and closes query.

Step 1. The onus is on the employee to check their information first before logging a call or service request. A service request will mainly be used out of hours and automatically feed into the Shared Service Centre.

Steps 2. Whether an SR has been logged or the employee wishes to speak to the Shared Service Centre this step will direct them away from BTP in the first instance.

Step 3. The Shared Service operator will now review and discuss the query with the employee. If it is an error or a miscalculation then this will be corrected and the log closed.

Step 4. Should the query not be resolved or need further review it will be transferred to a specialist at BTP to manage.

Step 5. The BTP specialist will now discuss and agree resolution with the employee and update the Shared Service Centre if required.

An example of the change impacts expected at BTP is shown in the table below:

Area or Function	Core Change	Change Impact	Responsibility	Additional
Pay queries inc expenses, overtime, TOIL	Managed by MFSS	Call or Service Ticket logged with MFSS Helpdesk	MFSS Tier 1 Support Team	There will be no BTP function to receive queries regarding pay.
Procurement queries	Managed by MFSS	Call or Service Ticket logged with MFSS Help Desk	MFSS Tier 1 Support Team	There will be no BTP function to receive queries regarding purchase orders.
Travel requests	Managed by MFSS	Service Request logged on the new system	Individual officer or staff member	Individuals will need to be responsible for using the system to identify travel requirements not an administrator
Financial queries	Managed by be MFSS	Call or Service Ticket logged with MFSS Helpdesk	MFSS Tier 1 Support Team	Staff and Officers will be directed to the Service Desk and not Finance.
Book On Book Off	Individual officers and staff	Every officer and member of staff responsible for booking themselves on and off every day. No retrospective BOBO	Individuals and Line Managers	Any missed booking will need to have a Service Request raised that a Line Manager must authorise.
Self Service Accountability	All personal details and delegated spend authorities will be the responsibility	There will be no administrative function to manage this on behalf of staff and	Individuals	Success of the new system and structures relies on individuals taking responsibility

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	of the individual	officers		for their information and actions.
Self-Approval Structures in Place	Min limits of between £250 and £500 will exist where purchases will be automatically approved. Expenses within acceptable tolerances will be automatically approved	Removal of unnecessary bureaucracy and manual intervention	System driven	Dip sample audits are carried out to monitor adherence to correct procedures
System Changes Controlled	BTP will not be able to change elements set up in the system without approval from MFSS	Slows and controls the number of changes made by assessing the need for the change	COG will need to manage and support this new controlled mechanism	
Line Management Responsibility	System and process workflow will automatically follow a chain of command	Increased data workload for all managers (Officers and Staff)	Line Management at BTP	Reality is that the system and service creates proactive management instead of reactive management. No real increase in workload.

The main benefits to stakeholders, customers and users include, but are not limited to:

- On-going collaborative working with partners that help to drive additional efficiency and change.

- A single set of integrated key back office systems reducing the amount of manual intervention, re-work and correction.

- A set of standardised system and business end to end processes enabling effective management of data and information

- First line service management for transactional queries and enquiries managed by a Shared Service Centre enabling BTP support service staff to work on value add or beneficial activities for the force.

- A set of standardised service level agreements on how and when to escalate issues or exceptions

- Creation of a self-service approach to managing information by both officers and staff

- Reduction in system hardware and software management to a collaborative Shared Service

- Reduction in system hardware and software management costs

- Increased efficiency

- Increased morale

- Lower transactional staffing costs

- Best of breed approach to change and system/service culture

- Further benefits will anticipated from the combined work of the TOM and shared services. This will include other, non-transactional shared services, and estates rationalisation.

Perceived Dis-Benefits - The Impact of Change

It is important to note what MFSS will not do. MFSS provides a standardised service offering that enables an element of self service within well-established processes. If BTP wishes to bespoke any MFSS service process it will come at a cost. A mature, one size fits all provision offers significant benefits; but a negative may appear – particularly in the initial years – to be a lack of responsiveness to organisational change outside agreed change SLA; it may also seem distant and of limited help to officers and staff who will now be expected to self-administrate. Both dis-benefits can be mitigated through training, education, and good change management.

1.3.3 The Short List

The preferred way forward was identified and agreed in the SOC as A Shared Service provision therefore the following options were considered for detailed evaluation within the Outline Business Case (OBC):

- **Option 1** – Status Quo or do the minimum – Stay with current supply and upgrade

- **Option 2** – The reference project or outline Public Sector Comparator (PSC) – This is identified as The Multi Force Shared Service

- **Option 3** – The PSC and more ambitious option - Create a Shared Service model with other forces or software companies

- **Option 4** – The PSC and less ambitious – Join a Train Operating Company Shared Service. In this document referred to as both Transport for London and Network Rail.

1.3.4 Indicative Economic Costs

The indicative costs for the scheme are shown below. The **indicative** savings are shown over a 5-year period however the costs only represent the known delivery cost to transition to a new system and/or service plus year 1 maintenance costs only. The rationale for this is clear as the maintenance costs are already accounted for in BAU.

	Undiscounted (£)	Net Present Cost (Value) (£)
Option 1 – Upgrade		
Capital	1.5m	
Revenue	1.0m	
Total costs	2.5m	
Less cash releasing benefits	0.5m	
Costs net cash savings	**2.0m**	
Non- cash releasing benefits	0.25m	
Total	**1.75m**	
	Undiscounted (£)	Net Present Cost (Value) (£)
Option 2 Shared Service MFSS		
Capital	3.08m	
Revenue	3.05m	
Total costs	6.13m	
Less cash releasing benefits	9.0m	
Costs net cash savings	**-2.87m**	
Non-cash releasing benefits	0.25m	

Total	-3.12m	
	Undiscounted (£)	Net Present Cost (Value) (£)
Option 3 Create a Shared Service		
Capital	3.0m	
Revenue	3.0m	
Total costs	6.0m	
Less cash releasing benefits	1.5m	
Costs net cash savings	**4.5m**	
Non-cash releasing benefits	.25m	
Total	**4.25m**	
	Undiscounted (£)	Net Present Cost (Value) (£)
Option 4 – Shared Service Train Operating Company		
Capital	1.0m	
Revenue/ current	0.75m	
Total costs	1.75m	
Less cash releasing benefits	0.5m	
Costs net cash savings	**1.25m**	
Non-cash releasing benefits	0.15m	
Total	**1.1m**	

- Option 1 – This option would rank 2nd overall.
- Option 2 – This option would rank 1st overall.
- Option 3 – This option would rank 4th overall.
- Option 4 – This option would rank 3rd overall.

1.3.4 Overall Findings: The Preferred Option

Evaluation Results	Option 1	Option 2	Option 3	Option 4
Economic appraisals	2	3	4	1

Benefits appraisal	4	1	2	3
Risk appraisal	2	1	4	3
Overall ranking	**3**	**1**	**4**	**2**

Option 2 provides the most viable way forward for BTP. There is a well-established and police based Shared Service with a defined benefits profile that will enable the force to plot and track its return on investment.

Option 4 scores highly due to the lowest cost outlay; however, has the second lowest benefit return for BTP in the appraisal.

***It is important to note that the costs and savings can only be indicative at present but represent known standards and benefit profiles from leading industry specialists. Additionally, an initial level of analysis has taken place between BTP and these industry specialists.**

For the purposes of this document the following options have not been carried forward for further analysis:

Option 1 – Stay with current suppliers and upgrade. The rough order of magnitude regarding costs and benefits for this option is known and would not substantiate any major change for BTP.

Option 3 – Set up a Shared Service. The costs for this option are far higher with the benefits being returned over a much longer period, therefore this option is too great a risk.

Therefore, the options taken through for the OBC were identified as:

Option 2 – The Multi Force Shared Service

Option 4 – Transport for London and Network Rail, both now given individual assessment for the case.

1.4 COMMERCIAL CASE

1.4.1 Commercial and Procurement Strategy

Subject to further confirmation at FBC stage, the short scheme options for the BTP commercial and procurement strategy are as follows:

- Option 1 - Via a Section 22/23 collaboration arrangement under the Police Act 1996 which specifically enables Police Forces to enter into such collaborative agreements. BTP are specifically named under this act and therefore any

contractual or commercial negotiations would not need prior authorisation outside of funding.

- Option 2 - Reviewing possible contractual opportunities stated within any either Transport for London or Network Rail. This opportunity would need the original agreement in setting up the system or service to have named BTP as being a potential option for partnering or collaboration.

Conclusion

Option 2 has no short term or easy route to market. BTP were not specifically named within the contractual provision when the services for both TfL and Network Rail were established and therefore BTP would have to follow an OJEU/ITT route to choose a supplier.

Option 1 covers BTP under the Police Act 1996 and therefore is significantly more straightforward and has no known basis of legal challenge or bias. Considering approval routes this would enable the deadline for final commercial agreements to take place up to and including February 2018*.

* A precedent has been set with CNC completing the commercial agreements in July of 2015 and commencing implementation in August 2015.

1.4.2 Required Services

The required products and services in relation to the preferred way forward are briefly as follows:

- Specialist Oracle Software Consultancy
- Business Change Consultancy
- Technical Consultancy
- Programme Management Services
- System Integration Consultancy
- Licences for new hosted system
- Hosting charges for the new system
- External advice and/or guidance relating to redundancy or TUPE considerations
- External support to the programme regarding delivery and/or change

This does not consider any detailed internal resource considerations from BTP that will need to be factored into the delivery programme.

1.4.3 Potential for Risk Transfer and Potential Payment Mechanisms

It is evident that BTP should use the framework for procurement and commercial agreements through section 22 of the Police Act as there is relatively clear and straightforward mechanism for agreeing both the initial contract and the mechanism for payments. As in any commercial and legal agreement the only real challenge for

commercial and procurement teams would be the contractual clauses for delivery and any exit or non-conformance/delivery clauses.

There is a heightened risk associated with the other options which includes:

- The potential risk of challenge if BTP did not go out to tender and therefore the payment mechanisms would come under greater scrutiny.
- BTP would be subject to an OJEU/ITT process to show that there had been no legal or commercial bias when spending public money.
- Significant additional cost to add to the commercial process.
- Significant additional time to add to the commercial process.
- Deferral of benefits from moving to a Shared Service.

1.5 FINANCIAL CASE

1.5.1 Summary of Financial Appraisal

The financial appraisal has been carried out over a 5-year period. Although the maintenance cost for the Shared Service is included in this appraisal it should be replacing the current maintenance costs for the systems that are due to be replaced.

The indicative financial implications of the proposed investment are £6.13m including VAT:

Detail		17/18	18/19	19/20	20/21	21/22	Total	Grand Total
The transition/on-boarding cost to move BTP into a Shared Service	Capital	0	2,100,000	430,000	0	0	2,530,000	3,080,000
Contingency funding		0	550,000	0	0	0	550,000	
Initial scoping costs approved as part of the Strategic Outline Case	Revenue	50,000	0	0	0	0	50,000	1,130,000
Redundancy/TUPE support costs		0	150,000	350,000	0	0	500,000	
Continuous Improvement/Customer Relationship Management		0	40,000	40,000	0	0	80,000	
Inter-dependent system and process costs		0	500,000		0	0	500,000	
Cost of support and maintenance	BAU Impact	0	480,000	480,000	480,000	480,000	1,920,000	1,920,000
						TOTAL	6,130,000	

*An indicative cost can only be given at this point as the total support and maintenance figure is based on the size of the BTP establishment at the point the system and services are released for live use.

Funding for the re-alignment or upgrade to inter-dependent applications, systems and processes makes provision to amend those wider aspects of the Force that touch transactional services or must be amended to enable self-service and

business change. This provision will be matured through the detailed work with the MFSS on-boarding team.

1.5.2 Overall Affordability and Balance Sheet Treatment

There will be minimal capital expenditure after the implementation has completed due to the external hosting and ownership of any capital equipment sitting with the Shared Service provider therefore negligible impact on the asset sheet for BTP.

This is a major enabling programme which will drive savings and efficiencies year on year after the initial implementation.

The programme will be funded by the BTP Portfolio Budget for 2017/2018, 2018/2019 and 2019/2020 and will require funding approval from:

- BTP Force Executive Board
- British Transport Police Authority
- Department for Transport
- Cabinet Office and Government Digital Services


1.6 MANAGEMENT CASE

1.6.1 Project Management Arrangements

The scheme is an integral part of the BTP Efficiencies Portfolio, which comprises a portfolio of projects for the delivery of new back to middle office systems and services for BTP.

The Transaction Services Programme is a key contributor to the overall Portfolio which has been agreed by the Force Executive Board and comes under direct control of the Portfolio Investment and Delivery Boards.

The programme is a major element of the Target Operating Model. As such, project delivery, change management, people, and benefits will all be managed within the TOM on a Force-wide basis. For example, the TOM will direct a common approach to people – engagement, communications, support, and people packages to retain key staff in at risk functions, and manage redeployment, TUPE and redundancy.

 An example of the Portfolio Delivery Plan is attached below.

