

AGENDA ITEM	PMO to complete
BTP2021 PROGRAMME:	BTP2021 Programme: Programme C - Digital Policing - Operations
SRO:	ACC Charlie Doyle
IMPLEMENTATION LEAD:	Supt. Chris Casey
PROJECT MANAGER:	TBC

APPROVAL HISTORY

Meeting	Date	Approved Y/N
PCIB	14/05/2019	Y
FEB	09/08/2019	Y

DECISIONS REQUEST

This Business Case seeks the following decisions:

1. Approve the Preferred Option: **Option 2 - Single Online Home**.
2. Approve **project funding of £1,215,935** - £963,190 Capital in 19/20 and £252,745 Revenue split equally across 19/20 and 20/21.
3. Approve **Business As Usual (BAU) funding** relating to the ongoing service charges - £69,772 pro-rated Revenue in 20/21 and **£119,609 Revenue per annum** commencing 21/22.

COVER NOTE

1. CASE FOR CHANGE

(Strategic Case)

Our digital ambition focuses upon improving the how we receive; store; access and share information to enhance the services we provide to the public and our stakeholders; to drive efficiency and increase the speed and effectiveness of decision making.

Increasingly the internet and online services are the preferred means of contact, by which the public access information, procure goods and services and share data. Invariably they do so through digital devices and at a time and place convenient to them. The rapid rise of internet access, mobile technology and social media has radically shifted the way in which people access services and connect with each other and organisations. In response to these changes, BTP's Strategic Plan states *'We will establish new digital channels through which the public can engage with us and receive a rapid response'*.

We have applied this approach to our own business practices, increasingly providing digital solutions to officers and staff to access, build and share information through our mobile platform and most recently to access, store and transfer digital images via cloud services; incrementally replacing outdated, insecure and expensive data transfer solutions. The digital development team, working with technology partners, are developing mobile Apps that improve the speed of data access; transfer and migration to core systems, increasing efficiency and agility and reducing the requirement for post event data correction.

Despite good progress 'internally', many of the current processes and systems employed by BTP 'externally', do not support self-service. Today access to police services is predominantly through voice telephony; text or email. In 2018 the Force handled 96,000 text messages, of these only 2,000 resulted in an emergency (immediate) response and only 7,000 crimes were recorded. Equally, there were 105,500 emails to BTP during the same time. Much of those are 'Contact Us' emails that the First Contact Centre (FCC) has to review, triage and re-direct; this is a time consuming and inefficient process. Maintaining this approach is hugely inefficient in comparison to online service provisions and invariably leads to duplicate data re-keying; data quality issues; call and incident handling delays that ultimately lead to sub-optimal service provision.

SOH seeks to modernise not only the way in which policing engages with the public but also how it delivers core services. The national roll out of the SOH helps forces to transform their relationship with the public, reduce the amount of duplicated spend on online services across national forces and will deliver nationally consistent services to the public. SOH enables the public and rail staff to report crime and incidents online, as well as track the progress of investigations. This will help to improve the police response and quality of victim support. More widely, SOH provides a wide range of digital services that will enable BTP to significantly reduce a range of manual inefficient processes.

Demand is unabating and we are already losing ground with calls for service to British Transport Police which has risen by 23% in the last 4 years. We estimate that if demand continues to grow at the same rate, the workload per FTE would increase by 63% between 2013 and 2021 resulting in longer call-waiting times; increased abandonment rates and an unacceptable degradation of service. Beyond our walls the societal shift 'online' is continuing apace and our digital ambition seeks to avert the evident performance threat by utilising that shift to our advantage. Single Online Home offers the capability to support us in this ambition and is deployed across seventeen forces in England and Wales. A further thirty-one forces, including BTP, have signed a Statement of Intent (SOI) to indicate that they will all be using the website by the end of 2021.

In addition to the individual service and efficiency benefits of SOH to BTP, the overwhelming benefit to the public of an almost service-wide online brand that they recognise and can access from anywhere, at any time, is significant. Moreover the functionality and integration of the system moving forward enables us to influence how information and non-emergency services are accessed by the public and partners. SOH offers the ability for those interested in our services, performance and availability to access that information through an 'account', much in the same way you can with online retail and service companies.

Perhaps most notably SOH offers the potential to align functionality to our operating requirements without compromising the national 'brand' and local 'feel'; direct access to our services from the palm of your hand - your own 'Digital Police Station.' The cost to make the design and service bespoke to BTP requirements have been formulated following a period of 4 weeks in which a member of the BTP Digital Policing Team was dedicated to working with the Digital Policing Portfolio. They specified the requirements for BTP; this now gives BTP confidence in the prices that have been supplied.

SOH offers a capability that complements our digital ambition and is in our view superior to other alternatives. Cost estimates to replace the existing website 'like for like' indicate that it would cost a similar amount to SOH over a five year period. However it would not yield the same benefits or opportunities afforded by SOH. Equally important is the contribution it makes to data retention and security; mitigating the risks presented by the instability and security vulnerabilities of our current web platform which is beyond end of life and is vulnerable to cyber-attack.

The SOH project is a key enabler for other transformation projects that are set to deliver cashable and non-cashable efficiencies as part of BTP 2021:

- **Control Room;** it is essential BTP has an online digital presence through which growing public demand can be serviced cost effectively and efficiently. The implementation of SOH in conjunction with other in-flight digital transformation projects will deliver £1.9m worth of cost avoidance over 3 years (extra FCC Operators required to meet demand).

Digital transformation within the FCR and FCC will enable future cashable efficiencies

as part of the Control Room Project. It is likely that the channel shift to SOH will be higher than 20% (used in this business case) by 2021. If the channel shift was higher, for example 40%, the FCC would require 56 Call Handlers. This represents a reduction of 4 x existing FTE Call Handlers (in addition to the cost avoidance of 19 extra operators), based on the current requirement and delivers a total potential cashable saving of **£144,000** per year.

- **IT Target Operating Model;** a move to a third party website that is hosted and maintained elsewhere contributes to Technology being able to reduce and re-focus the Web Development Team (saving for 1 x Manager & 2 x Developers realised as part of IT TOM).
- **Digital Evidence Management Solution (DEMS);** is fully integrated into SOH. This will enable BTP to request digital evidence from the public via SOH. It will also enable BTP to receive, analyse and index vast quantities of digital evidence following a public appeal (after major incidents).

The Key Benefits of this project are as follows:

- **Cost avoidance** – negating the need to recruit 16 additional FCC staff resources to meet non urgent contact demand in 2019/20 (£583k pa). If demand grows at the current rate, the resource gap will be 17 additional operators by 2020 (£618,970) and 19 operators by 2021 (£691,790). This represents £1.9m over a 3 year period.
 - Processing a crime report will reduce from 24 minutes (via phone) to less than 7 minutes (via SOH).
Based on 2018 crime, if 20% of calls were diverted to SOH, this would save **1,834 hours** pa.
 - Processing a crime transfer will reduce from 20 minutes to less than 7 minutes.
Based on 2018 crime, if 50% of transfers (35 forces will be on SOH when BTP is onboard) were diverted to SOH, this would save **2,089 hours** pa.
 - Staffing costs are based on current spine point 4 A005 costs, including shift allowance, estimated pension and NI costs.
- **Productivity** –
Reinvest time savings to meet future demand and improve KPI compliance:
 - Less abandoned phone calls (50k pa now).
 - Improved Victim Satisfaction reinvesting time savings into meeting future contact demand.
- **Compliance** –
SOH is compliant with National Police Chief's Council (NPCC) Policing Vision 2025.
 - Forms part of Digital Public Contact Portfolio.
 - Enables Automatic Victim Code of Compliance Updates.
- **Stakeholder** –
Offers convenient digital access to BTP services.
 - Reduce time reporting less urgent crimes.
 - Track case progress online.

- Enhanced stakeholder satisfaction.
- **Business continuity** –
Replaces current end of life external website that:
 - will cease working within 12-18 months,
 - is vulnerable to cyber-attack (recent attack on police websites including BTP).
 - SOH is hosted securely and comes with 24/7 support.

2. OPTIONS COMPARISON

(Economic Case)

The 5 Year cost of the options considered in this business case are broadly similar. The financial tables within the business case will vary slightly to the below costs as they are modelled on our proposed delivery timeline. These costs are based on the assumption of 5 full years of support costs to provide a truly like for like comparison:

Option 1 (Do Nothing): £120k*

Option 2 (NPCC – SOH Website): £1.6m

Option 3 (Accenture – Digital Experience for Citizens (DEC) Website): £1.7m

*Whilst 'Do Nothing' has been included as a mandatory option that must be included in business cases, the current website will cease to function within the next 12 months. As such, 'Do Nothing' is not a realistic option; the cost of an 'in house' replacement website has been costed in the below table instead of option 1. An 'In House' replacement that delivers no demand reduction facilities would cost **£1.1m**. Alternatively, if we designed a website similar to what SOH offers, it would cost approximately **£1.8m** over 5 years. The initial cost of an 'In House' website is lower, but the ongoing support, development and maintenance is significantly more. Option 1 ('In House') is not compliant with the BTPA endorsed Digital Strategy and offers no intergration with other forces.

Option 2 (NPCC - SOH) and Option 3 (Accenture – DEC) result in a similar cost over a 5 year period; they both offer Niche integrated crime recording functionality. The main difference between options 2 and 3 is that 41 forces have signed up to use SOH (option 2); only West Midlands Police uses DEC (option 3) and they have indicated moving to SOH when they've had return on their £1.3m capital website investment. The remaining forces that have not yet signed up to SOH are Avon & Somerset (similar position to WMP) and Durham (they have an 'in house' Crime System that SOH is not yet integrated with). Option 3 offers no intergration with other forces, whereas SOH integrates with other forces and offers the ability to re-route public crime reports (crime transfers) to the correct force; currently this is time consuming and often lead to recording and investigation delays. Crime transfers accounted for 19,281 crimes in 2018 - 28% of all notifiable crime recorded by BTP.

Option 2 (NPCC – SOH) is the only option that delivers a development roadmap that will be delivered by a centrally funded team; whilst option 1 will include development costs, the internal resource costs to create the new processes and to align to national mandatory changes (for example Digital Case File) will add additional internal costs.

Summary Comparison of Options

The below table provides a high level comparison of the three options available to BTP. The financial tables within the business case will vary slightly to the below costs as they are based on **5 FULL YEARS** of support costs to provide a like for like comparison without any pro rata calculations / differing delivery dates.

	OPTION 1a 'In House' Replacement - Like for Like	OPTION 1b 'In House' Replacement similar to SOH	OPTION 2 NPCC - Single Online Home	OPTION 3 Accenture - DEC
Project Capital	£120,000	£244,800	£963,190	£883,200
Project Revenue	£112,000	£310,720	£252,745	£252,745
Full Year Annual Support	£177,600	£315,520	£129,609	£150,000
Total Cost Assuming 5 Full Years of Support	£1,120,000	£1,817,600	£1,863,980	£1,885,945
Enable Cost Avoidance and Potential Cashable Savings- no extra FCC Operators (£1.9m over 3 years)	NO	YES	YES	YES
Time to Deliver	8 months	12 months	12 months	12 months
Approach Compliant with BTPA Endorsed Digital Strategy?	NO	NO	YES	YES
Number of forces signed up to use website	N/A	N/A	41	1
Ongoing Website Development Included?	NO	YES	YES	NO
Cyber Risk Mitigated	YES	YES	YES	YES
24/7 Support	NO	YES	YES	NO
Web Chat Included?	NO	NO	YES	NO
Niche Integrated Public Crime Reporting Reduce 'Double Keying' & Reduce Crime Recording Delays	NO	YES	YES	YES
Re-route crimes to correct force Avoid later crime transfer and investigation delays <u>28% of BTP CRIME</u>	NO	NO	YES	NO

Other options considered include:

- Option 1) Do Nothing option (Not an Option)
- Option 3) Accenture 'DEC'

3. AFFORDABILITY

(Financial Case)

One-off Project Costs

£963,190 project capital 19/20

£126,373 project revenue 19/20

£126,373 project revenue in 20/21

The MTFP allows for the full capital outlay of £963,190 and the revenue spend of £126,373 in 19/20 and the same 20/21. This project is considered an essential to the wider delivery of our wider digital ambition and demand channel shift. The project revenue is affordable based on the latest prioritisation.

BAU Budget Impact

Based on current information and the scale of take up, the projected annual service charge for BTP is £129,609 (inclusive of VAT) from September 2020. Based on the above, the project is considered affordable by Finance.

4. COMMERCIAL

(Commercial Case)

The force has signed a non-legally binding SOI to the Digital Public Contact (DPC) Programme. The SOI reflects the start of an engagement with the DPC Programme which will subsequently involve more detailed planning and commitment.

Contractually the National Contracting Authority will seek a signed agreement from the force in the form of a Section 22A Collaboration Agreement. This agreement will set out roles and responsibilities for activities, liabilities, the charging model and associated cost.

5. PROJECT DELIVERY

(Management Case)

Project commences October 2019

Project concludes December 2020

	Deliverables and Work	Milestone date
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Full Business Case approved PCIB	14 May 2019
SOI signed by BTP	July 2019
Full Business Case approved COG	9 August 2019
Full Business Case approved BTPA S&PC	10 September 2019
Full Business Case approved BTPA	26 September 2019
GDS Spend Control Approval (process runs in parallel with BTPA approval process)	26 September 2019
Section 22 agreement signed by BTP	October 2019
Project officially starts	October 2019
Project resources fully in place	October 2019
Preparation and Pre transition stage complete <ul style="list-style-type: none"> - SOH transition timelines fully developed - Preparation for transition 	April 2020
Transition to SOH stage complete <ul style="list-style-type: none"> - Identify and mitigate deployment risks, equip officers and staff to make the changes - Go-live 	September 2020
Project handover to BAU and project closure	October 2020
Transition evaluation delivered – on boarding complete, service management in place, forces working to maximise benefits	December 2020
There is no impact on people in terms of reduction or restructuring associated with this business case.	
This service enhances the relationship between the public, Train Operating Companies and rail staff, Home Office forces and the Digital Policing Portfolio.	
Major risks are as follows: <ul style="list-style-type: none"> ○ Latent demand revealed by launch of the SOH ○ Inadequate business change activities ○ Lack of buy in from internal and external stakeholders 	

SINGLE ONLINE HOME
Full Business Case

BTP2021 Programme:	Programme C - Digital Policing - Operations
SRO:	ACC Doyle
Implementation Lead:	Supt. Chris Casey
Programme Manager:	Supt. Chris Casey
Author:	Eleanor Howard
Date:	09/04/2019

Version	Date Issued	Brief Summary of Change	Owner's Name
Draft 0.1	26/04/2019		Eleanor Howard
Final	08/05/2019	Revised following feedback from mandatory impact assessment	Eleanor Howard
Post PCIB Update	28/05/2019	Revised following feedback from PCIB 14/05/19	Chris Casey
Post feedback from SY-J	26/07/2019	Revised following feedback from SY-J	Eleanor Howard
Pre-FEB Amendments	07/08/2019	Amendments to cost of options following IT & Commercial considerations.	Chris Casey
Post FEB Amendments	09/08/2019	Amended options table in Executive Summary	Chris Casey
Post PMO Amendments	15/08/2019	Revised wording of benefits	Heath Waller

MANDATORY IMPACT ASSESSMENT

- This business case has been subject to an assessment of impact by:

Impact Assessment (mandatory)	PMO	Iain Metcalf, Samira Shariff	Y
	Finance	K. Pereira-Faulkner <u>and</u> K. O'Farrell	Y
	Commercial, Estates & Fleet	I. Currie	Y
	Information Management	J. Wright	Y
	Technology (programme)	R. Lovegrove	Y
	Technology (operational)	Supt C. Casey	Y
	People & Development (HR)	K. McCafferty	Y
	Learning & Development	Supt D. Malpas	Y
	Safety & Occupational Health	A. Knight	Y

OPTIONAL QUALITY ASSURANCE

- This business case has been subject to subject matter expert (SME) quality assurance as appropriate by:

Portfolio Impact (as applicable)	Programme A - Strengthening Network Policing	C. Lewis-McNulty	Y
	Programme B - Contact, Crime & Safeguarding	F. Jones	Y
	Programme C - Digital Policing - Operations	Supt C. Casey	Y
	Programme C - Digital Policing - Technology & Services	R. Lovegrove	Y
	Programme C - Digital Policing - Infrastructure	R. Lovegrove	Y
	Programme D - Specialist Operations	S. Peel	Y
	Programme E - Strategic Centre	M. Furness	Y
	Programme F - Future Estates	J. Kelleher	N
	Programme G - Future Support & Administrative Concept	J. Whiting	N
	Programme G - Finance & Corporate Services	J. Whiting	N
	Programme G - People & Culture	K. McCafferty	N
	Programme G - Transactional Services	J. Whiting	N

1. CASE FOR CHANGE (STRATEGIC CASE)

1.1 BUSINESS NEED

Introduction – Delivery of UK Policing Vision

- This business case proposes the force purchases the Single Online Home (SOH); a web platform solution developed by the Digital Policing Portfolio's (DPP) Digital Public Contact (DPC) Programme, which will replace our current website and sits alongside our existing 61016 text and non-emergency telephone contact services.
- The DPP is a national delivery organisation that will support the evolution of policing, enabling forces to respond and adapt to the increasingly digital world we live in. It is responsible for delivering the 'digital policing' element of the Policing Vision 2025, by developing nationally consistent services and capabilities, enabled by technology.
- The DPC Programme will provide a simple, well known and reliable digital contact service between the public and the police that will ensure the public are informed and digitally enabled.
- SOH aims to perform like a digital police station, transforming the public relationship with the police, delivering new ways of interacting through digital channels, while creating a nationally consistent, but locally branded service e.g. providing a triaged crime reporting service which is integrated with Niche, accessing information on 'Your Area', and triaged opportunities to 'Tell us About' a range of things, including possible terrorist activity or planned filming activities.
- Additionally there is scope to develop new services tailored for Train Operating Companies (TOCs), and their staff, through the development of a 'Partner Portal'. The 'Partner Portal' will be accessible via a direct link which is not discoverable on search engines, and provides opportunities for system integration (e.g. Control Centre Incident Log), which will enable the force to capture currently unreported crime, an online crime report tailored to the needs of TOCs and the ability to host campaign material e.g. posters and guidance.

Cyber Threat

- BTP was subject to a Denial of Service cyber-attack in 2017; it rendered the force website inaccessible for a number of days. The threat of cyber-attacks has increased internationally; public sector websites remain a target. More recently the 'MyNewsDesk' accounts of BTP and the Metropolitan Police Service (MPS) were hacked in May and July 2019 respectively. The latter resulted in offensive tweets being posted by the MPS Twitter account that is linked to that website. The SOH websites hosted by the MPS were not breached.
- In 2018, The National Cyber Security Centre and National Crime Agency identified a number of information security trends, including an increase in ransomware and Distributed Denial of Service (DDoS) attacks due to the increased availability of online crime-as-a-service and unsecured Internet of Things. During 2018, at least 3 forces experienced DDoS attacks and 2 forces reported a social engineering attempt (e.g. email

phishing). Additionally, a third-party used by at least one force, was compromised in a data breach.