PORTFOLIO STRATEGY PLAN 2017 - 2020
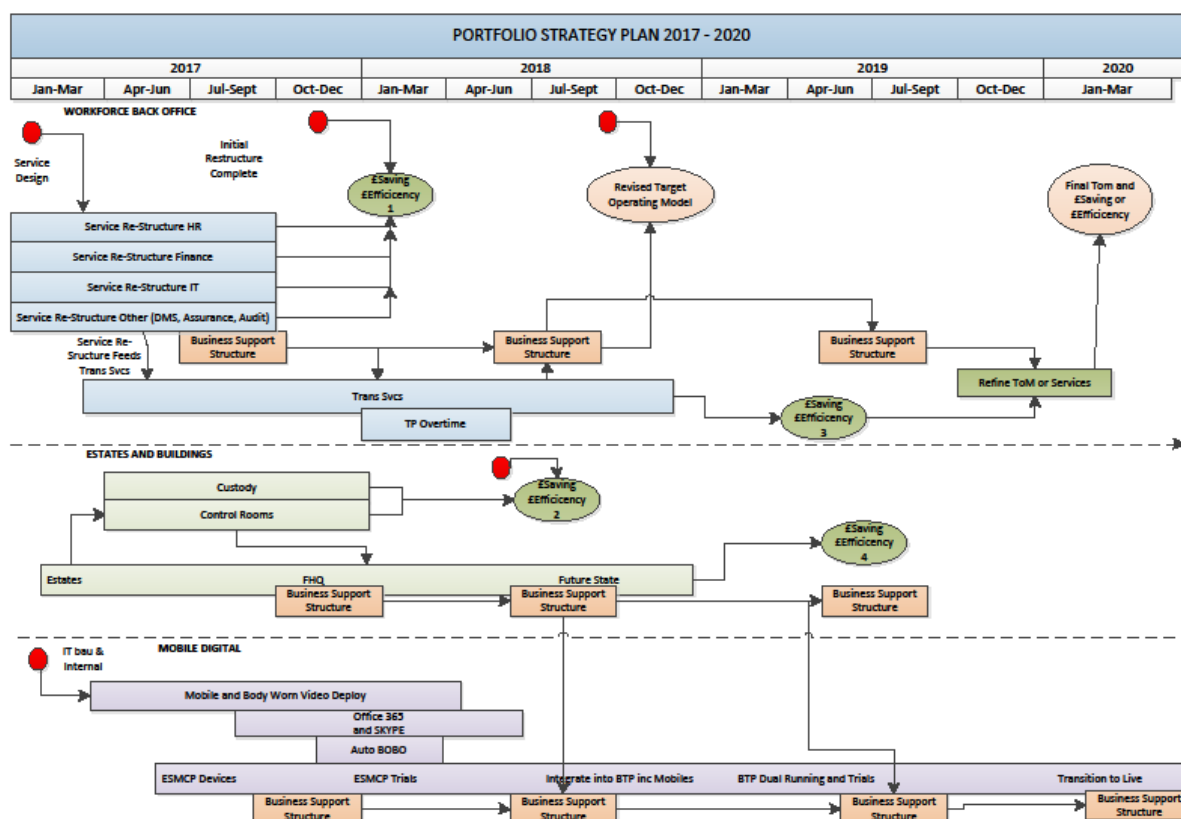
Please note that the dates and timings for this overview plan are indicative only and in relation to this programme can only be finalised upon agreement of the FBC. A timetable for delivery is included within this document showing the key activities and milestones for programme delivery.

The Programme Delivery Team will be identified during the preparation of the Outline Business Case.

The following arrangements will be put in place to ensure the successful development of the scheme and production of the OBC and FBC:

- BTP Stakeholder analysis for each of the options identified within the OBC
- Systems, process and role analysis regarding the potential changes to the BTP system and support structure
- Benefits validation assessment both internally at BTP and with preferred option(s) supplier(s)
- Risk and challenges validation assessment
- Mapping and management of interdependencies
- Change management
- Final peer reviews with current customers/partners of the preferred option(s)

1.6.1 Programme Management Arrangements

The core programme organisation structure containing the programme board and operational delivery team is set out below:

Programme Board and Governance

- Senior Responsible Owner – Simon Downey

- Senior Operational User – ACC Smith

- Programme Executive – Darren Skinner

- Senior User Finance and Procurement – Alistair Cook

- Senior Supplier External – Sarah Copley-Hirst (Head of the MFSS)

- Senior Supplier Internal – Sarah Winmill

- Change management specialist - TBA

- Programme Manager External – MFSS Programme Manager

- Programme Manager BTP – TBA

- Programme Assurance BTPA – Charlotte Vitty

- Programme Assurance BTP – Melissa Morton

Additional members of the board who will be invited when relevant include:

- Information Security Assurance – Helen Edwards

- Head of Learning and Development – Michael Cowley-Freeman

- Procurement Lead – Ian Currie

- Head of People Services – Richard Scragg

- Force Resource Manager – Liz McWhirter

- Operational Leads as appropriate
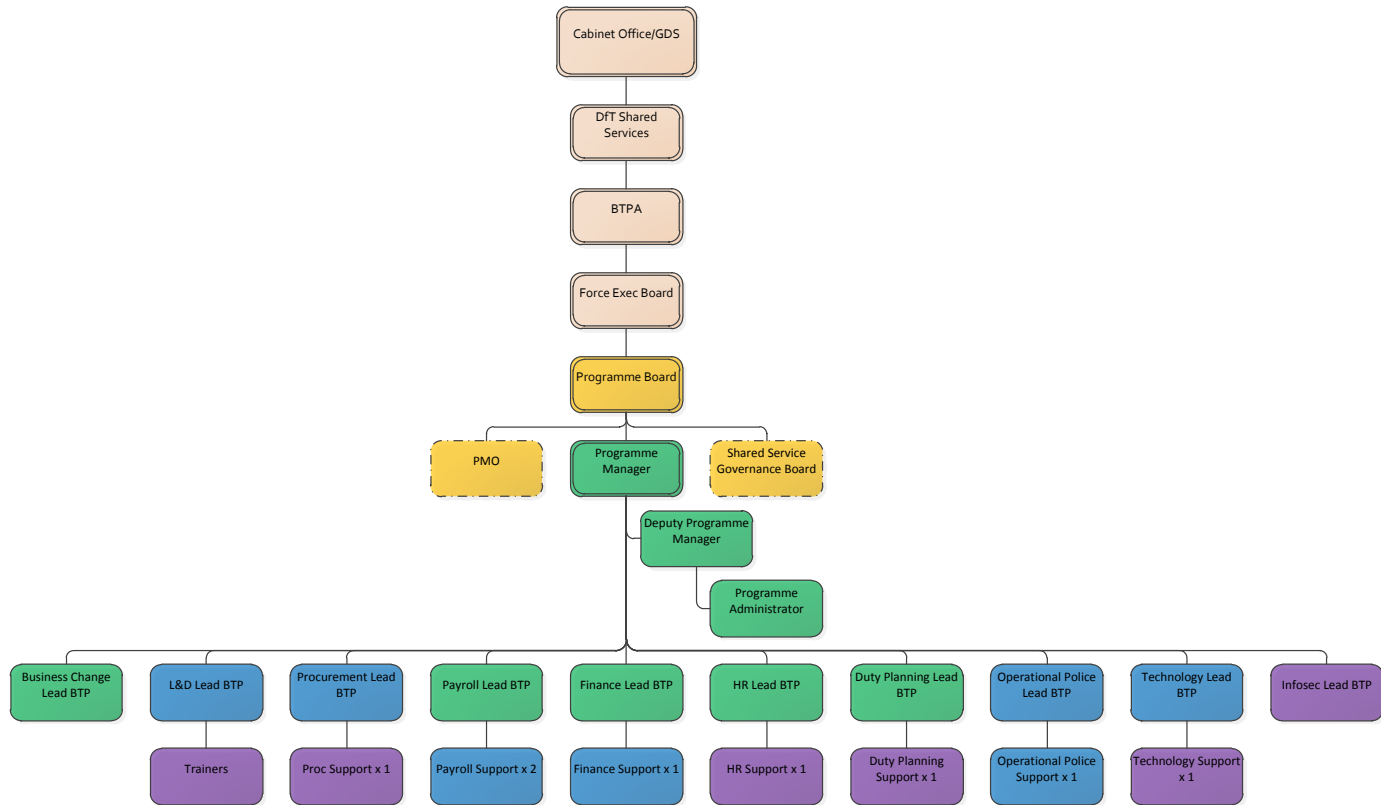
Programme Delivery Team

The programme delivery team will be identified/confirmed in the provision of the FBC. This team will be dependent on the timing that delivery takes place, the availability of key resources at that time and the dependencies on other projects and programmes being delivered at that time.

It will be vital that the delivery team are co-located together and work as a team on a daily basis. This will not require all members of the team to be present at all stages, however the "Functional Leads or Subject Matter Experts" will need to spend an estimated 60% of their time across the timeline in a co-located environment.

Business change will be a critical element of this programme. It has been highlighted that a full-time resource will be required to work on this project. This requirement will

be refined as the business case matures to ensure that it is aligned to the work of the Business Change Team. This work will be fully integrated with the wider TOM.

The diagram below shows the type of roles that will be required within the programme:

Colour Key

Pink   Advisory and Regulatory

Amber   Delivery Governance

Green   Full Time

Blue   Full Time Periods or Part Time across Programme

Purple   Specific Time Periods

1.6.2 Gateway Review Arrangements

A Gate 0 (strategic fit) has been undertaken on the programme by the BTP Portfolio Management Office, in conjunction with Subject Matter Experts within the following functions:

- Finance

- Commercial/Procurement

- Technology

- Human Resources

- Payroll

- Learning and Development

- Duty Planning

The outcome of this review was to accept that there is case supporting a Strategic Fit for BTP and that the OBC should be produced with a reference organisation that already deliver and/or use a Shared Service.

A Gate 1 (business justification) was undertaken on the programme by the BTP Portfolio Office along with key Subject Matter Experts covering Finance, Commercial, Human Resources, Technology, Information Security and L&D.

1.7 Recommendation

The recommendation is that BTP transition into a Transactional Shared Service with the Multi Force Shared Service Platform. The benefits and associated risks are outlined in the following sections, however the main drivers for this recommendation are:

- Strategic Fit – MFSS is a police to police based Shared Service
- Public Value – MFSS represents a fixed cost and validated benefit profile for the transition
- Value for Money – The most logical option to drive cost reduction and enhance service levels.
- User Value – Proven Shared Service with over 5 years managing multiple police forces.
- Efficiency – Proven Shared Service managing over 15,000 users across their client base.

Signed:

Date:

Senior Responsible Owner

Project Team

2. THE STRATEGIC CASE

2.0 Introduction

This Outline Business Case (OBC) defines the work to move BTP from the current set of isolated systems, services and processes to a more effective and efficient model with MFSS. This transition will be managed through a Programme of Change called The Transaction Services Programme. The Transaction Services Programme will have a remit to look at system, process and culture change; however, at an elevated level the transition will include the following elements:

- A replacement of the back-office Finance, Procurement, HR and Payroll systems that are currently managed by BTP with an integrated and remotely managed or hosted cloud solution.
- The provision of an integrated system and operating model with the current Duty Management System – Origin.
- A move towards the initial management of transactional enquiries away from BTP to a Shared Service Centre.
- The adoption, where possible of a standardised set of system and business processes for BTP to maximise efficiency within the back to mid office functions.
- The provision of a standardised set of Service Level Agreements and Key Performance Indicators between functions and departments, as well as the Shared Service Centre.
- A reduction in the need for manual intervention and re-work and focus or re-deploy staff to more meaningful or value adding activities.
- The provision of timely and accurate reporting and forecasting capabilities.
- Move the force, officers and staff to a modern, self-service environment, approach and culture.
- Move the force, officers and staff to a self-accountability and self-responsibility model.

The MFSS solution does contain a Duty Planning system, Crown, and most of the MFSS partners utilise this for Duty Planning purposes. This system, however, is separate to the main back office system and requires an integrated interface to pass data between the 2 systems. BTP are currently upgrading Origin, which contains the Duty Planning module and this upgrade is not due to conclude until the summer of 2018. As such, it is recommended that BTP stay with Origin Duty Planning and integrate across to the MFSS back office system to reduce the amount of system and process change being imposed on the force.

It is further recommended that a review of Crown should take place as an option for Duty Planning in the future.

Part A: The Strategic Context

2.1 Organisational Overview

BTP is a national specialist Police Force. Its emerging mission is to '**protect and safeguard people, prevent crime and keep the railway running.'** Its value is dependent on 'being there first' to bring BTP's transport specialism to bear rather than a standard policing approach. This operational design requires the force to be able to provide support systems and services to its police staff and officers to maximise resources (cash, people, time) focused on operational policing. In addition to this mission, the emerging strategic themes of Build Confidence and Deliver Value stress the importance of '**a high level of compliance and governance across all of our organisational functions'** and the need for a '**high quality, cost effective and continually improving services'.**

This business case delivers a capability that directly supports the mission and the themes. It proposes a move to a transaction based Shared Service. This will address the technical and procedural inefficiencies of the current way of working. It will deliver standardised and streamlined processes that are enabled by a shared and integrated back office operating system. It will support the rationalisation of a range of posts and functions that currently administrate the Force; finally, it will provide the baseline from which digitally enabled self-service can occur. The headline benefits of this programme will improve:

- Public Value
- User Value
- Efficiency
- Effectiveness

BTP has approximately 180 sites across the UK with Force Head Quarters being based in Camden, London, B Division in Broadway and the HR Business Centre being based in Birmingham City Centre. There are devolved administrative functions across the divisions with main additional centres of excellence or support being based in Cardiff; Manchester and Edinburgh. In line with the above associated strategies will be a view on agile and mobile working which would enable a modern support/professional service function to support the operational and staffing needs of BTP.

2.2 Business Strategies

The programme is part of the BTP Portfolio for Efficiencies and Improvements being carried out over the next 5 years. Change will be delivered in accordance with the emerging BTPA Strategy and as part of work on a new Target Operating Model. This work will manage all Force change within a common design and approach. It will integrate inter-dependent projects and programmes with both cashable and non-cashable benefits which are measured and monitored by members of the Force Executive Board. This will include strategies for:

- **Project Scotland**

The timing for Project Scotland is a crucial factor for this programme. The benefits platform for BTP to move into a Shared Service refers directly to the reduction in staffing around the back-office systems and the integrated nature of these with the Duty Planning systems. At the point of releasing this document it is envisaged that Project Scotland will take place on or around the same time as a move to a Shared Service would also take place. The 2 main considerations are:

• Are any of the reductions in staffing numbers directly related to Scottish employees.

• Will any officers or staff currently working in Scotland need access to the system after 1st April 2019? If so there will be an annual cost to cover this from a licence perspective.

For the purposes of this business case the changes caused by Project Scotland have not been counted towards the benefits for this programme.

The element that remains unclear or unanswered relates to the need for officers or staff needing access to the systems after 1st April 2019 and is therefore contained within the identified risks.

- **LAN/WAN Replacement**

   British Transport Police needs to procure a new contract for Managed Network Services to cover Wide Area Network (WAN), Local Area Network (LAN) and Internet Protocol Telephony (IPT) services. This provides the national technical infrastructure that connects BTP's 167 technology connected sites and allows electronic data transmission between computer systems as well as providing the landline telephone system, and access to the Internet. This service is currently managed by BT Global Services (BT) under a contract known as Contract 35 which expires in November 2018. There is a key dependency on the LAN/WAN to enable access to the systems which will be hosted remotely from BTP. In addition, there is a considerable resource dependency on technology staff in helping support the transition.

- **Digital Transformation Strategy**

   Mobile technology will enable BTP officers to operate, communicate and administrate on patrol. This will reduce their dependence on operating from fixed sites. Mobile devices can operate over Wi-Fi and 4G links accessing the WAN core where data is stored on secure BTP site rather than off-site (in the Cloud). There will be a need to ensure that any critical or core system service from a back to middle office perspective has the potential ability to function on mobile devices.

   Whilst mobile offers a device to enable self-service, the full benefits of transactional services are reliant on a comprehensive joined-up change

programme that re-aligns user demand, processes, applications, policy, training, assurance and contract management to ensure an integrated 'service'. One example illustrates the theme that officers should be trained and can access policy and guidance, and self-administer processes that are accessible digitally in a way that complements their core operational policing role.

- **People Strategy**

  The People Strategy will deliver a new vision of employment for Police Officers and Staff based on revised culture, development, terms and conditions, and pay and reward. The Transactional Services project has a key role, well delivered, in empowering staff and supporting them with modernised business processes. Poorly delivered, it will undermine the workforce confidence in the Force as a manager and deliverer of change.

- **Estates Strategy**

  There will be a fundamental need to align very closely with the estates Strategy over the next 3 years to ensure that changes to the organisation are planned in line with changes to the estate. Conversely the changing profile of the workforce will act as a driver to make the right decisions in defining the future estate for BTP.

- **Target Operating Model**

  This programme and the Target Operating Model (TOM) will have incredibly close links and dependencies. Due to the timing of the work for the TOM and the fact that its remit is wider than the back to middle office functions it is envisaged that the predominant decisions regarding the changing work force for back to middle office will be made through this programme and refinement of the subsequent business cases. The Transaction Services Programme will be a key enabler for the TOM and drive out some of the initial efficiencies and savings forecast in the wider programme of change. It is also important for the TOM and Transaction Services Programme to investigate further Shared Service and Outsource opportunities in years 2 and 3 of the transition.

- **Territorial Policing Changes/Demands**

  There are obvious dependencies between the support functions and systems provided by the back to middle office and the impact this may have on any frontline policing organisation. Areas such as pay, expenses, leave etc. do impact the individual officer and as such we need to ensure that any changes in these areas are well communicated. The more fundamental impact will come in the move to a self-service approach and culture within BTP where officers and staff alike will be expected to manage more of their own information and where this is not possible contact a Shared Service Centre for advice and guidance. This will need to be planned in from the perspective of

ensuring clear communication on the change is in place, training where required takes place and a post live support/embedding model is in place to support the transition.

- **Wider BTP Efficiency Programme**

  The wider efficiencies programme for BTP has several other projects and programmes that do not fit into the strategies above but will be measured and managed by the PMO to ensure that any dependencies or potential conflicts are highlighted and managed at the Portfolio Delivery Board.

- **Infrastructure Policing Review**

  The impact of the IPR is also factored into this case. Should a national policing force be formed over the next 5 years BTP will play a role within this new force or structure. As such, a unified force would, by default, have a Shared Service function to manage its back-office systems and services. A proactive move by BTP into a Shared Service over the next 2 years will lessen the impact of any national change.

Part B: The Case for Change

2.3 Investment Objectives

The investment objectives for this project are as follows:

- Investment objective 1: Public Value. A reduction in the number of non-integrated systems, maintenance and support contracts and manual intervention and re-work will create more efficient and effective time and cost management for BTP as an organisation.

- Investment objective 2: Financial Value. The implementation of a modern hosted solution and a service that manages initial service queries will create both a reduction in the number of people needed to carry out non-value work and provide BTP with a standardised framework for managing queries and issues from their work force.

- Investment objective 3: Force Effectiveness and Efficiency. Standardising common practices and processes and moving staff and officers to a more structured first line support mechanism will enable quicker turnaround times on basic enquiries and time to be focused on specific and unique issues affecting the force.

- Investment objective 4: Financial Value and Force Efficiency. The use of standardised processes, support mechanisms and integrated software will enable BTP to re-structure professional service teams to provide the correct levels of service and validated KPIs and SLAs.

- Investment objective 5: Public Value, Financial Value and Force Efficiency. The use of a Shared Service will enable the BTP retained functions to provide added value to the support and professionals service they provide. This increases the user experience and value to the organisation. BTP will also can learn from and share strategies with other organisations to continually enhance the value of the service they provide.

2.5 Existing arrangements

The existing arrangements are as follows:

- Individual back and middle office systems are contractually and commercially managed separately.

- Individual back and middle office systems are supported separately.

- Individual back and middle office systems are upgraded and changed separately.

- Limited integration between the systems and what integration exists provides minimal value.

- Limited end to end process management and service level agreements between the individual systems and service functions.

2.6 Business Needs

The case for change through The Transaction Services Programme is driven by key operational and strategic needs of the force. These strategic and operational needs are broken down into the following 5 key and distinct areas:

2.6.1 Modernisation

The current BTP model is set up on single and stand-alone systems that support functions predominantly in isolation. There is a mix of in-house technical support and management and outsourced technical support and management. As such there is no standard model for using systems and associated services. Whilst BTP is unique in the delivery of its operational policing service it is not unique in terms of its back or middle office systems, services and processes. An externally hosted and managed system and service would provide modern, up to date technology with the ability to accurately forecast expenditure and professional service requirements to support frontline policing. A move to away from the current isolated and inefficient systems will also enable BTP to manage a Continuous Improvement Process for these systems and services more effectively.

2.6.2 Cost Control

Staffing costs and system/supplier costs are increasingly difficult to predict and manage. BTP have been subject to increased and unplanned costs in recent years because of suppliers charging for ad-hoc support work. There is little opportunity to change the contractual arrangements as they fit under framework agreements and so these ad-hoc costs will continue to be experienced.

Additionally, the cost of delivering a professional support service to the force is increasing as more staff is required to carry out non-value, manually updated, and manually supported and corrective action work. The force would benefit significantly from standardising the way these functions operate, where possible and moving the transactional management of high volume, repeatable and non-value queries or enquiries to a shared service centre. This would then allow professional service staff to focus on the issues that drive the force in retaining its unique policing model.

2.6.3 Process Efficiency and Effectiveness

One of the core drivers for a Shared Service is an increase in collaborative working, both within BTP as an organisation and with partners currently using the Shared Service. BTP would benefit significantly from the shared and good practice methods and processes that are driven out from these types of arrangements. It will also allow BTP to retain any areas of speciality or uniqueness in these functions as the Shared Service functions, to an extent, can flex or adapt if operationally critical. This is significantly enhanced through good practice arrangements through the MFSS and their partner forces. It should be noted that options that digress significantly from the standardised model may come at a cost. BTP will need to be disciplined in aligning to the MFSS model as a default and agreeing variations by exception.

2.6.4 The End User Experience

By modernising the systems and creating process efficiencies BTP will also change the administrative and/or transactional roles currently being carried out by some of the professional back to middle office support staff. These roles should then evolve into less of an administrative role and more of a business partnering and value adding role. The users should then be able to have a defined value on the work they carry out which will be a benefit to both BTP as a force and the individual. By default, this will also improve the perception that the customers to these services have of the role holders.

It is important to note what MFSS will not do. MFSS provides a standardised service offering that enables an element of self service within well-established processes. If BTP wishes to bespoke any MFSS service process it will come at a cost. A mature, one size fits all provision offers significant benefits; but a negative may appear – particularly in the initial years – to be a lack of responsiveness to organisational change outside agreed change SLA; it may also seem distant and of limited help to

officers and staff who will now be expected to self-administrate. Both dis-benefits can be mitigated through training, education, and good change management.

2.6.5 Collaborative Working Opportunities

Accepting that the delivery of specialist transport policing makes BTP unique there are, however many functions and processes that are relatively standard in both policing and in the public/private sectors. It is evident that BTP would benefit significantly from a constant challenge to how these processes and functions work and from collaborative opportunities to improve and streamline their organisation. It is also clear that this collaborative working would cost significantly less than using external agencies or organisations to advise and guide on change.

In addition, the collaborative nature of the MFSS Shared Service will also drive a continuous improvement process throughout BTP. A key example of this continuous improvement is the current pilot scheme for a Tier 3 HR Delivery Team within Shared Services to support and manage the HR strategy elements within Cheshire Police.

2.7 Potential Business Scope and Key Service Requirements

Table 2: business scope and key service requirements

	Minimum	**Intermediate**	**Maximum**
Potential business scope	New integrated software	MFSS provide integrated software to cover all the back-office functions	Extension of the standard systems areas such as management to include areas such as Chronicle and mobile device deployment
Key service requirements	Management of transactional processes associated with the software provided.	MFSS provide transactional management in line with the software	Future opportunities to look at some of the service delivery management to be included within the Shared Service.

2.8 Main Benefits Criteria

Satisfying the potential scope for this investment will deliver the following high-level strategic and operational benefits. By investment objectives these are as follows:

Table 3: investment objectives and benefits criteria

Investment objectives	**Main benefits criteria by stakeholder group**

Investment objective 1	Customer and Public Value - Increased service efficiency
Investment objective 2	User Experience - Increased user efficiency and value
Investment objective 3	Customer and Public Value – Increased system and process efficiency
Investment objective 4	Cost Reduction – Lower and controllable technology costs
Investment objective 5	Cost Reduction – Lower and controllable service and process management costs

The main perceived 'dis-benefits' are as follows:

As with any programme or change proposal there are challenges and dis benefits around moving from the current ways of working. The negative impact of this change will be to pass administrative tasks to the officer/staff. The upside will be in standardised and effective processes, but the additional administration required by the employee may affect their initial perception. Poorly executed or supported, it risks being a significant friction. The categories below are not an exhaustive list but are representative of the types of challenges and issues that BTP, or any other organisation will face:

- There will be a reduction in the number of full time and part time staff working in the back to middle office systems and services. This creates a challenge for BTP when looking at TUPE, redundancy and the impact of this on the morale of the retained work force.
- BTP will face a change in approach to how systems, services and initial transaction enquiries are managed. This is a move towards a "self-service" culture where additional responsibility is placed on each individual to maintain information rather than core administrative teams.
- Changes to systems and services are authorised and managed through a governance process with the collaborative partners of the Shared Service. Therefore, there will be a perceived slower pace in changing systems or processes as these become part of a change board mechanism.
- As above there will also be mandatory changes to systems i.e. upgrades, where BTP will need to be in line with the timetable for change.
- There will be a move towards standardising both back and middle office processes in line with government and Shared Service good practice templates. This will result in BTP having to accept change within the organisation to enable benefits to be realised.