Current BTP Website

- The current BTP website must be replaced; the Content Management System on which the website is built no longer exists. It is vulnerable to cyber-attack, and if it were to sustain a targeted attack, it is unlikely that the website could be recovered.
- The as-is position of the force is not comparable with the nationally consistent and locally branded services delivered through the SOH. Each service has undergone user research following Government Service Standards.
- The current BTP website is effectively a one-way mechanism by which the force can broadcast information to the public. It offers no means to reduce demand on the force or for the public to self-service. SOH is an entirely different offering; it is a platform that plays a key part in enabling self-service for the public.
- Nor is the as-is position fit for purpose when considered alongside the growing expectation of the public for digital channels or the Policing Vision 2025, which gives clear strategic direction for policing online, and working collaboratively across the UK.

Single Online Home – National Headlines

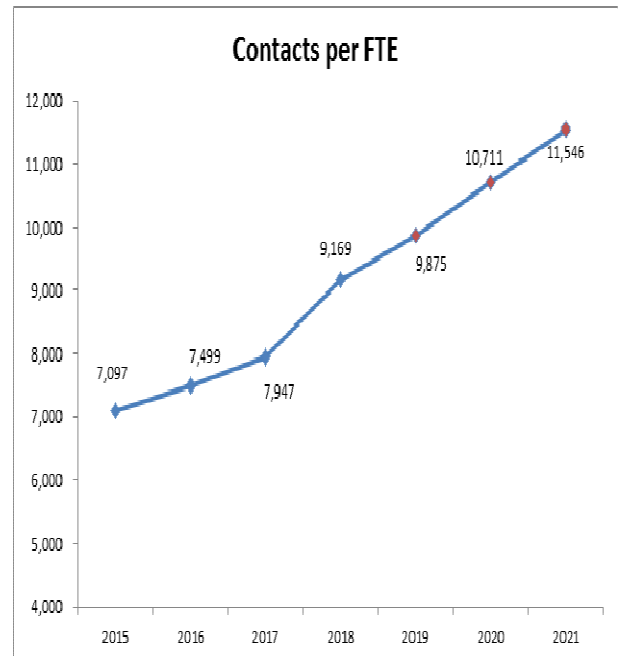
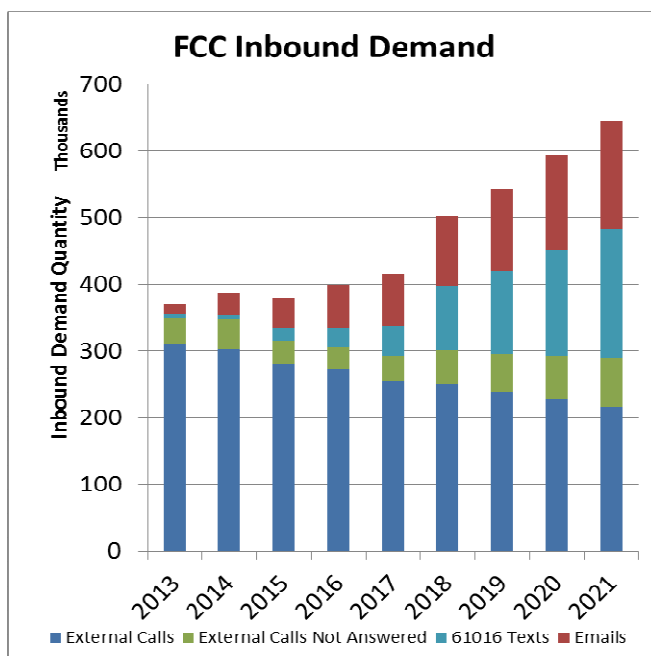
- As at April 2019, 10 forces were either partially or fully live on the SOH platform; 7 more had begun the process of transitioning to SOH, and the 41st SOI to join the SOH team had been received by the DPP.
- 37% (21.4m) of Citizens in England & Wales now have access to SOH through their local force.
- Forces have reported a 25% reduction in 101 phone calls. The first 6 SOH forces report that 16% of their crime is now reported online through SOH.
- The Metropolitan Police Service, Surrey, Sussex, Thames Valley Police (TVP), Hampshire, Merseyside, Greater Manchester Police, Derbyshire, Leicestershire and Northamptonshire reported the following ‘fast facts’ between January and March 2019:
 - Online crime reporting has remained the highest demand service on SOH, increasing by 29% from January to March across 10 forces
 - Across 10 forces 58% of survey respondents (24,332 participants) confirmed in March 2019 that they used the SOH to make initial contact with the force
- The MPS reported, that to date, there has been no significant difference in the age demographic accessing the SOH online crime reporting service and highlighted the advantages for older people, some of whom who may prefer to take their time working through the online crime report, rather than texting or phoning in.
- Surrey and Sussex Police have experienced a decrease in the number of crime reports that require a follow up call to the victim to validate information, from 80% to 30%. A significant reduction that enables crimes to be effectively assessed and triaged as early as possible.
- Digital is an enabler for standardisation, best practice and greater consistency in terms of providing easy access to key messages, guidance and templates. TVP has reported

improved levels of public/customer satisfaction when interacting with the force since adopting the SOH. It also provides a visible audit trail of contact and is capable of providing easy access to data.

- Victim updates are sent automatically as mobile notifications when there is a case update. They can also log into their SOH profile to track the progress of an investigation. This will reduce demand on the First Contact Centre (FCC) and improve victim satisfaction.
- The benefits are not easily comparable across all forces. BTP has a number of unique requirements in comparison with Home Office forces and a different set of stakeholders in terms of the rail industry and TOCs; but the experience of other forces who have adopted the SOH does give an indication of the considerable public demand for digital services and how the SOH can lead to transformation within the business; and opportunities for working in leaner and more efficient ways, particularly as the range of services available online grows.

Meeting demand – First Contact Centre Non-Emergency Contacts

- Financial constraint has meant that resourcing within the FCC has not grown at the same pace as the rise in crime and overall contact. Overall demand has risen by 124,326 between 2015 and 2018. This represents a 23% increase in demand/calls for service.
- This has had a knock on effect to the force's ability to answer 95% of calls (currently 75% answered) and to record crimes within 24 hours.
- On average, there are 800 crime transfer reports waiting to be recorded on Niche and allocated for investigation. Over the past 2 years, the crime transfer queue has ranged from 300-2000 crimes waiting to be recorded.
- A review of the growing FCC demand indicates that 16 additional operators are required now to meet current demand (£582,560 pa). If demand grows at the current rate, the resource gap will be 17 additional operators by 2020 (£618,970) and 19 operators by 2021 (£691,790). The requirement for additional staff will continue to increase if we do not implement SOH and other digital transformation initiatives to manage our digital contact.
- Overall inbound demand has increased significantly and shows no sign of reducing. If inbound demand continues to increase at the same rate as it has since 2015, by 2021:
 - The number of 'calls not answered' will reach 75,000
 - The workload per FTE will have increased by 63% between 2013 and 2021



- Demand to Date (2013-18):
 - Overall Contact Demand has increased by 37% (122,723)**
 - 61016 Texts have increased by 2000% (91,677):**

SOH will divert non-urgent text messages (only 2,000 of the 96,000 texts in 2018 needed an immediate response).

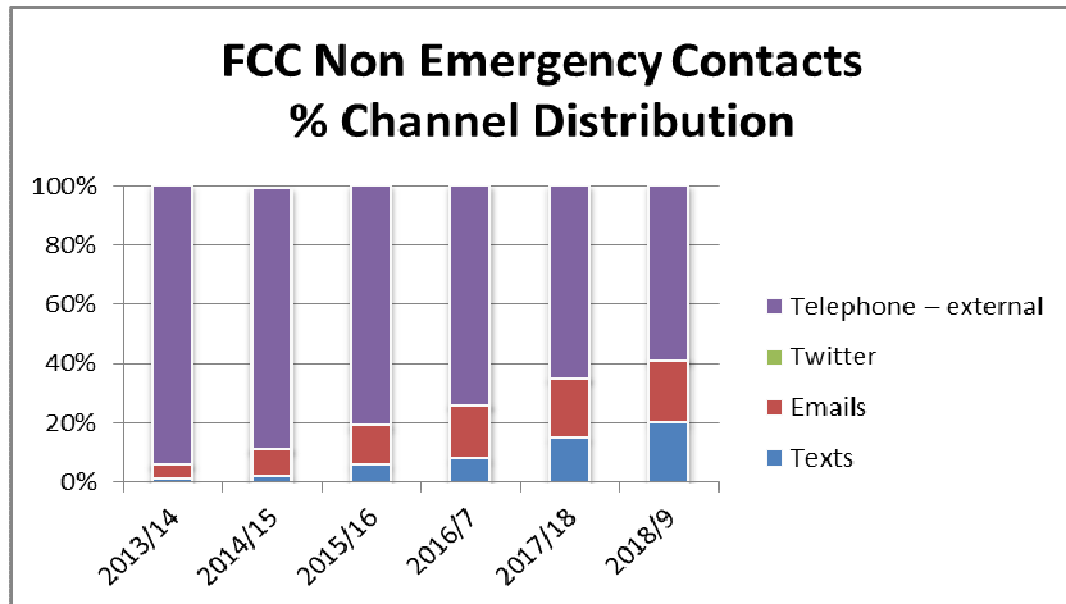
- **Public Emails have increased by 600% (90,419)**

SOH will divert the majority of emails away from the FCC; online crime reporting, 'contact us' triage and victims asking for investigation updates.

- **Public calls have reduced by 19% (59,373)**

This underlines societal shift towards online; there has been a move towards online crime reporting for BTP.