2.9 Main Risks

- The core business and service risks associated with the potential scope for this project are shown below, together with their counter measures. These risks have been validated against the recommended option, MFSS. They will be managed and mitigated within the overall approach of the TOM

Table 4: risks and counter measures

Main Risk	Counter Measures
Standard design and set up of a Shared Service would be too much of a cultural change challenge for BTP	Force Executive Board to support the changes being proposed and provide the delivery team with assurance on acceptance from all levels within BTP. Strong engagement approach with the current Shared Service partners will help to enable culture change to be managed i.e. lessons learned from their programmes. Change management will be managed within the overall approach of TOM. This will include: • Change management expertise • An engagement strategy to ensure that this change is understood, shaped, led and embraced by the Force • A People strategy to manage staff, posts, retention, redeployment, TUPE and redundancy • Re-alignment of digital systems, policy, processes, to enable new ways of working • Leadership • Training

Limited organisational change takes place to adapt to the Shared Service and cashable benefits are not realised	Force Executive Board to support the changes being proposed and ensure appropriate changes are in place to adapt to the new system and service. Specific training should be delivered to help manage the change in process and system usage.
Timescale for delivery slips and therefore payback on investment is delayed or deferred	Programme Governance controls are put into place to monitor each stage for slippage and provide support direction or assistance as required
Changes are not embedded within BTP after implementation and benefits are either not delivered or diluted	Benefit owners, at Force, functional and local level, are named within the PID and the FEB and Efficiency Board monitor and/or enforce changes identified
Changes to the support of officers may impact the service delivered to frontline policing	The demand and activity of the employee will be analysed to understand and manage the transfer of administrative responsibilities. Any potential impact on service levels to operational officers is escalated to the SRO and Senior Operational User for review and direction
Additional costs will be incurred in delivering the new service and solution whilst paying existing suppliers	Acceptance that during the delivery lifecycle costs are incurred by current suppliers whilst funding is made available for the new service and system
The new service and commercial agreement will be difficult to agree and/or exit if required	Commercial reviews to take place prior to contract sign off to ensure that BTP have an acceptable exit solution if required
Infrastructure Policing Review will dictate that BTP must merge with another/other forces rendering this work irrelevant	Most likely that any direction will take place after delivery. The structures and templates in place for delivery will be substantively relevant should any change to national policing dictate that BTP should move to another service.

Resistance by Unions and Federations may delay approvals and/or delivery of new services and benefits	Once the OBC has been agreed engagement should take place with the relative Union and Federation representatives to explain the change and known impacts of change.
Contractual constraints to exit from current system providers	BTP Commercial and Procurement have commenced the process of reviews and contract clarifications.
Service Response to Change is not Acceptable	Acceptance from the FEB that changes take place in a controlled manner and through a joint governance board.
Unwanted Change is imposed on BTP by the Shared Service	There will be a standard governance structure relating to change. A Shared Service Model works on agreement from the partners to change.
Changes to BTP Policing in Scotland will impact delivery and cost as delivery work may be carried out that has no benefit to BTP	The FBC will need to include a definitive position on whether the changes in Scotland will be included in the cost for delivery and benefit accrued.
BTP cannot claim back VAT on the implementation costs and therefore the ROI will be reduced and impact the case for affordability	The benefits profile for moving to an established Shared Service is between 30 and 40%. This would mean a net return to BTP of between 10 and 20% ROI. BTP would also seek exemption from HMRC for Vat on this programme.

2.9.1 Change Impact

The change impact on BTP should not be underestimated as there will be a fundamental shift in the way the whole force relates to the core systems and services currently being provided. Whilst the FEB/COG will play a key and strategic role in ensuring this change takes place and is accepted there will be a need to identify key change champions or leaders in each area. These change champions will need to report into the Programme Manager and overall Change Lead for the programme and provide guidance, assistance and direction to the Programme Board, FEB and if required BTPA on the need to manage or support change. Fundamentally, this programme must be managed within the overall TOM to ensure a coherent and effective approach to change, people, processes and benefits.

Similar programmes i.e. Civil Nuclear Constabulary have benefited from having operational officers and change champions as part of the substantive delivery team. This has enable practical and valid assessment on the scale of change to be assessed and enabled suitable communication to take place to the right stakeholder groups i.e. officers presenting change to officers is a far more effective way of communicating change and challenging unwarranted resistance.

The FBC will identify the amount of change identified and seek to embed these roles within the overall programme of change. Managing the impact of change at BTP will be the key to a successful transition to MFSS. As such, the table below identifies the critical change elements across the delivery timeline for Years 0 – 2. These will be integrated within the overall TOM change portfolio:

Change Activity	Impact	Mitigation	Target Date
OBC Starts Process of Communication to Staff and Officers	Uncertainty over future role will cause morale to be affected	Engagement with Unions and Federation to agree messaging and plans for change	November 2017 Commencement
Initial Roadshows Planned to Explain Change	Creates further uncertainty until all design decisions and changes agreed	Communicate intent to roadshow at key stages during implementation	Plans communicated once FBC Approved – January or February 2018
Change Champions Appointed for each Strategic Function	Creates initial spike and resistance on why change will not work	Use of MFSS inc Officer element to support Change Champions. Lessons Learned from other forces utilised	June 2018 – Once initial design and change principles are in place
Go Live Pathway. All dependencies mapped to ensure system and process re-alignment in support of Go Live.	Highlights scale of change Reassures through comprehensive capture of dependencies	Drawn from MFSS, lessons learnt, project team Overseen by TOM	June 2018. Dependencies revisited in the light of initial design
Targeted Communications and	Highlights impact of Service Desks	Use of MFSS inc Officer element to	September 2018 – Once initial

Change Activity	Impact	Mitigation	Target Date
Workshops with SMT and Senior Officers	and Administrative Functions now not being in place	support Change Champions. Lessons Learned from other forces utilised	and secondary challenges through Change Champions have been collated
COG Roadshow to support and validate changes	Attendees will include redundancy planned staff and specific challenge from Officers on change in their role	Use of MFSS inc Officer element to support Change Champions. Lessons Learned from other forces utilised	January 2019
Targeted and Force Wide Communications Increase	Late resistance to change spikes and communication fatigue from staff and officers	Use local briefings as well as comms messages.	January 2019
Countdown to Switch Off Functions and Facilities	Surge in last minute changes to personnel records etc – Duty Planning a key area	Plan an element of the delivery team to administrate and support	February 2019
Go Live – Close current system access	All current systems closed to staff and officers. Creates a surge in support calls	Communications in place and support teams mobilised to handle calls	April 2019
Go Live – Close Service Desk (BTP)	Staff and Officers still attempt to contact HR Service Desk	Redirect message on emails and telephone message. Retained staff to provide re-direct information to callers	April 2019
Go Live – Release of Staff Commences	Response times to queries and	Expect some impact in first 4	April – July 2019

Change Activity	Impact	Mitigation	Target Date
	issues could be impacted by the loss of staff	weeks. Supplement support teams if needed. Re-enforce message of self service and MFSS Service Desks.	
Go Live – Close access to Payroll (BTP)	Response times to queries and issues could be impacted by the loss of staff	Expect some impact in first 4 weeks. Supplement support teams if needed. Re-enforce message of self service and MFSS Service Desks. Retention of minimal resource (1 – 2) for the go live period (12 weeks).	April – July 2019
Go Live Support Feedback	Feedback in the first 4 weeks or so will mainly be negative	Set target date to review evidence of changes needed rather than suggest changes as and when identified	May 2019 July 2019 Sept 2019
Continuous Improvement – Training and Change Awareness	Desire to change system or processes too quickly	Assess with MFSS system issue v process issue v training requirement	June 2019
Programme Close – Handover to BAU	Staff and Officers need to adjust to the SLA process within the BAU process	Continuous Improvement Team will assist in escalation and change	July 2019

2.10 Constraints

The programme is subject to the following constraints:

- Funding availability and approval by the Force Executive Board
- Approvals by BTPA, DfT and Cabinet Office
- Potential instruction by the Cabinet Office or similar to merge with other forces – Infrastructure Policing Review
- Legislative or statutory changes delaying the ability for BTP to join a Shared Service
- Delays with the preferred option in being able to on-board BTP within an acceptable timeframe.
- Changes to either the funding profile or benefits profile negating the VfM case in making the transition.

2.11 Dependencies

The programme is subject to the following dependencies that will be carefully monitored and managed throughout the lifespan of the scheme.

1. LAN/WAN

   There is a dependency on the replacement LAN/WAN for BTP. The new system and service will require an efficient and effective LAN/WAN to be in place to ensure that service provision and connectivity is stable for all officers and staff. It is also prudent to ensure that there is a sensible amount of separation between the LAN/WAN being in place and Transaction Services going live.

2. Digital Transformation.

   The Force digital transformation will need to enable transactional services. Implications will range from integration of architecture through to user accessibility to on-line and digital processes. Each interdependent system, device and application will need to be considered and aligned where required to provide an integrated system of transactional support. Examples are a range of current devices and applications that draw from workforce data which, going forward, will be held by MFSS. Given the breadth and tempo of the delivery of the digital portfolio, the integration of MFSS into digital transformation should not be under-estimated.

3. Information Management

   The effective flow of data is essential to the success of this project. This ranges from the transfer of accurate data from BTP systems to MFSS, the effective exploitation of that data back to the Force and the management of information security. The programme has a dependency on the Information Security Team to ensure that the data being accessed and the physical and

cyber security elements of the Shared Service partners and integrators are sufficiently secure and appropriate for BTP to join.

4. Other Software Projects

The programme has a dependency on any future releases of other software packages such as Control Works and Niche. This is specifically relevant to technical support that would be required from the BTP Technical Department.

5. ESN

There is a possible dependency on the ESN/ESMCP programme to change emergency service communication within the UK. This again may cause a conflict with the resources needed for both programmes and also with how Shared Service functions may be uses i.e. book on/book off on new radio and/or mobile devices.

6. Statutory or Regulatory Change

There is a potential dependency on any legislative/statutory or regulatory changes such as The Infrastructure Policing Review. It is hoped that any major legislative changes to policing will take place after delivery of the new systems and services.

7. Processes and Procedures.

MFSS will deliver a suite of standardised processes that the Force will operate within. These will be made available to support employees and the retained functions. More generally, existing BTP processes and processes will need to be reviewed, revised and communicated to ensure that the Force aligns with and integrates MFSS procedures.

8. Target Operating Model

There is inter-dependency with the Target Operating Model as this is defining a wider range of savings and efficiencies for BTP. This programme is seen as a key enabler for the wider programme of change through the TOM.

9. Scotland

Project Scotland will have an impact on cashable benefits as reductions in staffing and office numbers will take place prior to the implementation.

3. THE ECONOMIC CASE

3.1 INTRODUCTION

In accordance with the Capital Investment Manual and requirements of HM Treasury's Green Book (A Guide to Investment Appraisal in the Public Sector), this section of the SOC documents the wide range of options that have been considered in response to the potential scope identified within the strategic case.

3.2 CRITICAL SUCCESS FACTORS

The key CSFs for the programme were developed by a number of gap analysis and options workshops held at BTP across all the back office to middle office functions between October 2016 and January 2017.

Subsequently there were a number of secondary and follow up reviews with Heads of Service/Departments to outline the key changes being proposed.

Finally, a series of Webex workshops were held with MFSS between May and July 2017 to review the key changes and challenges in moving to a Shared Service.

The attendees included relevant stakeholders from: Finance; Commercial/Procurement; Learning and Development, Technology, Duty Planning, Payroll, HR Service Desk, Recruitment, Occupational Health, HR Service Delivery and Information Security.

These CSFs were then used as guidelines and parameters when running Webex reviews with MFSS on the impact of change in each of those functional areas.

These CSFs have been used alongside the investment objectives for the programme to evaluate the long list of possible options.

- CSF1: business needs – Modern, integrated software and associated good practice process templates to minimise manual, non-value work currently being carried out by the workforce. Measured by direct cashable savings.
- CSF2: business needs – The transfer of high volume and repeatable transaction enquiries enabling the retained functions to manage high value strategic enquiries. Measured by direct cashable savings and non-cashable benefits.
- CSF3: strategic fit – Standardised and efficient back to middle office process improvements. Measured by direct cashable savings and non-cashable benefits.
- CSF4: benefits optimisation – Defined delivery and implementation costs providing a clear timeline on a return on investment and a strong case on VfM.
- CSF5: potential achievability – A move towards a self-service and self-accountability culture rather than a reliance on administrative staff to complete

basic tasks. Measured by limited cashable savings and non-cashable benefits.

- CSF6: supply side capacity and capability – The ability to adapt and change the system and service in a controlled and cost effective manner as requirements/legislation changes.
- CSF7: potential affordability – A clear and defined path to achieving savings whilst ensuring that the support mechanisms in place for officers and staff are not hindered or impacted. This will link directly to the overall affordability of the programme and the period by which the return on investment is realised. .

3.3 The Long-Listed Options

The long list of options was generated by the workshops in accordance with best practice contained in the Capital Investment Manual.

The evaluation was undertaken in accordance with how well each option met the investment objectives and CSFs. Therefore, the long list options that were discarded were:

- **Option A -** Increase current supplier usage and where possible provide integration or an interface solution to increase efficiency. This would require extensive work between current suppliers to create interfaces and add additional on-going cost for maintenance.
- **Option B -** Enhance or increase use of one specific supplier product set to encompass the system functions within other product sets. This would still require some integration and/or interfaces to provide any true efficiency savings.
- **Option C -** Procure a new single integrated ERP system or solution to replace the current systems, managing the hardware and initial system maintenance in-house at BTP. Whilst some efficiency would be gained there would still be a significant in-house cost and reliance on BTP technology resources.
- **Option D -** Procure a new single integrated ERP system or solution to replace the current systems with the management of the hardware and initial system maintenance being handled by an external provider. Whilst some efficiency would be gained and internal reliance on technology reduced, the costs for delivery and maintenance would still be prohibitive.
- **Option E -** Create a new Shared Service with a partner police force and create the standardised systems and business process templates. This would have a significant time and investment challenge for BTP with a return on investment or payback period being some 5 – 7 years away.
- **Option F -** Join with another police force and share some of the back to middle office systems whilst retaining preferred core systems within BTP. There is no obvious partner for BTP and therefore the time to investigate and align collaborative opportunities does not make this a viable option.