- In April 2019 a crime reporting form was made available on the BTP website as an option for the public to report online. The output of the crime report generates an email to the FCC; there is no integration into Niche as the current website is not technically capable.
- Without any promotion or advertisement, the web form is used by **50** people each day; a saving of **18,250** crime calls per year. That represents 56% of all crimes reported by the public during 2018. This has seen telephony contacts reduce as callers are clearly signposted from the outset of the call that they should use the form to report crime of a low risk nature. It has also provided callers that may have previously abandoned their call (and not called back) with a more convenient way of reporting crimes, ensuring they are not missed.
- The online crime form has delivered a channel shift for BTP without any promotion effort. The introduction of SOH would be supported by a Corporate Communications Campaign to encourage staff and the public to report online.
- Crime reports submitted by email are reviewed and processed by FCC staff, inevitably this solution results in double-keying into Niche RMS and call backs to victims when further information is needed. SOH eliminates all double-keying.
- The table below shows the channel switch from telephony to text and email (online) crime reporting, and highlights the tipping point the force is at in terms of the take up of non-voice (text and emails predominantly), over calls.
- The growth of non-telephony contact is predicted to grow; by 2021, over 50% of contact will be digital. SOH will enable that digital contact to be handled more efficiently; this will reduce the need for extra staff to meet growing demand.



- SOH builds on and improves the force's current approach by offering users a fully mobile responsive digital online crime reporting service, which is integrated with Niche RMS and has the potential to create process time savings of at least 71% (24 min, down to 7min), by negating the need for double keying into Niche RMS by FCC staff. Moreover evidence from Surrey and Sussex demonstrated that SOH reduced the need to re-contact victim to clarify information by 50%.

Meeting demand – Texts

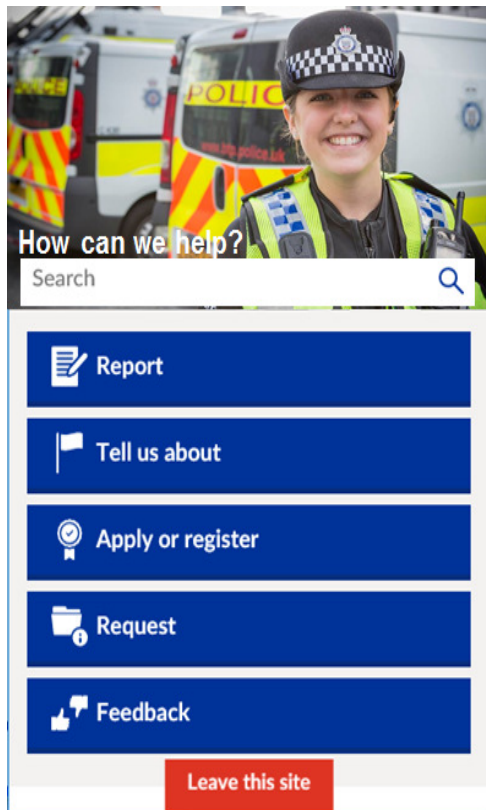
- The launch of the force's 61016 text service has been hugely successful in establishing a convenient contact channel, and encouraging the public to report crimes, some of which may not have been previously reported.
- Since the 61016 launch in March 2013, to December 2018 the number of texts read has increased by 2,148% (4,475 to 96,152); the number of crimes recorded as a result has increased by 524% (1,333 to 6,987), highlighting the public appetite for the service and revealing latent demand, alongside increasing crime levels.
- Of the 96,000 text messages received during 2018, 2,000 resulted in an emergency (immediate) response, and 7,000 crimes were recorded. To reduce the cost of inbound demand, it is necessary to divert non-urgent 61016 text messages towards a digital hub that will triage and re-direct public and stakeholders.
- Whilst hugely successful the public use of the 61016 text service has increased demand in the FCC. This financially impacts both the public and BTP. The initial text to BTP cost a member of the public £0.15, and every text sent by BTP costs £0.04, in addition to the resource cost.
- As a result of the existing text service, it is likely that the channel shift to online crime reporting may not be as significant as the channel change experienced in other forces, as the public can already directly and discreetly contact BTP, using a mobile device.

Whilst untested it is feasible that text to web conversion could seamlessly convert non-urgent 61016 contacts onto the SOH platform as the capability matures.

- The issue of latent demand and the reporting of crimes that may otherwise have gone unreported is also potentially less of an issue for the force, as texting is a popular, quick and convenient way to contact and receive a response.
- Where appropriate, FCC staff are using texts to signpost the public towards reporting the crime using the online form, reducing telephone demand and the need to enter into a prolonged further exchange of texts to gather details. This is made significantly easier for the reporting person with the arrival of SOH.

Force transfer time

- In 2018 the force received 19,281 crime transfers from other forces, and transferred 1,270 crimes to other forces. This represents approximately 28% of BTP total crime. If 50% of crime transfers were negated by the introduction of SOH, this would save **3,866 hours** pa.
- The SOH will enable forces to transfer crimes directly to each other, saving time (transfer reports can often take days/weeks to transfer); leading to greater investigative opportunities (CCTV opportunities aren't lost) and a better service for victims. Therefore transfer time and input time will be removed as the force will be taking Niche integration.



1.2 STRATEGIC DRIVERS

Meeting Customer Expectations

- The rapid rise of internet access, mobile technology and social media has radically shifted the way in which people access services and connect with each other and organisations. An example of how the force has responded to this is through the successful launch, and take-up of the 61016 text service, by the public and rail staff.
- An ONS survey in 2017 showed that 90% of households in Great Britain had internet access, 73% of adults accessed the internet 'on the go' using a mobile device and 77% of adults bought goods and services online.
- This trend is echoed by data recently produced for the force (Google Analytics report March 22-28 2019) which highlighted that 63% of visitors to the forces current website accessed it using mobile devices.
- SOH is responsive to mobile devices and is built 'mobile first', recognising most members of the public will access the site SOH site from their mobile or tablet device.

The image below shows the mobile view of what the BTP SOH highlighting its user friendly appearance.

- SOH directly contributes to the aim of the force's Strategic Plan to improve contact with the public by establishing more convenient digital channels, such as online crime reporting (integrated with Niche RMS) and live chat.
- The Delivery Plan within the Strategic Plan states:
- 'We will establish new digital channels through which the public can engage with us and receive a rapid response'.
- The adoption of the SOH by the force provides the opportunity to transform the relationship between the public and policing, driving a more efficient and effective policing operation.

1.3 PORTFOLIO DRIVERS


- The SOH is an enabler to the force ambition to modernise contact and become a digital force, as part of its BTP2021 strategy.
- Improved digital public access is a priority of the force's Digital Policing Strategy. Within this context, the SOH directly meets the objective of:
'Delivering communications and access that meet the needs of the travelling public and rail industry, today and tomorrow'.
- Cashable savings of £10,000 per year are achievable as a result of ending the current website hosting and service contracts in 2020/21.
- SOH presents cost avoidance opportunities by diverting non-urgent demand away from FCC Call Handlers. It is assumed on the basis of other force's experiences that BTP will avoid at least £1.9m (extra FCC operators over a 3 year period).

1.4 PERFORMANCE DRIVERS

- This project directly supports delivery against the Protecting and Safeguarding People Strategic Objective:
 - *We will establish new digital channels through which the public can engage with us and receive a rapid response.*
- Positively delivers against two of the 7 pillars:
 - *Confidence and Satisfaction*
 - *Effectiveness and Efficiency*

1.5 KEY BENEFITS

- The key benefits this project aims to deliver are:
 - Cost avoidance** - online crime recording functionality will enable the avoidance of £1.9m in additional resource costs by January 2021 by negating the need to recruit additional FCC staff to meet growing non-urgent contact demand.
 - Productivity and effectiveness** - achieving a reduction in time required to process crime reports (70% less time) and crime transfers (65% less time) will release c.3,800 additional hours of value-adding capacity to reduce the volume of abandoned calls (currently c.50k) by January 2021.
 - Compliance** - SOH is compliant with National Police Chief's Council (NPCC) Policing Vision 2025, forms part of the Digital Public Contact Portfolio and is an enabler of automatic Victim Code of Compliance updates.
 - Stakeholder** - access to convenient self-service crime reporting functionality alongside online tracking of progress will enhance stakeholder satisfaction with BTP contact by January 2021.
 - Business continuity** - SOH replaces the current BTP internet site which is due to reach end-of-life in 12-18 months time and provides enhanced protection from cyber attack and 24/7 technical support.

				
Cost Avoidance Avoid £1.9m of extra staff to meet demand. Increased self-service & quicker contact handling. No double keying Online Recording is 17mins quicker for FCC.	Productivity Reinvest time savings to meet future demand and improve KPI compliance: - Less abandoned phone calls (50k pa now) - Improved Victim Satisfaction	Compliance SOH is compliant with NPCC Policing Vision 2025. Forms part of Digital Public Contact Portfolio. Automatic Victim Code of Compliance Updates	Stakeholders Offers convenient digital access to BTP services. Reduce time reporting less urgent crimes. Track case progress online. Enhanced stakeholder satisfaction.	Business Continuity BTP website will cease to function within 12 mths. Vulnerable to cyber attacks; has been attacked previously. SOH is hosted securely with 24/7 support.

- In line with the BTP 2021 approach, a benefits strategy will be produced to support benefits realisation activities.

2 OPTIONS COMPARISON (ECONOMIC CASE)

- The table below provides a list of options prioritised by their combined score for:
 - Organisational Value - relevance to BTP's strategic objectives, service aims and compliance obligations.
 - Financial Impact - return on investment (savings v costs).
 - Complexity - how complex and difficult the project may be to deliver.

Options	Organisational Value	Financial impact	Complexity	TOTAL
Option 1 - Do Nothing (mandatory)	12	18	69	99
Option 2 – SOH (preferred)	45	15	48	108
Option 3 – Accenture 'DEC'	45	15	45	105

- Developing a bespoke BTP website does not fit with the Digital Strategy that has been approved by the British Transport Police Authority (BTPA). If, however, the force did design a 'like for like' website, it is estimated that it would cost approximately £1.8m over a 5 year period (£555,520 in year one) to build and maintain.
- Agreed Digital Strategy design principles:

Design Principles – Architecture	
10	We will deliver a consumerised consumption based model that maximises the benefits of Commercial off the Shelf (COTS) technologies, including "cloud first" principles such as Software as a Service (SAAS, Platform as a Service (PAAS), and Infrastructure as a Service (IAAS))
11	We will 'borrow with pride', drawing best practice from commerce, Police ICT Company, Digital First and HO Forces.
12	We will exploit proven technology, incrementally procured, based on open architecture, and integrated by design with stakeholders and Home Office (HO) Forces.

OPTION 1 - DO NOTHING (Mandatory)

- The rationale for describing a 'Do Nothing' option is to demonstrate whether doing the minimum possible change by continuing with 'business-as-usual' is a viable choice for the business. The option does not literally mean 'Do Nothing', but considers the effect of continuing as the organisation does now.

2.1 SCOPE OF WORK

- Whilst 'do nothing' is included as a mandatory option in the business case, it is not an option. The current website is vulnerable to cyber-attack. The website was subjected to a

sustained Denial of Service attack in 2017 that rendered it unavailable to the public for a number days.

- The Content Management System on which the website is built no longer exists. As such, the website cannot be developed and it cannot be integrated with force systems such as Niche.
- If there was a cyber-attack on the website now, it is unlikely that it could be recovered. BTP would be left without a public website.
- Not responsive to mobile devices leading to a sub optimal experience for the majority of visitors to the website.
- Maintaining the website requires the following:
 - Website content is produced or reviewed (on behalf of other departments) when required by Corporate Communications;
 - Website support services (including uploading new content) are managed and delivered by the Web Development Team.
- The following website contracts are in place:
 - Vuelio – News room £14k PA
 - Azure – Hosting £4k PA
 - Greenwood Campbell – Subscription £6K PA
- Continuing the current approach is simple in the short term from a resourcing and maintenance perspective, however, it is unsustainable. The current website has up to 12 months (best estimate) of life left before it is unsupported, rendering it unusable. However, a cyber-attack could render it totally unusable.
- To replace the BTP website with a like-for-like website (with not demand reduction capability) would cost £1.1m over a 5 year period. Replacing it with a website similar to SOH would incur an approximately cost of £1.8m over a full 5 year period.
- The force's in-house capability (from a skills and support perspective) offers potentially diminishing support as a result of the 'Technology 2021; reset, further reducing the viability of retaining and developing a website in-house.
- The current website is not an enabler for further digital transformation in the context of Digital Public Contact.

MILESTONES

- This option produces the following milestone:

Deliverables and Work	Milestone date
Website hosting unsustainable	Estimated May 2020

2.2 DEPENDENCIES

- The table below lists the key dependencies created by/requiring mitigation for this option.

Dependency	Inbound / Outbound	Criticality (H, M, L)	Mitigation	Mitigated Y/N
The continuation of the website is dependent on how long Azure can continue to host it (best estimate 12 months), or before it is subject to a malicious attack which permanently removes the force's external presence.	Inbound	H	The website is updated and fixed on a 'needs must' basis by Corporate Communications and the Web Development Team until an alternative approach is agreed.	N

2.3 RISKS

- The table below lists the key risks of proceeding with the 'Do Nothing' option.

Risk	Inherent	Mitigating actions	Residual
There is a risk that the current website will be exposed to bugs or hacking, rendering it unusable and inaccessible to the public. This could lead a negative impact on public perception and a reduction in confidence as a result of lack of online access to BTP services and information.	12	The risk can be tolerated by monitoring the performance of the website and undertaking fixes when required. The risk could be mitigated by investing in developing the current website and upgrading the Content Management System.	6
There is a risk that the current website limits the access of the public, and other stakeholders, and is unable to provide information easily due to an incompatibility with mobile devices; which can lead to negative public perception and potentially a reduction in crime reporting	9	The risk can be mitigated by promoting other ways to contact the force i.e. by phone call and text, monitoring customer feedback and taking action if unexpected falls in the number of the public using the online crime recording service are identified.	6
There is a risk that the current website does not meet modern customer service expectations, occurring due to a lack of strategic website development, which can lead to negative public perception	9	The risk can be mitigated by exploring ways to improve the user experience and by seeking user feedback, e.g. replacing the MS Word crime reporting form with an online	6

and potentially a reduction in crime reporting. Reduced public confidence as a result of the lack of online access to BTP services and information is another risk.		form.	
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2.4 BENEFITS ASSESSMENT

- The table below identifies how effectively this option delivers against the key benefits of the project.

Benefit	Briefly explain: How is this Aim achieved? <u>OR</u> Why is this Aim not achieved?	Full / Partial / Non delivery
Cost avoidance	<p>Doing nothing with the website fails to deliver efficiency savings within the FCC. This coupled with rising crime will continue to place greater levels of demand on the force which will need resourcing</p> <p>The website cannot integrate into BTP's core operational systems, which continues the need for double keying online crime reports in the FCC. Additionally, the aim to give the public easy access 'on the go' to a range of services, which allows them to 'self-service,' will not be delivered, negating the likelihood of the achieving a reduction in the demand on FCC services and realising connected time savings.</p> <p>Without technological solutions to realise efficiencies, the force will need to consider increasing FCC resources to meet the increasing demand.</p>	Non
Productivity	Doing nothing with the website will not deliver process efficiencies to the FCC, negating the opportunity to reduce call waiting times and high call abandonment rates.	Non
Compliance	The current website is not compliant with the strategic aims of the Digital Policing Portfolio or with the force's Strategic Plan. The website was not developed collaboratively with other police forces and does not provide the public with access to a self-service range of products utilising digital channels.	Non
Stakeholder	<p>The website lags behind modern standards and expectations of mobile responsiveness and services. Over a week in late March (Google analytics report March 22-28 2019) a total of 56,793 page views were recorded; 56% came via mobiles, 7% came via tablets and 37% were from desktops.</p> <p>Similarly FCC data shows the rise in crime reporting using the force's text and email services, suggesting that people are increasingly reporting crime on the go (or using their mobiles</p>	Non

	as their preferred device,) and there is an appetite for more convenient digital contact channels.	
Business Continuity	It is assumed that the current website will be both be unsupported and unsustainable within the next 12 months (best estimate), resulting in a lack of customer access to information and services, reduced customer confidence and a negative perception of the force.	Non

2.5 FINANCIAL IMPLICATIONS

The numbers in the table refer to the need to fund ongoing website newsroom, hosting and subscription services, and are based on the current contract values, inclusive of VAT.

	2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL
One-off (project) Costs (incl. VAT)						
One-off Capital i.e. depreciable assets e.g. fleet, servers, etc.	£0	£0	£0	£0	£0	£0
One-off Revenue i.e. project resourcing and consumables	£0	£0	£0	£0	£0	£0
Redundancy Costs (if applicable)	£0	£0	£0	£0	£0	£0
Total Project Costs	£0	£0	£0	£0	£0	£0
Ongoing (BAU) Revenue Impact against current Budget (incl. VAT)						
Pay Budget Impact	£0	£0	£0	£0	£0	£0
Non-pay Budget Impact	£24,000	£24,000	£24,000	£24,000	£24,000	£120,000
Total Ongoing Costs / (Savings)	£24,000	£24,000	£24,000	£24,000	£24,000	£120,000
TOTAL IMPACT						
Net Total Each Year i.e. Project Total plus Total BAU Budget Impact	£24,000	£24,000	£24,000	£24,000	£24,000	£120,000
Cumulative Total i.e. Net Totals added up each successive year.	£24,000	£48,000	£72,000	£96,000	£120,000	

OPTION 2 – SINGLE ONLINE HOME (PREFERRED OPTION)

2.6 SCOPE OF WORK

- **Deliverable** – The SOH deliverable is a national web platform solution, tailored to meet the force's needs, which will sit alongside the existing non-emergency contact services.
- It is designed and developed specifically for policing and will deliver a new external facing website, plus a wide range of digital policing services.
- SOH is Government Digital Services (GDS) compliant. The Head of .gov.uk sits on the Digital Public Contact Board that oversees SOH.
- Digital access to the services provides improved choice and related user experience benefits. It enables forces to move demand to less costly and more efficient methods of incident and crime reporting. For example, users of the SOH will be able to report a crime online; and through a series of triage questions, the crime report will be directed to the relevant force, delivering a seamless and efficient front end user experience.
- To understand more about BTP's requirements, and to help refine the costings, work has been undertaken to refine the force's needs in conjunction with the SOH team and through engagement with the following departments:
 - FCC
 - Corporate Communications
 - Justice
 - Analysis & Performance
 - Information Management
 - Territorial Policing Support
 - IT (Web Development)
- Following initial engagement the tables below shows a range of enhanced, and new services, the force will acquire as part of SOH.
- Further engagement and research will be delivered as part of the service design work undertaken by the project.