- **Option H -** Transition to an existing DfT based Shared Service and utilise the standardised system and business process templates to create efficiencies within BTP. Whilst a DfT option exists, ISSC1, there is sufficient evidence to suggest it would not be suitable for BTP within the forecast timeframe and is therefore ruled out as a viable option.

Scoping Options – Choices in Terms of Coverage

The choices for potential scope are driven by business needs and the strategic objectives at both national and local levels. The scope of options is limited by the number of ERP providers and Shared Service Centres that can provide BTP with a fit for purpose and ready to go set of services and systems. The systems and services required include integrated back office and duty planning software ideally with government good practice process templates. For the purposes of this Business case only viable or potentially viable options for service delivery were included.

Service Solution Options – Choices in Terms of Solution

The choices for potential solution are driven by modern technologies, new services and new approaches/ways of working. This is key to enable BTP as an organisation to drive out the changes that are needed to gain maximum efficiency and effectiveness. Whilst many ERP solution providers will have the required system technology and hosting requirements they would need to evidence a record of good practice process efficiencies within blue light services providers and preferably policing. A significant advantage for an existing Shared Service is the evidence and track record of being able to drive this change and use this experience to create adaptable models for joining and existing partners.

Service Delivery Options – Choices in Terms of Delivery

The choices for service delivery are driven by the availability of service providers that BTP would or could legally enter into a commercial or collaborative agreement with. In practice, these can only include:

- Current suppliers with provision within the contracts to extend the use of their services to meet the needs of BTP

- New suppliers on an existing Public Sector Framework that would enable BTP to legally contract the services within

- Any systems or services covered under The Police Act 1996

Implementation Options – Choices in Terms of the Delivery Timescale

The choices for implementation are driven by the ability of the supply side to produce the required products and services, VFM, affordability and service need. In practice, this delivery timescale needs to be controlled by the provider to meet the needs of the business case and fit within an accepted window of delivery. That window of delivery is currently set at a maximum of 12 months.

Funding Options – Choices in Terms of Financing and Funding

Funding for this programme will come out of the BTP Portfolio budget for 2017/2018 and 2018/2019. The funding required will be dependent, to some extent on the timeframe that the approvals process will take.

3.4 Short List Options

Introduction

Based on the SOC identifying that a Shared Service was the most logical and prudent way forward for BTP the range of options considered included only those Shared Services that met the following criteria:

- The Shared Service is live and operational
- There is a benefit profile that can be aligned with BTP
- The systems and services provided match the BTP profile
- A transition or on-boarding for BTP would be possible by April 2019
- A Value for Money case can be proved
- Strategic Fit - Understanding of operational policing
- Possible legal challenge or inference of bias
- Fixed implementation or transition costs

On the basis of that criteria and taking into account both the work that BTP carries out and the links/partnerships in place there were only 3 viable service options

3.4.1 Transport for London Shared Service

Whilst the service does not cover all the system and business functions that are being considered, due to the close links BTP have with TfL and some of the collaborative work that is carried out between the organisations this option would be used as a comparator to MFSS.

3.4.2 Network Rail Shared Service

Similarly, to TfL, there are close links and collaborative work on-going with Network Rail. The Shared Service is an internal service and does not have external customers to Network Rail as part of the client base.

3.4.3 Multi Force Shared Service

The Multi Force Shared Service (MFSS) is collaboration between:

- Civil Nuclear Constabulary
- Cheshire Police
- Northants Police
- Nottinghamshire Police
- Cap Gemini

By April 2018 Cheshire Fire and Rescue will join the Shared Service with Avon & Somerset Police due to join in April 2019.

3.5 Assessment and Key Findings

3.5.1 <u>Historical and Operational Assessment</u>

3.5.1.1   Transport for London

<u>Status:</u>

Operational for some 12 months with Shared Service functions in Finance and HR only. Whilst there is the start of a Shared Service it does not cover all of the functions or services that BTP would require and therefore is classed as an in-transit solution.

<u>Benefits:</u>

Close working links with BTP and some understanding of the Finance and HR working functions/practices.

<u>Dis-Benefits:</u>

Incomplete service therefore benefits are greatly reduced with the need to keep some form of Service Desk function at BTP.

3.5.1.2 Network Rail

<u>Status:</u>

Operational since 2012 and covering Finance and HR functions. The service has no outward facing customer or client base.

<u>Benefits:</u>

A more evolved Shared Service than TfL with Service Desk facilities. Close working links with BTP regarding Finance and HR functions/practices.

Dis-Benefits:

This isn't a fully evolved customer facing Shared Service and whilst there are areas where collaborative working would improve BTP efficiencies it does not cover enough functions and processes.

There is also a significant challenge in getting benefit information or on-boarding details.

3.5.1.3 MFSS

Status:

Operational since April 2012 and covering all Finance, Commercial, HR and Payroll functions. Optional Duty Planning system also available, however if not required integration with the BTP Duty Planning system is available.

Benefits:

Police based Shared Service will 5 years of evidential information regarding how the systems and services benefit new partners.

Dis-Benefits:

Standard templates and processes to adhere to which may be a challenge for BTP to adopt.

3.5.2 **Benefits Qualification**

3.5.2.1 Transport for London

Status:

The benefits profile is minimal and is based on the number of transactions managed in HR or Finance rather than a reduction in the size of the functions or department.

Benefits:

The benefits are linked to a familiarity with the BTP processes in HR and Finance rather than tangible savings.

Dis-Benefits

Unable to plot any tangible or cashable savings to prove a VfM argument.

3.5.2.2 Network Rail

Status:

There was no defined or measurable benefits profile available to review.

Benefits:

No tangible benefits were available and therefore assessment is not applicable.

Dis-Benefits:

Unavailability of a benefits profile means the Network Rail option cannot be validated.

3.5.2.3 MFSS

Status:

There are defined benefits profiles against each of the functions showing optimal operating figures and service improvements and targets.

Benefits:

Significant benefits and measures are in place to define which functions can reduce in size and therefore an estimate on cashable and non-cashable benefits can be made.

Dis-Benefits:

The profiles are based on BTP making the changes rather than them being driven by the Shared Service.

3.5.3 Systems and Services Included

3.5.3.1 Transport for London

Status:

Restricted to various elements within Finance and HR. Limited transactional management and query handling. No Shared Service Desk functions.

Benefits:

Minimal benefits from the systems and services as they are not comprehensive and only deal with certain elements of the transactions.

Dis-Benefits:

Potentially cause confusion to officers and staff as not all elements of the service management would be with the Shared Service.

3.5.3.2 Network Rail

Status:

Restricted to Finance and HR. Shared Service Desk and function available.

Benefits:

A Service Desk function would channel all Finance and HR calls/queries separately

Dis-Benefits:

Doesn't cover all functions within the back office and would cause confusion to officers and staff.

3.5.3.3 MFSS

Status:

All back to middle office functions and systems available. Shared Service Desk and Transactional Management teams.

Benefits:

Service covers all back-office functions and has 2 levels of service management within the Service Desk Teams.

Dis-Benefits:

BTP officers and staff would need to adapt to the new approach including the time based SLAs.

3.5.4 Ability to On-Board by April 2019

3.5.4.1 Transport for London

Status:

There is evidence to suggest that TfL could accommodate an on-boarding process by April 2019.

Benefits:

Only Finance and HR teams would need to be available and therefore the implementation would be smaller and similar to an upgrade.

Dis-Benefits:

No history of on boarding external organisations and no implementation or on-boarding team in place.

3.5.4.2 Network Rail

Status:

Unable to on-board by April 2019. No history of on boarding external organisations and no implementation or on-boarding team in place.

Benefits:

Not applicable.

Dis-Benefits:

Unable to on-board by April 2019. No history of on boarding external organisations and no implementation or on-boarding team in place

3.5.4.3 MFSS

Status:

Able to on-board by April 2019. Five successful implementations concluded by April 2018 and an implementation team available to on-board BTP.

Benefits:

Dedicated project team available with significant lessons learned profiles to support BTP through the implementation.

Dis-Benefits:

Major team effort and therefore key internal resources would need to be seconded.

3.5.5 Value for Money

The VfM case has an initial challenge regarding the non-reclamation of VAT which does impact both the VfM and RoI cases for making change. This, however, should be discounted to an extent as BTP need to keep systems and services up to an optimum level and therefore expenditure with software and service organisations is inevitable.

The significant challenge for a Transactional Shared Service is the ability to accurately forecast the savings, which are in the main delivered through reductions in staffing levels and costs. This is indicative in the OBC and will be matured in the FBC. Considerations are:

Outline Business Case v5.0 Transaction Services

- Changes to the baseline establishment figure for BTP. This will be most significantly affected by the TOM.
- The number of in-flight projects or change mechanisms that, by default, create efficiencies and reductions in staffing that had originally been forecast within this programme.
- The scale of the retained function required subject to detailed process mapping with MFSS

As this affects all of the options it should be classed as a neutral factor in making a choice on which Shared Service to go with. The challenge is whether the non-reclamation of VAT is a significant challenge or not for the approvals process.

If the VAT challenge is accepted then the real comparator for the VfM case is the ability to validate cashable benefits for BTP and the period over which that benefit is realised. In looking at the cost profiles BTP would have a break-even point over a 5-year period on substantive reductions of approximately 40 – 45 full time equivalent posts.

3.5.5.1 TfL

Status:

As this is a partial Shared Service there are limited areas where the VfM argument could be used. As such the maximum reduction would be between 10 and 15 full time equivalents.

Benefits:

None identified.

Dis-Benefits:

The VfM and RoI arguments cannot be sustained.

3.5.5.2 Network Rail

Status:

Whilst there is a more structured Shared Service function with Service Desk facilities it still only covers limited functions for BTP. As such the maximum spread would be between 15 and 20 full time equivalents.

Benefits:

None identified.

Dis-Benefits:

The VfM and RoI arguments cannot be sustained.

3.5.5.3 MFSS

Status:

This is a fully matured and externally facing Shared Service with metrics regarding the optimal operating numbers within its partner forces.

Benefits:

The metrics would suggest that there is an initial saving of between 60 and 70 full time equivalents in the first year post live for BTP to target. Further targets, especially in the divisions over years 2 – 3 of an additional 10 – 15 full time equivalents. This would give a spread over 3 years of between 60 and 85 full time equivalent savings.

Dis-Benefits:

Major re-structure for BTP which change the emphasis of how support services are delivered and managed. If acceptance and control over this change is not imposed then the front-line services could suffer.

3.5.6 **Strategic Fit**

3.5.6.1 TfL

Status:

There are collaborative arrangements with TfL in a number of areas across the force and as such there is a shared understanding of how both organisations work and support each other.

Benefits:

Finance and HR processes are understood to a level, as are some of the key personnel within the organisations.

Dis-Benefits

Not an externally facing Shared Service and therefore management of customers/clients is not part of the current business processes. It is not a police based service and therefore the ability to react to operational requirements is unknown.

3.5.6.2 Network Rail

Status:

There is evidence of collaborative working with Network Rail and as such there is an amount of shared understanding regarding how both organisations work and support each other.

Benefits:

Finance and HR processes are understood to a level, as are some of the key personnel within the organisations. A Service Desk function is also available for these functions.

Dis-Benefits

It does not include all of the service and system functions required and as such would not be a true Shared Service offering. It is not a police based service and therefore the ability to react to operational requirements is unknown.

3.5.6.3 MFSS

Status:

This is a Police to Police based service and includes 4 other forces in the UK including a national non home office force in CNC. Whilst the management of the back-office systems and services is key, a primary driver for the service is to manage the impact of supporting the force in relation to its duty planning and operational requirements.

Benefits:

Contains the majority of the systems and service management relevant to BTP. Has a track record in improving the service management of these functions. Has evidence showing how the service supports operational policing when required.

Dis-Benefits:

The pace of change from a system and service perspective is predominantly dictated by the Shared Service structures that are in place.

3.5.7 **Major Challenge Management**

Whilst the implementation of new systems and the collation and transfer of data will be a major challenge this is not the biggest area of concern. The major impact on BTP will be one of behaviours, attitude and approach (Culture) whereby all officers and staff will follow a standard process and approach and re responsible for their own information and the maintenance and chasing of their own issues or challenges. This is a default across all of the options and therefore is classed as a neutral factor

for all. This will be mitigated and managed within a Force-wide approach overseen by the TOM.

3.5.7.1 TfL

<u>Status:</u>

There is an understanding of the challenges that TfL went through to create an internal Shared Service and as such an understanding of those challenges facing BTP.

<u>Benefits:</u>

Key users within TfL would be able to help and support key users at BTP through a transition.

<u>Dis-Benefits:</u>

There is no dedicated or appropriately skilled delivery team especially in the area of Change and Risk Management. In addition, there are limited areas of support based on the restricted nature of the Shared Service offering.

3.5.7.2 Network Rail

<u>Status:</u>

In a similar vein to TfL there is an understanding of the challenges in creating a Shared Service and therefore an understanding of the challenges that BTP will face.

<u>Benefits:</u>

Key users within Network Rail would be able to support key users at BTP through a transition.