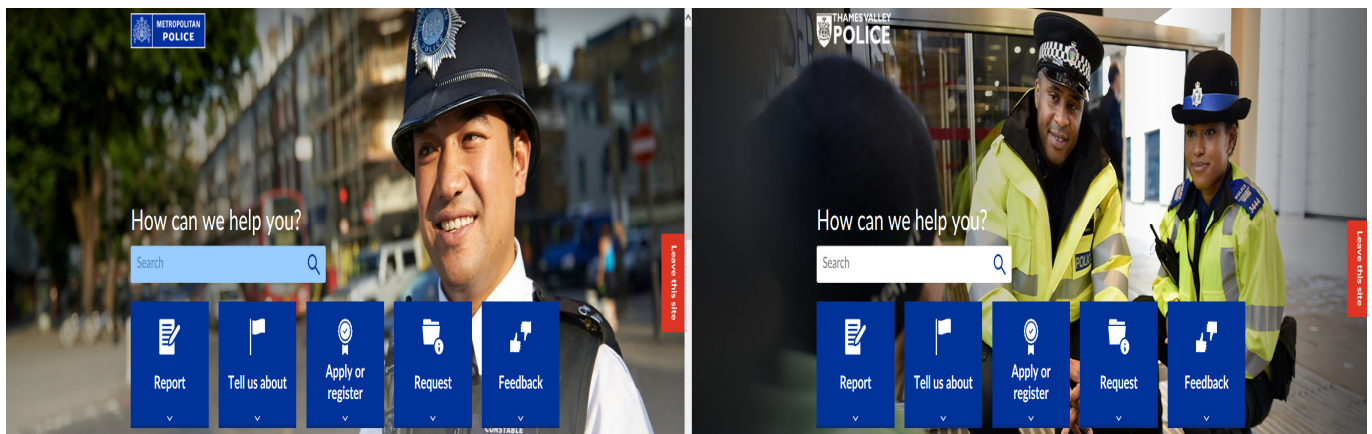
Enhanced Services

Services	Improvement details	Benefits
Online Crime Reporting	<ul style="list-style-type: none"> > Thoroughly designed triage with multiple options to signpost to the appropriate organisations > Identify potential forensic value; obtain crime specific information (theft, assault, damage) and the ability to flag repeat/vulnerable victims. > Input directly into Niche to be validated and then sent for screening/investigation. 	<ul style="list-style-type: none"> > Enhanced Triage & Signposting / Demand Reduction > No 'double keying' of crime reporting into Niche. > Enhanced service to victims of crime.
Thanks and Complaints	<ul style="list-style-type: none"> > Triage questions to ascertain if it the 'contact' is Thanks or Complaint > Follow up questions to direct report to the appropriate person, unit or the whole force > SOH Roadmap includes integration directly into Centurion (PSD System) 	<ul style="list-style-type: none"> > Enhanced Triage reduces inefficiency (reading reports and sending to appropriate dept/person) > Enhanced service to the public as process will be quicker > Online Form with integration to Centurion planned (remove double-keying).
Possible Terrorist Activity	<ul style="list-style-type: none"> > A short triage to direct you to the correct government organisation > User can then complete online report via appropriate agency 	<ul style="list-style-type: none"> > Clear and efficient process for reporting possible terrorism activity > Public are more likely to report if the process is accessible
Lost Property	<ul style="list-style-type: none"> > Triage to direct users to the correct organisation to report their lost/found property 	<ul style="list-style-type: none"> > Reduce demand on FCC > Enhanced service to public
FOI Requests	<p>This service provides the user with the portal to contact the Information Management Unit to perform freedom of information requests.</p> <p>It also includes an online searchable library that will reduce administration and improve FOI response times.</p>	<ul style="list-style-type: none"> > Reduce demand on FCC if public can easily request information from our website > Improve efficiency of process through a templated process

New Services

Services	Improvement details	Benefits
Live Chat	<ul style="list-style-type: none"> > 24/7 'Chat Now' function > Support online crime reporting (ensure victims reporting online and don't switch to call) 	<ul style="list-style-type: none"> > Improve FCC productivity; supporting numerous victims at once (calls are binary and more time consuming); WMP operators handle 6-8 at a time.
Partner Portal	<ul style="list-style-type: none"> > The Partner Portal is a 'hidden' area of SOH; it can only be accessed by a direct link. > Allows any person with the link to easily access it from any device, personal or business. > Online Crime Reporting for TOCs/Rail Staff to report crimes and incidents with more railways specific detail. 	<ul style="list-style-type: none"> > Reduce demand on FCC if staff can report non-urgent crime / incidents > Improved partner satisfaction as they won't have to spend time reporting on the phone - online crime reporting can be 'paused' when busy
Anti-Social Behaviour Reporting	<ul style="list-style-type: none"> > Triage questions tailored around Anti-Social Behaviour; NICHE integrated report > Signpost the user to the appropriate organisations 	<ul style="list-style-type: none"> > Reduce demand on FCC & deliver a better service to public by diverting to most appropriate service > Integration into Niche RMS to remove double-keying
Your area	<ul style="list-style-type: none"> > Provides users with access to their local BTP policing area > Local BTP social media, statistics and data, crime prevention advice that dynamically changes based on the most common crimes in the area > Names of the Officers policing that area and the events that are coming 	<ul style="list-style-type: none"> > Enhanced service to public and stakeholders > Supports Neighbourhood Policing Strategy
Quick Exit Button	<ul style="list-style-type: none"> > Button that remains active in the same location on all pages. Once this button is pressed it opens www.google.com. Its purpose is to prevent victims being caught using the sight by suspects. 	<ul style="list-style-type: none"> > Safeguard victims > Enhanced confidence to report to BTP online

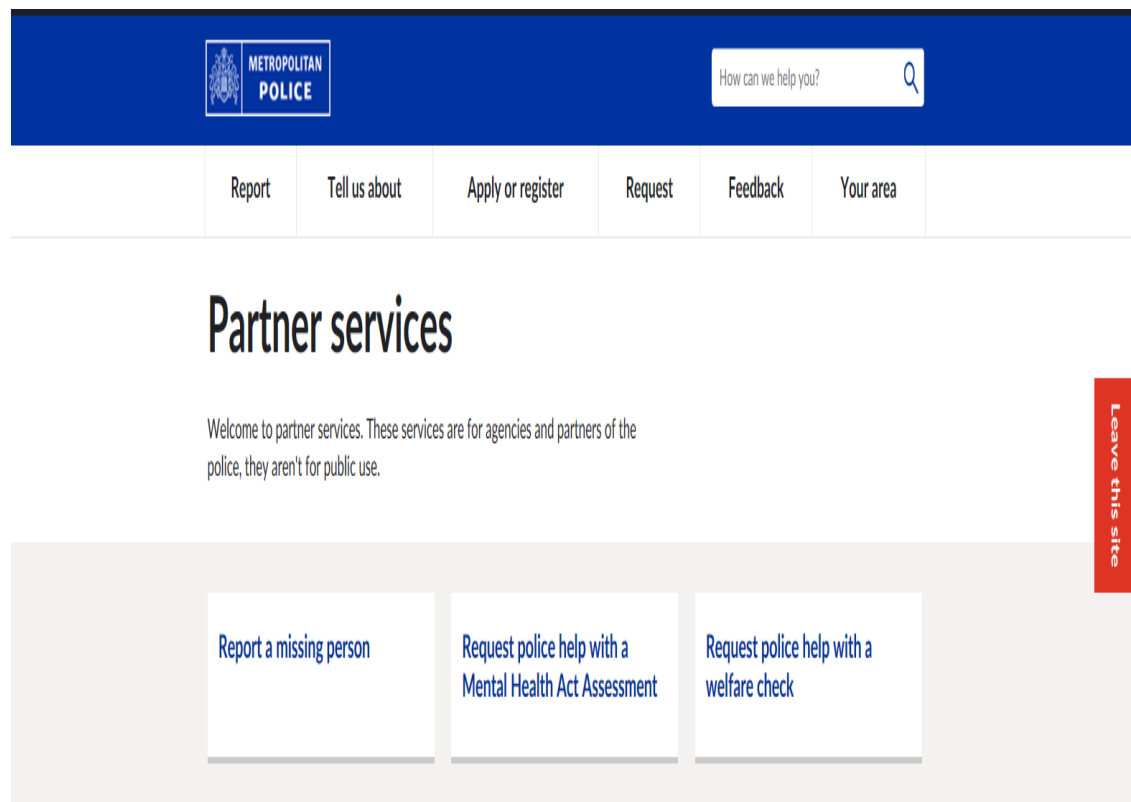
- SOH is a consumable product and can be viewed via the following websites to gain a user experience:
 - www.MPS.police.uk
 - www.merseyside.police.uk
 - www.hampshire.police.uk
- Although these HO Forces are in very different geographic and demographic areas and each have differing priorities, the public facing website appears the same. Each Force demonstrates its personal priorities to suit the area that they police. The screenshot below highlights this point and shows the front page of the MPS SOH (left) and TVP SOH (right).



- The main benefit of the SOH versus the static current website is that the SOH acts as a “public portal” allowing members of the public to communicate with the force, rather than re-directing the public to a phone number or email options. It takes the user through a set of triage questions to direct their query to the correct place, signposting them to complete a form which will either appear in a standard format in an email inbox; or in the case of systems such as Niche (RMS) and Centurion (PSD), it will be integrated to port straight into the system.
- The work undertaken results in transformational business change which will enable the force to deliver efficiencies e.g. lean process implementation which results in process efficiency savings. This option should be considered in the context of the savings achieved nationally by forces working together to deliver the national platform, representing the best collective use of resources. Collaborating will allow the force to deliver digital policing services more efficiently, effectively and successfully than each force is able to independently.
- The SOH platform is founded on the principle of ‘continuous service improvement’. The range of services offered through SOH increase incrementally. This creates a pipeline of

new services, driven by the requirements of SOH forces that can be turned on incrementally.

- The SOH is proposed to go live in quarter 2 of 2020/21 (between July – September 2020), examples of the first wave of services include:
 - Online crime reporting integrated with Niche
 - Anti-Social behaviour
 - Possible terrorist activity
 - Contact us
 - Your area
 - Lost property
 - Careers (redirect to careers site)
 - News
 - Complaints/thanks/feedback
- Additionally, there is scope to develop new services tailored for TOCS and their staff through the development of a 'Partner Portal' which is accessed via direct link, and is not discoverable on search engines, with opportunities for system integration; an online crime report tailored to the needs of the industry and the ability to host campaign material e.g. posters and guidance.
- Below is an example of the MPS '**Partner Portal**', currently in Beta version. For BTP this could include rail staff crime reporting, information for schools and partners and operational information, e.g. Op Griffin.
- The Partner Portal will improve the experience of rail staff reporting incidents and crime to BTP. It will enable them to submit reports at a time that is convenient to them and will remove the need to be 'on hold' for an operator.
- Non urgent calls from rail staff account for approximately 18% of 0800 calls per year; diverting that demand away from the FCC would save approximately 3,167 hours per year.



- Other services will provide opportunities to tell us about something, leave feedback, request information and apply or register for information or schemes.
- As BTP is different to Home Office forces, not all services offered in the SOH delivery roadmap are relevant to us, e.g. firearms licensing or road traffic incident reporting.
- Project activities include:
 - **Process Redesign - The DPP Portfolio** and DPC Programme will support and guide the force in understanding the likely operational and business changes required in order to realise the benefits of the SOH, and in ensuring that the force plan and deliver change successfully. Feedback from other forces has highlighted the importance of ensuring the end to end process review and redesign is robust to militate against the risk of undermining the key benefits.
- **Work** - The project will be responsible for assembling an in-force change delivery team responsible for:
 - Assessing the level of business change needed in order to improve service to the public and reduce demand;
 - Planning and delivering business change within the force;
 - Technology changes required to existing technical infrastructure;
 - Readiness assessments; and
 - Business continuity planning

- The project team will be supported by a SOH Business Engagement Officer (BEO) and transition lead. The BEO will check in fortnightly on progress regarding activities with identified force team owners. The SOH transition lead will check in fortnightly with the BEOs to support any questions. Together they will work closely with the force Business/Tactical Lead, who will lead on providing names against each action and a proposed due date to complete activities, ensuring all responses are documented for future referral and escalation of questions/concerns to the BEO/transition lead as required.
- The approach to transitioning to the SOH is structured in the following phases:
 - *Preparation and Pre-transition* – developing the SOH transition timelines, identifying and committing resource and preparing for transition
 - *Phase 0 -2* – Identifying and mitigating deployment risks, equipping officers and staff to make the changes and prepare to go live
 - *Phase 3 Evaluation* – On boarding complete, service management in place, forces working to maximise benefits.
- Pre and post on boarding preparation activities to assist the force in accelerating transition are clearly described in supporting documents produced by the SOH team and are part of the national approach.
- **New ways of working** - implementing the SOH will deliver new ways of working and business change, e.g. the need for FCC staff to double key crime report information into Niche will cease, and replaced with validation activities as online crime reports submitted through the SOH will be integrated with Niche RMS. The in-force change delivery team will work with departments to plan transition activities and identify any additional resource requirements. Through BTP 2021, the force is developing its capability to deliver sustainable business change, which reduces the risk of the SOH not landing properly across teams because the end to end processes haven't been clearly mapped out in advance.
- The MPS highlighted that implementing the SOH has enhanced career development in their FCC, developing new skills and increasing staff satisfaction levels.
- Additionally, the project communication approach to transition will be developed to build awareness, understanding and buy in of the SOH across the force. This will be enabled by creating a stakeholder map post project introduction meeting, ensuring all stakeholders are engaged appropriately and support successful transition.
- **Stakeholder Engagement** - Discussions with stakeholders have taken place during the development of this business case. Internally, engagement has focused on refining the force's requirements from the SOH. Externally, other forces have provided positive feedback on their experiences of transitioning to the SOH (MPS Police and Hampshire Police), citing greater public satisfaction with the services accessed through the SOH, and reinforcing the need to ensure the business change and end to end process. Further work is required to communicate the benefits of the SOH proposal to TOCs.

- Force websites are increasingly expected by the public to be a primary contact route – if they are unavailable for any reason, public confidence could be affected, but the fall back to telephony has a major impact on force business continuity; and of course the cost of data loss can be substantial in both reputation and fines. Security measures in place on the SOH (Active Delivery Network, DDOS and DOS mitigations, CAPTCHA etc.) as well as the service level agreements (SLA at 99.9%) and 24/7 support are included as part of the SOH system agreement.
- **Training provision** - Training needs will be identified as part of the pre-transition work by the project team. Training for relevant teams, primarily the FCC, will need to be delivered using in house resources using training material adopted from other forces that have gone live with the SOH.
- **Contracting Arrangements** - The SOH will be procured and managed centrally. To adopt the services provided through the SOH the force is required to initially provide a non-contractually binding SOI to the DPP. The SOI reflects the official start of an engagement with the DPC Programme which will subsequently involve more detailed planning and commitment. Contractually the National Contracting Authority will seek a signed agreement from the force in the form of a Section 22 Collaboration Agreement. This agreement will set out roles and responsibilities for activities and liabilities, the charging model and associated cost.
- **Service Development** - The force will have some control over the development timeline, as well as contributing via the user steering groups for the DPC Programme in terms of prioritisation and requirements, so that the nature and pace of implementation can be managed alongside other commitments.
- **Systems Testing** - Connectivity testing will be taken place to ensure SOH outputs can be received through the force's firewall. The East Midlands Forces are due to go live with Niche Integrated SOH crime reporting at the end of May 2019. We are in regular contact with Derbyshire Constabulary who have reported that this work is in the final stages of testing, and the delivery is on track.
- **Management Arrangements** - The DPC Programme is part of the DPP, both well-established governance and delivery structures, which will support the effective delivery of the SOH in BTP. Management of the SOH will continue to be maintained at a DPC Programme level nationally. Internally the SOH will be managed by the Force Contact Manager.
- **Complexity** - The SOH includes a number of features, which reduce the level of complexity and risk for the force:
 - IT Web Services for the forces external website
 - 24/7 support
 - Hosted by SOH
 - Security testing

- Enterprise service business provision
 - Procurement
 - User experience design
 - Technical development
- As a growing number of forces join the SOH there is an opportunity to realise economies of scale, e.g. reducing the annual revenue service charge, and to invest in a product which is arguably better, future proofed and more sustainable than a standalone solution.
 - The force recently contracted an external delivery partner, PA Consulting, providing an opportunity to add expertise and further value to this project. Their understanding the e 'as is' BTP contact and control landscape, and knowledge of potential future options regarding technological solutions, i.e. SOH and other alternative options, will ensure that by working in tandem with the Contact project lead, the two projects can complement each other to achieve maximum efficiencies and system optimisation.
 - In addition to the joining the growing number of forces transitioning to the SOH, the force will be supported pre and post transition to the SOH by a dedicated BEO and Transition Lead.

2.7 MILESTONES

- The table below provides the milestones for delivery of this Option.

Deliverables and Work	Milestone date
Full Business Case approved PCIB	14 May 2019
Statement of Intent signed by BTP	July 2019
Full Business Case approved COG	9 August 2019
Full Business Case approved BTPA S&PC	10 September 2019
Full Business Case approved BTPA	26 September 2019
GDS Spend Control Approval (process runs in parallel with BTPA approval process)	26 September 2019
Section 22 agreement signed by BTP	October 2019
Project officially starts	October 2019
Project resources fully in place	October 2019
Preparation and Pre transition stage complete <ul style="list-style-type: none"> - SOH transition timelines fully developed - Preparation for transition 	April 2020
Transition to SOH stage complete <ul style="list-style-type: none"> - Identify and mitigate deployment risks, equip officers and staff to make the changes - Go-live 	September 2020
Project handover to BAU and project closure	October 2020
Transition evaluation delivered – on boarding complete,	December 2020

service management in place, forces working to maximise benefits	
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2.8 DEPENDENCIES

- The table below lists the key dependencies created by / requiring mitigation for this option.

Dependency	Inbound / Outbound	Criticality (H, M, L)	Mitigation	Mitigated Y/N
Existing force website to remain in place until SOH is implemented.	Outbound	H	Website switch off checklist obtained from other forces moving to SOH implemented by Corporate Communications and Web Development.	Y
Internal and external stakeholders (Train Operating Companies and rail staff) require the requisite skills and knowledge required to adopt the new products/services.	Outbound	H	Training and business change needs are identified as part of the preparation and pre-transition phase of the project. In house training resources will need to be identified and confirmed.	Y

2.9 RISKS

- The table below lists the key risks of proceeding with this option.

Risk	Inherent	Mitigating actions	Residual
Uncovering latent demand and increased crime reporting is a risk due to the ease of contact SOH affords. This could result in FCC being unable to meet demand, which could lead to a negative public perception and lower levels of victim satisfaction.	6	Integrating crime reporting with Niche will reduce the time taken by FCC Call Handlers to process crime reports and release capacity to meet demand. Additionally, it is inferred that clearer signposting and public self-service through the SOH, e.g. lost property information will reduce demand on the FCC to directly respond	2

		to calls or texts	
There is a risk that without adequate preparation and understanding of the business change and end to end processes the capacity release and productivity benefits will not be optimised, undermining the project's benefits and leading to an inability to meet growing demand.	6	This risk can be treated by ensuring the project team carry out end to end process mapping and FCC Call Handlers have training and an understanding of the wider vision, purpose and benefits of the SOH	1
There is a risk that without communication explaining what the changes mean for them external and internal stakeholders will not be willing to adopt new processes and ways of working, reducing the degree of buy-in and potentially a negative impact on the perception and delivery of the services.	4	This risk can be treated by ensuring that stakeholders are identified, their needs understood and tailored communications produced to ensure they understand what the changes mean for them. Training needs will be identified through preparation and pre-transition phase and training delivered in advance of go-live	1

2.10 BENEFITS ASSESSMENT

- The table below identifies how effectively this Option delivers against the key benefits of the project.