<u>Dis-Benefits</u>

There is limited capacity for this work to be carried out and as such would not enable a full transition to a Shared Service to take place.

3.5.7.3 MFSS

<u>Status:</u>

There are dedicated delivery teams which include a formal governance structure. There are currently 4 forces that have been through the challenges posed by joining a Shared Service with a further force and a Fire Service to join in short order.

<u>Benefits:</u>

A thorough Programme Management capability is in place which covers Change and Risk management support and advice. Lessons Learned principles are applied from

previous implementations and guidance to senior management on the change impact is made available.

Dis-Benefits:

The true Change Management controls are advisory only and will rely on BTP to manage and drive change, therefore controlling any challenges or risks that arise.

3.5.8 **Overall Conclusion: Scoping Options**

The table below summarises the assessment of each option against the investment objectives and CSFs.

Table 5: The summary assessment of scoping options shows Y as comprehensive, P as partial and N as not suitable or applicable.

Reference to:	Option 1	Option 2	Option 3
Description of option:	TfL	Network Rail	MFSS
Investment objectives			
1	*P*	*P*	*Y*
2	*P*	*P*	*Y*
3	*P*	*P*	*Y*
4	*N*	*N*	*Y*
5	*N*	*N*	*Y*
Critical success factors			
Business need – Modern Integrated Software	*P*	*P*	*Y*
Business need – Management of Transaction Enquiries	*P*	*P*	*Y*
Strategic fit – Standardised Processes	*P*	*P*	*Y*
Benefits optimisation – Cost v ROI	*N*	*N*	*Y*
Potential achievability – Self Service	*N*	*N*	*Y*

Accountability			
Supply-side capacity and capability – Controlled Adaptability	P	P	Y
Potential affordability – Cost and Benefits v Impact	*N*	N	Y
Summary	**Discounted**	**Possible**	**Preferred**

Option 1: Transport for London

Whilst there is an amount of validity in considering closer collaborative working with TfL this option should be discounted because it does not satisfy any of the investment objectives or critical success factors fully. There is little evidence to suggest that this option would enhance or increase service efficiency and may even cause confusion with officers and staff on which service to use when an issue or query arises. In addition, it would be deemed as unlawful to contract directly with TfL without going through a formal Invitation to Tender process. The likelihood is that TfL would then not be successful as the chosen supplier.

Option 2: Network Rail

This has many similarities with Option 1 in the fact that it does not satisfy any of the investment objectives or critical success factors fully and therefore should be discounted. There is an amount of validity in considering closer collaborative working ties; however there is little evidence to suggest that this option would increase service efficiency sufficiently to validate the VfM case. In addition, it would be deemed as unlawful to contract directly with Network Rail without going through a formal Invitation to Tender process. The likelihood is that Network Rail would then not be successful as the chosen supplier.

Option 3: The Multi Force Shared Service

This option would deliver all of the investment objectives and meet the critical success factors laid out in this document. There is a question mark around CSF6 as this deals with the ability of BTP to adapt and change in a controlled manner. Whilst this would be the standard operating principle of a Shared Service BTP may require change at a quicker rate.

There are comprehensive and highly skilled teams across most of the functions and services which include the delivery/on-boarding team. The fact that is based around policing and the needs of modern policing is also an additionally strong factor in recommending this as the optimal solution for BTP.

This option is preferred because it is in line with Government Digital Service guidance, ensures that BTP are working more collaboratively both internally and with external partners and modernises the back to middle office functions at a cost that has a strong VfM and RoI case to support it.

Conclusion

Whilst option 3 - MFSS carries some risk due to a change in the way BTP manages it systems, processes and transactional management, it would be a controlled change and therefore reduce disruption to the force whilst maximising the benefits identified in the programme. The Shared Service provider and integrator would manage the delivery of system set up, an overview and explanation of the system and business processes and agreement on the handovers between the 2 organisations. BTP would be responsible for ensuring that they manage the internal change impact and that its staff and officers worked in accordance with the new service in place.

3.6 Implementation Options

3.6.1 Introduction

This range of options considers the choices for implementation in relation to the preferred scope, solution and method of service delivery.

- Option 4.1: 'Big Bang'

- Option 4.2: Phased.

Option 1: 'Big Bang'

This option assumes that all the required systems and services associated with a Shared Service would be delivered within the initial phase(s) of the project. There is significant evidence to show that this approach is the most effective to making the required change and driving benefits out through system, process and cultural change.

Advantages

The main advantages of a Big Bang approach are:

- There is a focused approach to manage the change by a specified deadline

- Costs of delivery are controlled

- Benefits are realised in a shorter timeframe

- Greater acceptance of the cultural change

- Less impact on other projects or programmes as resources can be released in a timely fashion

- There is greater certainty around the levels of change for the workforce

Disadvantages

The main disadvantages are that:

- There is greater resistance to change from the workforce as they perceive that the changes are too difficult to absorb

- Specialist resources from the organisation are needed full time in the programme team

- Should a key milestone or gateway fail then no system or service can be delivered – All or nothing approach

Conclusion

This option carries some risk; however, evidence shows that it is the most successful method to deliver an on-boarding programme into a Shared Service. The total delivery of the systems and services is the key to getting a return on investment. Whilst it is a big bang approach it is accepted that certain functions, if required, can be deferred to a later phase if necessary.

Option 2: Phased

Description

This option assumes that the implementation of the required services would be phased on an incremental basis. This option would lend itself to a Shared Service where a full transactional management service was not available from day 1 or where BTP required the ability to manage the impact of change over a number of months or years.

Advantages

The main advantages are that:

- The cost to implement or on-board is spread over a longer period of time

- The impact of change is spread over a longer period of time

- The impact of reducing the work force takes place over a longer period of time

Disadvantages

The main disadvantages are that:

- Benefit realisation takes longer

- Resistance to change cannot be dealt with in one phase or timeframe

- Reduces the efficiency of moving to a new Service as some functions are part of a Shared Service and some are not

- Can cause confusion to the work force in directing their enquiries to the right people or function

Conclusion

This option is a consideration, however serious thought must be given to the disadvantages outline above. Depending on the option chose a phase approach may lend itself to an easier transition, however there is strong evidence to show that phased transitions are more complex and less effective.

3.6.2 Overall conclusion: implementation options

The table below summarises the assessment of each option against the investment objectives and critical success factors.

Table 8: summary assessment of implementation options

Reference to:	Option 4.1	Option 4.2
Description of options:	'Big Bang'	Phased
Investment objectives		
1	Y	Y
2	Y	P
3	Y	Y
4	Y	N
5	Y	*P*
Critical success factors		
Business need - Modernisation	*Y*	*P*
Business need – Transaction Management	*Y*	*P*
Strategic fit – Standardised	Y	Y
Benefits optimisation – Cost v ROI	Y	P
Potential achievability – Self Service	Y	P
Supply-side capacity and capability – Controlled Change	*Y*	Y
Potential affordability – Impact of Change	Y	N
Summary	Preferred	Discounted

Option 1: 'Big Bang'

This option is the preferred option due to the need for BTP to make significant changes to the back and middle office systems and standardise working processes and practices to drive efficiencies and savings. It would be delivered through a clear and evidenced critical path of dependencies. It should be emphasised that Go Live is not the end-state and success lies in immediate and medium implementation as new ways of working as embedded and benefits harvested.

Option 2: Phased

This option is discounted due to the impact it would have on the benefits realisation plan for BTP and as it would not be clear what a phased transition would contain.

3.8 Funding Options

The funding for this programme will come through the BTP Portfolio Budget for 2017/2018, 2018/2019 and 2019/2020. This budget will have a mix of both capital and revenue costs.

3.8.1 Introduction

This range of options considers the choices for funding and financing in relation to the preferred scope, solution, method of service delivery and implementation.

The options are as follows:

- Option 1: Private Funding
- Option 2: Public Funding.

Option 1: Private Funding

Description

There is no provision for private additional funding for this programme.

Option 5.2: Public funding

Description

The options for public funding come through the BTP Portfolio budget for 2018/2019 and 2019/2020.

4. THE COMMERCIAL CASE

4.1 Introduction

This section outlines the proposed deal in relation to the preferred option outlined in the economic case.

This is covers the provision of a collaborative Shared Service contract through the Multi Force Shared Service which would be covered under the Police Act 1996 and therefore mitigate any basis of legal challenge or bias.

4.2 Required Services

These are as follows:

- Specialist Oracle Software Consultancy
- Business Change Consultancy
- Technical Consultancy – Data
- Technical Consultancy – Networks and Hardware
- Programme Management Services
- System integration consultancy
- Licences for new hosted system
- Hosting charges for the new system
- TUPE and/or Redundancy Services

4.3 Potential for Risk Transfer

This section provides a detailed assessment of how the associated risks have been identified and can be managed/mitigated. This analysis was based predominantly on scoping and Webex sessions with MFSS carried out in June and July 2017.

The general principle is to ensure that risks should be passed to 'the party best able to manage them', subject to value for money (VFM).

The table below outlines the potential allocation of risk.

Table 11: risk transfer matrix

Risk Category	Potential allocation		
	Public	**Private**	**Shared**
1. Design risk	✔	Y	
2. Construction and development risk			Y

3. Transition and implementation risk			Y
4. Availability and performance risk			Y
5. Operating risk	Y		
6. Variability of revenue risks			Y
7. Termination risks	Y		
8. Technology and obsolescence risks			Y
9. Control risks		Y	
10. Residual value risks			Y
11. Financing risks			Y
12. Legislative risks	Y		
13. Other project risks	Y		

4.4 Proposed Charging Mechanisms

It is recommended that BTP should make payments to MFSS with respect to the proposed products and services as follows:

4.4.1 For the period of the programme delivery and initial on-boarding process there will be milestone or stage payments. These milestone or stage payments will be against specific and key areas of delivery agreed between BTP and MFSS prior to the commercial agreement being signed. As an indicative, but recommended overview the following milestones are normally used for controlling stage payments for on-boarding:

- Contract Signature

- Design Sign Off

- User Acceptance Testing

- Go Live/Release of Service

- Programme Close

At this stage, the percentage payments have not been defined, however it is normal to have an even spread of payments against the milestone plan with the final payment (Programme Close) being the smallest amount.

4.5 Proposed Contract Lengths

The following contract lengths would be regarded as the preferred commercial arrangements for BTP and in line with Public Value:

- A rolling one-year commercial agreement following the successful on-boarding and release of the new system and service. This would enable BTP to take an annual view on the validity of the service and the value for money position.

4.6   Governance

Once BTP has joined the shared service it will participate in MFSS governance as a full member. Decision making and service management is exercised through the Joint Governance Board and the Oversight Committee

4.7 Proposed Key Contractual Clauses

The key contractual clauses will be agreed between the BTP Commercial and Legal Departments and the Shared Service Business partner during the commercial and procurement reviews.

4.8 Personnel Implications (including TUPE)

It is anticipated that the TUPE – Transfer of Undertakings (Protection of Employment) Regulations 1981 – will apply to this investment as outlined above. Whilst TUPE applies it is unlikely that there will be a desire amongst staff in Birmingham or London to transfer to the Cheshire base of MFSS. The impact of TUPE will be managed by Darren Skinner, Head of HR and any appointed TUPE specialist advisors.

The following areas or functions are directly affected by a move to the Multi Force Shared Service and are ranked in terms of most significant impact:

Area or Function	Resource Impact		
	Impact	Impact Date	Numbers Affected
HR Service Desk	Substantial	01.04.19	Up to 12
Payroll	Substantial	01.06.19	Up to 10
Divisional Administration	Significant	01.07.19	6 – 10
Duty Planning	Significant	01.04.19	6 – 10
Finance	Partial	01.04.19	6 – 8
Learning and Development	Partial	01.04.19	5 – 7
Technology	Partial	01.04.19	5 – 7

FHQ Administration	Partial	01.04.19	3 – 5
HR Service Delivery	Minimal	01.07.19	1 – 3
Recruitment	Minimal	01.07.19	1 – 2
Commercial/Procurement	No Impact	N/A	N/A

4.9 Procurement Strategy and Implementation Timescales

It is anticipated that the procurement strategy will follow the current BTP Commercial and Procurement strategy and look to use the Police Act 1996 or approved Government Procurement Frameworks as appropriate. The procurement timeline will be dependent on approvals for The Outline Business Case and Final Business Case. The Commercial and Procurement team can commence work on discussions with MFSS once The Force Executive Board has approved the OBC in principal.

The proposed delivery timeline is set to commence in April 2018 and as such all commercial discussions and agreements will need to be concluded by the end of February 2018.

5.0 FRS 5 Accountancy Treatment

It is envisaged that the assets underpinning the delivery of service will be on the balance sheet of BTP.

5.0 THE FINANCIAL CASE

5.1 Introduction

The purpose of this section is to set out the indicative financial implications of the preferred option (as set out in the economic case section) and the proposed deal (as described in the commercial case section).

Based upon the minim anticipate benefit profile and return on investment projections the Outline Business Case shows that BTP can not only afford to move to the MFSS service but will benefit from substantial returns which should feed into the economic case and constraints on budgets in the future.

5.2 Impact on the organisation's income and expenditure account

Table 12: summary of financial appraisal

Detail		17/18	18/19	19/20	20/21	21/22	Total	Grand Total
The transition/on-boarding cost to move BTP into a Shared Service	Capital	0	2,100,000	430,000	0	0	2,530,000	**3,080,000**
Contingency funding		0	550,000	0	0	0	550,000	
Initial scoping costs approved as part of the Strategic Outline Case	Revenue	50,000	0	0	0	0	50,000	**1,130,000**
Redundancy/TUPE support costs		0	150,000	350,000	0	0	500,000	
Continuous Improvement/Customer Relationship Management		0	40,000	40,000	0	0	80,000	
Inter-dependent system and process costs		0	500,000		0	0	500,000	
Cost of support and maintenance	BAU Impact	0	480,000	480,000	480,000	480,000	1,920,000	**1,920,000**
						TOTAL	**6,130,000**	

It is important to note that in year 18/19 there is acceptance that the current Finance, Payroll and HR systems will need to be maintained for up to a period of 6 months post go live. This will allow for any potential slippage in delivery times and enable a period of time for the current contractual arrangements to run their natural course.

5.3 Overall Affordability

The initial cost of the contract includes maintenance for year 1 which would cover the period of April 2018 to end of March 2019.

The annual cost for maintenance is based on the number of licences being used by BTP and this cost is approximately £80 per user per annum. It is important to note that whilst support and maintenance for the service and systems is included for years 2 – 5 this is not a funding request as it will replace the existing systems support and maintenance charges.

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5.4 Benefit Profile – Indicative

The main cashable benefits profile is included within this Outline Business Case and will be refined as much as possible within the Full/Final Business Case. It is important to note that even within these business cases (OBC and FBC) the benefits profile can only be assumptive as it relates, in the main, to the reduction in staff numbers and a change in working processes and practices.

In principle, the benefits profile will look at:

- Direct Cashable Benefit – Reduction in staff numbers carrying out current system transaction management and/or support work for BTP

- Non-direct Cashable Benefit – A reduction in time spent by the retained organisation in carrying out system transaction management and/or support work for BTP.

- Non-Cashable Benefit – An improvement in the user and customer experience generated by the changes to systems and service management.

5.4.1 Direct Cashable Benefits

The table below shows the minimum target for each of the functional areas with an average salary saving of between £25 and £30k per annum. This figure is set at the lowest possible salary band to enable an amount of flexibility in the target numbers for reduction. **These benefits are indicative and will be matured for the FBC.**

Area or Function	Resource Impact		
	Impact	**Target Numbers**	**Cashable Benefit Target**
HR Service Desk	Substantial	Service Desk no longer exists at BTP	£300k
Payroll	Substantial	Payroll function subsumed by MFSS	£275K
Divisional Administration	Significant	Administration greatly reduced by new integrated system and MFSS Service Desk	£220k

Duty Planning	Significant	Greater integration reduces administrative burden	£180k
Finance	Partial	Integrated system and MFSS Service Desk reduces administrative function	£180k
Learning and Development	Partial	Integrated system and MFSS Service Desk reduces administrative function	£150k
Technology	Partial	Hardware and application maintenance managed by MFSS	£150k
FHQ Administration	Partial	Integrated system and MFSS Service Desk reduces administrative function	£100k
Origin Support	Minimal	Only Duty Planning element remains	£50K
HR Service Delivery	Minimal	Some administrative functions may be impacted	£50k
Recruitment	Minimal	Minimal change due to nature of recruitment	£30k

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Commercial/Procurement	No Impact	N/A	N/A
Total			**£1.7m**

In addition, and to offset redundancy figures there will be a direct saving year on year based on pension contributions no longer being made to the staff who would no longer be part of BTP.

5.4.2 Non Cashable Benefits

Type	Direct	Indirect to Organisation(s)
A common, scalable technology platform	Supports common and efficient processes.	police-to-police collaboration
National standard set up including ACPO Chart of Accounts Structure, Olympics Policing Skills Categories, CIPFA and HMIC Benchmarking codes and UNSPCC codes.	Effective and standardised use of the system ensures greater efficiency in system and service provision	Supports the premise of a Shared Service
Increased End User Experience	End user experience is enhanced as staff can gain more information, far quicker, than previously experienced.	Customer experienced is enhanced as staff can turn provide information quicker and more accurately than previously experienced.
Increased Management Information Analysis	A single source of data entry and extraction means management information is more accurate and readily available	Focus on the needs of the force going forward rather than retrospective analysis as is currently being experienced
Improved budgetary control and forecasting	Visibility of information coupled with significantly lower manual intervention enable enhanced budgetary service focus	Proactive budget forecasts and amendments enabling greater visibility of spend analysis.
Self Service approach	Staff and officers become responsible for their own	Accurate and up to date information in a timely

	data rather than using a support function as an administrative tool	manner
Standardised Process	Enable specific SLAs and KPIs to be implemented and monitored to drive greater controls and efficiencies	Additional efficiencies to be identified through standardised ways of working
Reduced Technology Management	Systems and services are maintained outside of BTP reducing cost base and enabling focus on future technology efficiencies	Lower overall technology costs
Reduction in manual intervention and errors	Staff are deployed to more value add activities and errors are reduced	Lower administration costs and VfM case enhanced
Continuous Improvement Mechanisms Implemented	Staff and officers take advantage of improved ways of working	Controlled cost of change and good practice mechanisms embedded
Collaborative Working Opportunities	Additional benefits and challenges shared between partner forces	Reduced cost of change and good practice mechanisms embedded
Additional Future Cost Reductions	Additional services could be utilised such as Estates and Recruitment therefore reducing the cost base further	Potential reductions in administrative staff and therefore lower cost base
Additional Future Service Opportunities	Functions such as HR Service Delivery could be transitioned to MFSS	Potential reductions in administrative staff and therefore lower cost base

5.4.3 Areas Impacted by the Programme

HR Service Desk

There will be a significant impact on the HR Service Desk function. There are 2 levels or tiers of Service Desk within MFSS and as such they deal with all of the initial and secondary enquiries that the current Service Desk manages.

As the MFSS HR Service Desk will be carry out these functions it is unlikely that any retained function would be required within this area as the re-directed queries or

issues would then go to specific Business Partner or Business Professionals within BTP. This will be a complete closedown of this function.

<u>Payroll</u>

There will be a significant impact on this function as the MFSS Payroll system and management function take complete ownership within this area. It is likely that BTP would retain a payroll element within its HR function, however this is not seen as a substantive role and could be combined with an HR Service Delivery role.

In other organisations the closedown of the function has taken place some 3 months post live and as such from June 2019 this would be classed as a complete closedown of the function.

<u>Divisional Administrators</u>

There will be significant impact on any devolved divisional administration function as the majority of these will be replaced by: Self-service functions; Shared Service Helpdesk and Support; Shared Service transactional management (including pay, leave, purchase orders, travel etc.). The analysis will be directly linked to the functions highlighted above and a case for the retention of administrators will need to be made by each division.

All other functional or operational areas will not fall under the scope of the programme unless otherwise agreed as a formal change to delivery.

<u>Duty Planning</u>

The BTP Duty Planning is significantly over staffed for an organisation of this size. Whilst there are other change initiatives running to look at this function there is a clear case for a centralisation and reduction of staffing numbers. Additionally with the integration between Origin Duty Planning and the Oracle t-Police back office system the process and people information management will be more efficient.

The indicative metric applied for a force the size of BTP is a maximum of 60 which would include major event management. The target metric is a maximum of 50.

<u>Finance</u>

There will be a reduction in the number of contract and substantive staff that work within this area as an integrated system and transaction management at a Shared Service Centre will directly impact finance. The focus for finance staff will be strategic support and forecasting rather than data entry.

Additional areas of impact will be in a reduction in the time currently being spent analysing or providing financial information. Some of this change impact will be absorbed through the current system upgrade.

<u>Learning and Development</u>

There will be some impact on any contract and administrative substantive staff within this area. There is an L&D function and service within the MFSS offering and a

reduction would bring BTP in line with modern policing standards. It is recommended that this reduction does not take place until June 2019 to enable a transition fully to MFSS to take place.

Technology

There will be an impact on the contract and substantive staff that work within this area. The main back office systems will be hosted and supported/maintained remotely by MFSS and Cap Gemini. There will be some residual technology support required from a move to a Shared Service Centre however these would not be classed as substantive roles and as there will be no application management or support a reduction would be expected from June 2019. There may be a minimal increase in technology contract management; however this is seen more as a commercial arrangement rather than a technology arrangement.

FHQ Administration

Any area or function that is classed as administrative should be considered as part of this overall programme of reduction. The vast majority of the system and transactional management/reporting will be managed/provided by MFSS/Oracle system. As such areas such as COG and Senior Management should expect a reduction in administrative functions and staff numbers.

HR Service Delivery

This function is not substantively affected by a move to a Shared Service as it is mainly concerned with policy, procedure and development. Where there is any transactional administrative function then this should be a target for reduction.

Recruitment

Whilst originally it was expected that there will be an impact in this area as the Shared Service Centre can deal with the initial placing of recruitment notices if required, the OBC reviews have shown this to be minimal. The nature of the BTP Recruitment Service would mean that MFSS would not be able to provide the service levels required to validate a reduction in numbers outside of any specific administrative roles.

Commercial and Procurement

It is unlikely that there will be any change to the staffing numbers in this area. There will be changes in the time spent on managing contracts and commercial arrangements, however it is more likely that these will be qualitative changes rather than quantitive.

Interdependent Processes

There will be changes to proceses and functions that touch or enable transactional services such as policy, IT, training, This will be matured in the FBC.
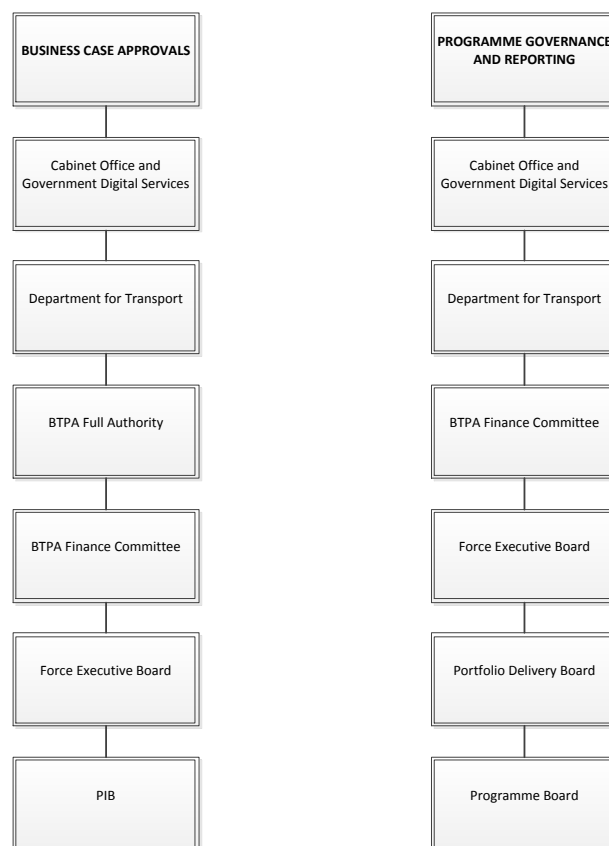
6. THE MANAGEMENT CASE

6.1 Introduction

The programme will be managed in accordance with the BTP Programme Management methodology. It will be integrated within the overall approach of the TOM to ensure a portfolio approach to change, engagement, people, risk, and benefits. The high level outline approach is shown below:

6.2 Business Case Approvals

The process being followed for business case approval is attached below. This diagram also contains the overarching governance and reporting structure for the programme.

BUSINESS CASE APPROVALS	PROGRAMME GOVERNANCE AND REPORTING
Cabinet Office and Government Digital Services	Cabinet Office and Government Digital Services
Department for Transport	Department for Transport
BTPA Full Authority	BTPA Finance Committee
BTPA Finance Committee	Force Executive Board
Force Executive Board	Portfolio Delivery Board
PIB	Programme Board

6.3 Programme Management Arrangements

6.3.1 Outline project roles and responsibilities

The core programme organisation structure containing the programme board and operational delivery team is set out below:

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Programme Board and Governance

- Senior Responsible Owner – Simon Downey

- Senior Operational User – ACC Smith

- Programme Executive – Darren Skinner

- Senior User Finance and Procurement – Alistair Cook

- Senior Supplier External – Director of Shared Service Organisation

- Senior Supplier Internal – Sarah Winmill

- Programme Manager External – Shared Service Organisation

- Procurement Lead – Ian Currie

- Programme Manager – TBC

- Business change expert - TBA

- Programme Assurance BTPA – Charlotte Vitty

- Programme Assurance BTP – Melissa Morton

- Information Security – Helen Edwards

Additional members of the board who will be invited when relevant include:

- Information Security Assurance – Helen Edwards

- Head of Learning and Development – Michael Cowley-Freeman

- Head of People Services – Richard Scragg

- Force Resource Manager – Liz McWhirter

- Operational Leads as appropriate

Programme Delivery Team

The programme delivery team will be identified in the provision of the FBC. This team will be dependent on the timing that delivery takes place, the availability of key resources at that time and the dependencies on other projects and programmes being delivered at that time.

It will be vital that the delivery team are co-located together and work as a team on a daily basis. This will not require all members of the team to be present at all stages, however the "Functional Leads or Subject Matter Experts" will need to spend an estimated 60% of their time across the timeline in a co-located environment.

Business change will be a critical element of this programme. It has been highlighted that a full-time resource will be required to work on this project. This requirement will

be refined as the business case matures to ensure that it is aligned to the work of the Business Change Team.

The diagram below shows the type of roles that will be required within the programme:
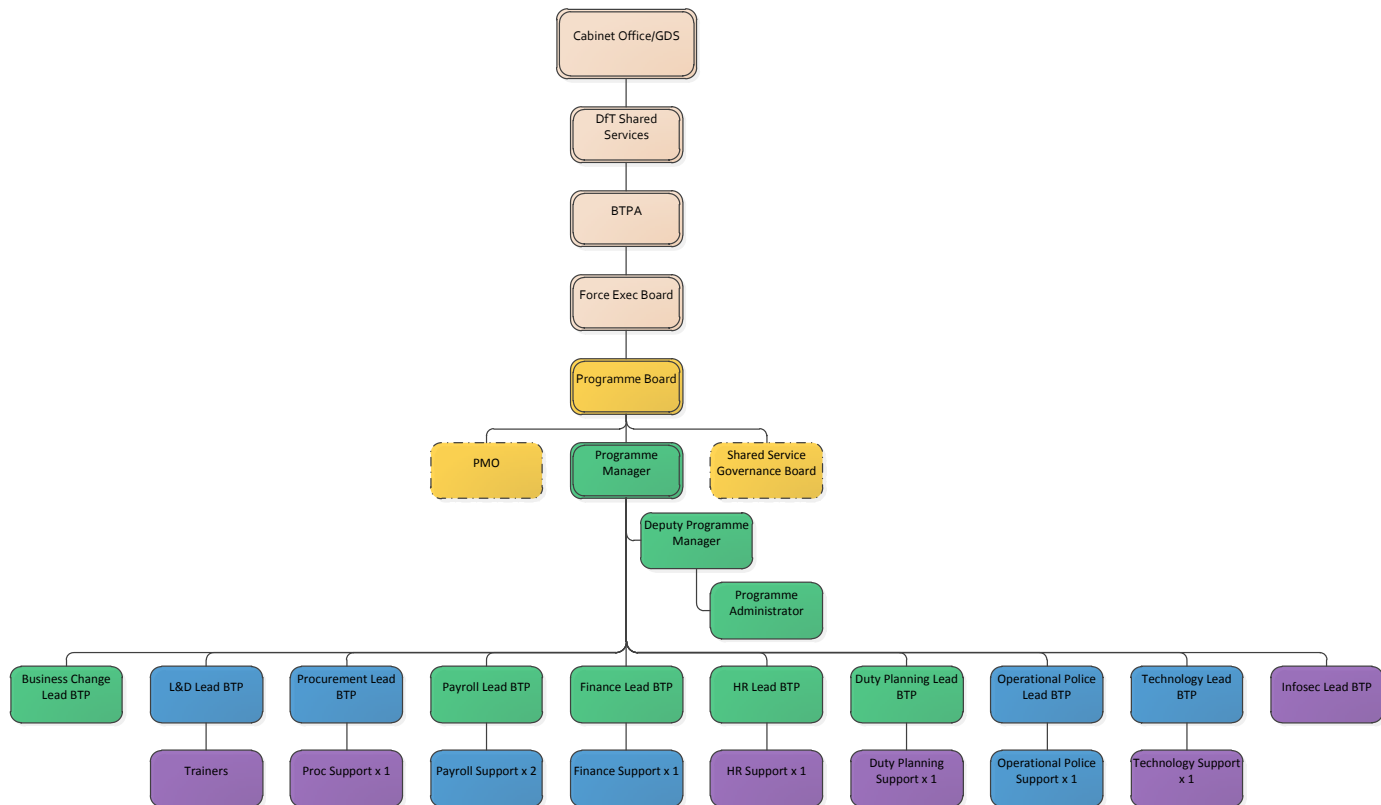
Colour Key

Pink   Advisory and Regulatory

Amber   Delivery Governance

Green   Full Time

Blue   Full Time Periods or Part Time across Programme

Purple   Specific Time Periods

Post Live Processes/Management Mechanism

Go Live is a milestone not an end state. The FBC will detail the measures of success and management to ensure that new ways of working are embedded, emerging risks managed and benefits harvested.

MFSS has a Continuous Improvement Manager who will work with BTP to assess how and where to embed initial change and future opportunities to enhance the use of the service which would include additional benefits. This case identifies a

Continuous Improvement/Client Engagement role for the year of implementation 9Year 1) and for at least Year 2 to work with internal departments, SMT, COG and MFSS to drive further change.

6.2.3 Outline programme plan

An indicative programme plan is attached below. This is for illustrative purposes and shows the key activities and timeline associated with those activities **not the timeline for BTP.**
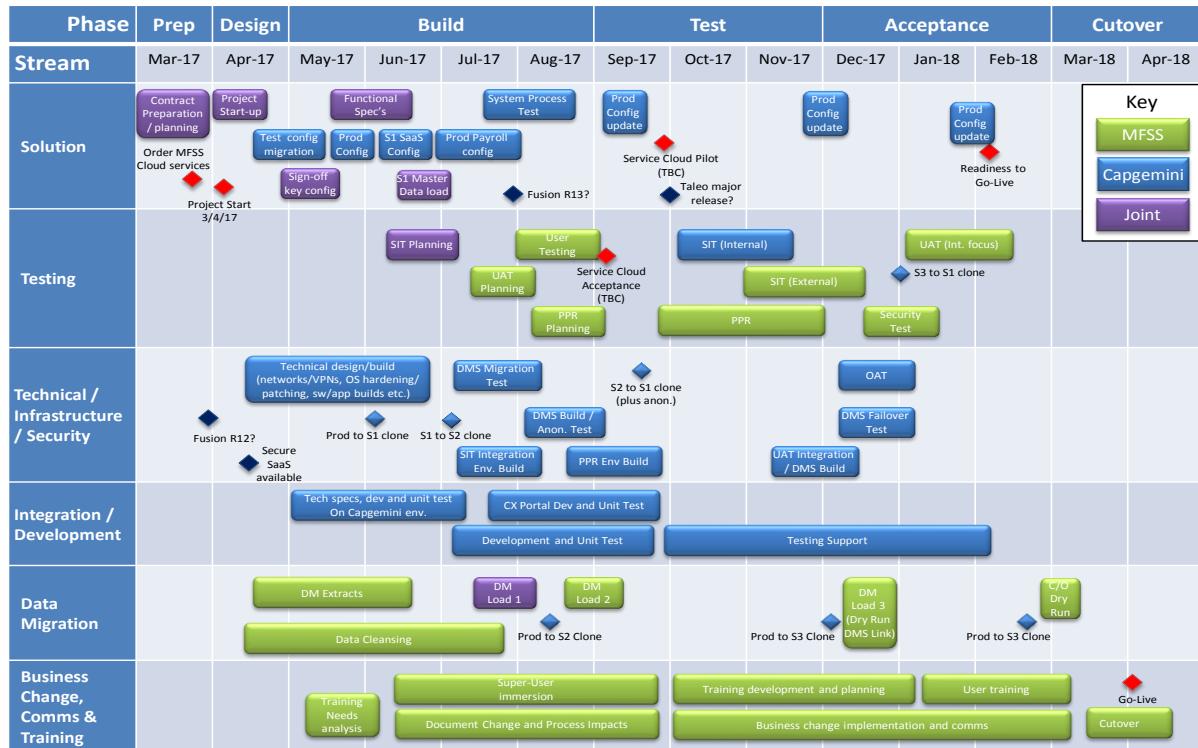

Table 12: milestones

Milestone activity	Week no.
Commercial Agreements and Contracts Signed	1
Project Initiation Document Signed	8
System and Process Design	16
First Organisation Change Overview	20
System Configuration	24
System Integration Duty Planning	30
Second Organisation Change Overview	34
User Acceptance Testing	40

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Milestone activity	Week no.
Third Organisation Change Overview	44
Core Training Complete	48
Go Live/release	50
Initial Support Handover	58
Programme Close	60

6.4 Use of Special Advisers

Special advisers have been used in a timely and cost-effective manner in accordance with the Treasury Guidance: Use of Special Advisers**.**

Details are set out in the table below:

Table 13: Special Advisers

Specialist Area	Adviser
Financial	Alistair Cook
Technical	Sarah Winmill
Procurement and Legal	Ian Currie
Business Assurance	Melissa Morton
HR	Darren Skinner
Duty Planning	Liz McWhirter
Finance	Harriet Andrews
Territorial Policing	TBA
InfoSec	Paul Brown

6.5 Gateway Review Arrangements

The impacts/risks associated with the programme will be scored against the risk potential assessment (RPA) for projects. The RPA scores will be attached as an Appendix in the FBC.

A Gate 1 (business justification) will be undertaken on the programme, in conjunction with the submission of this OBC.

6.7 Outline Arrangements for Benefits Realisation

The strategy, framework and plan for dealing with the management and delivery of benefits should be aligned with the following guidelines/principles in mind:

- Target reductions in staffing will be managed by the relevant Head of Function or Service.
- To drive additional business efficiencies BTP will follow, where possible, the standard service management processes outlined by MFSS.
- The BTP Programme Manager will be responsible for monitoring and reporting any deviations against the benefits identified.

The Cashable benefits outlined above will be included in the Benefits Realisation Plan and defined further in benefit profiles throughout the Final Business Case. Whilst there may be adjustments to the target figures within the FBC there will also be the non-cashable benefits identified which will include improved processes, SLAs and operating procedures.

The Benefits Realisation Plan is to be developed and will define who is responsible for the delivery of specific benefits, how and when they will be delivered and the required counter measures as required.

6.8 Outline Arrangements for Risk Management

The programme risks will be managed in line with BTP's Risk Management Strategy. Programme risks will be added to the Force Risks Management System 4Risk following approval of this OBC. A copy of the programme risk register will then be attached as an Annex in the FBC. The register will include details of risk owners and agreed mitigations that are in place or in development to reduce the risks to an acceptable level, or eliminate risks completely.

6.9 Outline Arrangements for Post Programme Evaluation
The required arrangements for the Post Implementation Review (PIR) and the Project Evaluation Review (PER) will be included as activities within the project plan. The PER should take place within 8 weeks of the official close of the project.

## 6.10 Summary and Final Recommendation

The case for change for BTP has been clearly set out through the numerous Executive Reports and Business Case proposals. Change has to take place to create savings, efficiencies and improved/modern ways of supporting systems and services. The benefits of moving to a police based Shared Service are clear and the cost profile for the MFSS means that BTP would be looking at payback on the investment at some point in year 2. Therefore MFSS is put forward as the recommended Shared Service solution for BTP.

Signed:

Date:

Outline Business Case v5.0 Transaction Services

7. APPENDIX A – SHARED SERVICE MODEL

Below are indicative examples of how information is managed between BTP and a Shared Service Centre. The key to this diagram is to note that the Shared Service Centre will manage the systems, data management and initial queries regarding the data. The strategy and operational management for BTP remains with the force, as does the day to day management of its officers and staff.
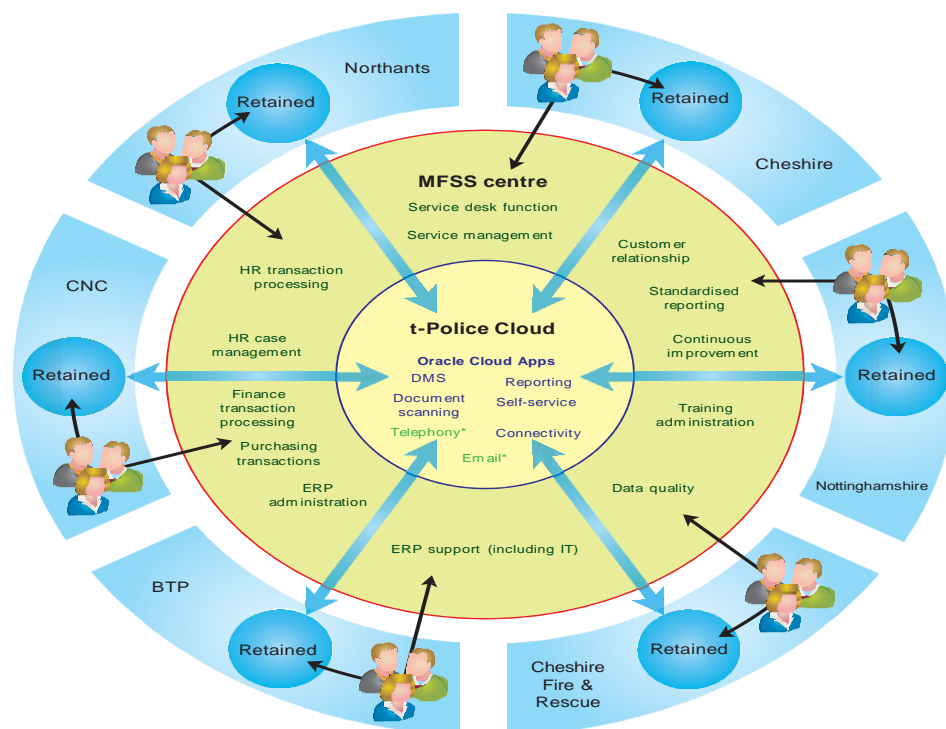
Figure 1. Interactions between MFSS and retained activities with the various police forces

Outline Business Case v5.0 Transaction Services