Benefit	Briefly explain: How is this Aim achieved? <u>OR</u> Why is this Aim not achieved?	Full / Partial / Non delivery
Cost avoidance	<p>The experience of other forces has evidenced that the introduction of the SOH has led to increased levels of public self-service and online crime reporting.</p> <p>If BTP invests in the SOH there is an opportunity to generate a time saving in the FCC, which can be reinvested into continuing to service demand and negating the need to recruit up to 16 FTE, totalling approximately £582k year on year. If demand grows at the current rate, the resource gap will be 17 additional operators by 2020 (£618,970) and 19 operators by 2021 (£691,790).</p>	Full

	Processing a crime report will reduce from 20 minutes (via phone) to less than 7 minutes (via SOH).	
Productivity	<p>Time saved in the FCC as a result of online crime recording and greater levels of public self-service can be reinvested into meeting text and telephone demand, reducing the rate of abandoned calls. Abandoned calls are demoralising for callers and FCC staff.</p> <p>Additionally, lengthy call waiting times can have a negative impact on how the caller talks to FCC staff building in up to a further minute on the call and potentially making the caller less cooperative in the future. Similarly, feedback from texts echoes that slow response times can lead to higher levels of public cynicism about the responsiveness of the forces services.</p>	Full
Compliance	The SOH is a solution developed and owned by the Digital Policing Portfolio and is therefore fully compliant with the UK Policing Vision 2025 and aligned with the force's Strategic Plan.	Full
Stakeholder	The SOH is mobile responsive, making it easier for users to report crime or access other services on the go. Additionally, as the public move increasingly online there is an expectation that more services become digitally available, leading to inferred higher levels of customer satisfaction when compared with the current website service offering.	Full
Business Continuity	<p>Business continuity is preserved as the SOH will be implemented in time to replace the current expiring website. Additionally, the SOH is a national solution founded on the principle of continuous service improvement and delivered by the DPC Programme.</p> <p>To date, 41 forces have signed a SOI to join the SOH creating a critical mass. This provides confidence that the SOH is a web platform with national support and a long term, sustainable future.</p>	Full

2.11 FINANCIAL IMPLICATIONS

- The cost of the National SOH will be incurred by the force through an agreed charging model, which is currently based upon the Home Office grant funding formula. The cost (capital and revenue) required to fund implementation of the SOH has been built into the MTFP.

	2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL
One-off (project) Costs (incl. VAT)						
One-off Capital i.e. depreciable assets e.g. fleet, servers, etc.	£963,190	£0	£0	£0	£0	£963,190
One-off Revenue i.e. project resourcing and consumables	£126,373	£126,373	£0	£0	£0	£252,745
Redundancy Costs (if applicable)	£0	£0	£0	£0	£0	£0
Total Project Costs	£1,089,563	£126,373	£0	£0	£0	£1,215,935
Ongoing (BAU) Revenue Impact against current Budget (incl. VAT)						
Pay Budget Impact	£0	£0	£0	£0	£0	£0
Non-pay Budget Impact	£0	£69,772	£119,609	£119,609	£119,609	£428,599
Total Ongoing Costs / (Savings)	£0	£69,772	£119,609	£119,609	£119,609	£428,599
TOTAL IMPACT						
Net Total Each Year i.e. Project Total plus Total BAU Budget Impact	£1,089,563	£196,144	£119,609	£119,609	£119,609	£1,644,534
Cumulative Total i.e. Net Totals added up each successive year.	£1,089,563	£1,285,707	£1,405,316	£1,524,925	£1,644,534	

- The budget allows for a capital outlay of £963,190 in 19/20 and a revenue outlay of £126,373 in 19/20, and the same revenue in 20/21. The project revenue is affordable based on the latest prioritisation.
- The cost of the SOH has been provided to the force based on the force's statement of requirement.
- Discovery work has been carried out by the Digital Policing and SOH team to understand BTP's requirements against those of a Home Office force. This has informed the Technical, Content and Service design costs.
- Force implementation cost will be required to fund readiness and transition activity for the SOH. The DPC Programme indicates the following resources will be required to support significant business change on a full time basis for twelve months:
 - Business Change Lead (Superintendent/Chief Inspector or operational police staff equivalent) (assumed Chief Inspector for costing purposes); and
 - Project manager (assumed B003 for costing purposes)

- Business Analyst (assumed B003 for costing purposes)
- Transition Manager (Inspector)
- The cost of backfilling the above internal resources on a full time basis for 12 months (assuming roles are based in London) is a one off project revenue cost of £252,745
- Additionally, support will be required from individuals acting in the following roles (0.25 FTE for one year):
 - Strategic Sponsor (Chief Officer level);
 - Contact Management Change Lead;
 - Communications Lead (existing website owner);
 - Process and service subject matter experts; and
 - IT change and support.
- The one off project capital cost is broken down into the following areas:
 - **PTF Funding Contribution: £302,565**
 - The DPP Programme costs have been funded through the Police Transformation Fund. As BTP is not a Home Office Funded force, there is a requirement for BTP to make this contribution to 'buy-in'. It is a one off fixed cost.
 - This is based on the net budget figure provided by the force for 2018/19 and would need to be validated at the time of delivery commencing. The cost would not change if the net BTP budget remains the same percentage of England & Wales Policing budgets (it is likely to improve as Home Office Police Budgets are increasing).
 - **Service Design*: £195,400**
 - Setup, alignment, research sessions and estimated expenses – £28,600
 - Per sprint cost estimate: £55,600.00
 - This would cover 3 sprints (typically 3 weeks) of delivery work and research sessions in relation to; Anti-Social Behaviour, Contact Us and Your Area. It is assumed that the work required to review the BTP specific fields for Online Crime Reporting would be included as part of the ASB activity. Similarly it is expected that all of the designs will be based on SOH capability which is already available and there isn't a requirement for any additional technical capability over and above what has been estimated in the technical costs.
 - **Technical & Content*: £200,000**
 - A sprint estimate is approximately £70,000 per sprint which includes; bespoke elements for the Niche Integration, TOC finder tool, bespoke templates, the sprint delivery release management testing etc. If less than 2 sprints are required then this cost will be reduced. The remaining £60,000 is to fund the build of the items that are outputs of the service design work; this is for the content build and testing (the full end to end process).

- **Contingency and VAT: £265,225**

- A recommended contingency fund of 15% totalling £104,694 in accordance with SOH Optimism Bias levels has been added to the capital cost.
- VAT (20%) totalling £160,531 has been added to the total capital cost.

- Annual Revenue Costs:

- **Annual Service Cost: £129,609**

- The total annual net service charge is split between all of the forces that are using the SOH platform. Based on current information and the scale of take up the projected annual service charge for BTP is £129,609 (inclusive of VAT) from September 2020. The 'Non Pay Budget Impact' (annual service cost) shows as £119,609 below as there is a £10,000 saving from decommissioning the current website.
- In terms of best and worst case annual service costs (based on existing force budgets), the service charge cost be £20k lower for BTP or £30k higher per year if more / less forces onboarded.

* 'Service Design' and 'Technical & Content' costs have been calculated following a period of 4 weeks in which a member of the BTP Digital Policing Team was dedicated to working with the Digital Policing Portfolio. They specified the requirements for BTP; this now gives BTP confidence in the prices that have been supplied.

OPTION 3 – ACCENTURE ‘DIGITAL EXPERIENCE FOR CITIZENS’

2.12 SCOPE OF WORK

Background

- Accenture has developed and implemented a DEC product for West Midlands Police, which gives the public access to policing services and information comparable with the SOH.
- West Midlands Police is the only force using DEC, and they have indicated that they have not signed up for SOH yet as they spent £1.3m developing DEC with Accenture and need to realise their return on investment. Once they have seen a return, they have indicated they are likely to move to SOH.
- The design, built and implementation of DEC took 2 years at West Midlands Police. The implementation would be quicker at BTP as the detailed design work has been complete. Accenture have not deployed DEC to another police force, so the timeline supplied to BTP is untested.
- BTP invited Accenture to submit a high level proposal for implementation of the DEC.
- DEC is a web-based interactive portal which allows citizens to engage with a police force offline. It offers four key services:
 1. **Understand my options:** The ability to search for advice by using an intuitive search bar which understands natural language
 2. **Online incident reporting:** The ability to report non-emergency incidents online and upload evidence
 3. **Track your case:** The ability for users to track the case they reported online, engage with the officer in charge, and upload further evidence
 4. **Online statement generator:** The ability to generate a statement online by pulling data from the original incident report as validated by the victim

Work

- Each of the four key services (above) requires development customisation and integration, which is led by Accenture, with input from the force.
- Work required includes undertaking analysis to establish required changes to the West Midlands Police Portal to ensure it meets the force’s needs.
- Integration work is required to ensure the DEC integrates with core force systems, emails, dashboards and directories.
- Comprehensive system integration testing will be carried out by an Accenture Tester.
- The proposed Accenture Service Delivery Model (SDM) provides application support and operation and management functions for the DEC service.
- It has been designed in line with ITIL v3 and will be provided by Accenture’s Advanced Technology Centre in Newcastle (ATCN), which is part of their Global Delivery Network and has over 750 skilled and cleared resources delivering services to over 60 clients.
- Process redesign and training (including knowledge transfer sessions) will be required to enable the ATCN team to support DEC users prior to service commencement.

- Accenture would carry out a training needs analysis and design a curriculum, in addition to producing training material, managing training logistics and delivering the training itself.
- The ACTN will be provided access to the live and support environments of DEC, by extending access to the force's Azure network. This level of access will be achieved through a thorough assessment of the security features of ATCN and the clearance and approval of the site by force security team.
- Stakeholder engagement and communications planning and activities would be developed and delivered by Accenture, including stakeholder identification and mapping, communications design and delivery and engagement events. These activities would be underpinned by the development of a project change strategy and change impact assessment. Additionally, Accenture would provide business change support post go-live.
- The force would explore a legally compliant route to market if this option is selected.

2.13 MILESTONES

- The table below provides the milestones for delivery of this Option.

Deliverables and Work	Milestone date
Full Business Case approved PCIB	14 May 2019
Full Business Case approved BTPA S&PC	10 September 2019
Full Business Case approved BTPA	26 September 2019
Full Business Case approved GDS (process run in parallel with BTPA approval process)	26 September 2019
Project resources fully in place	October 2019
Project officially starts	October 2019
Framework procurement activity complete	November 2019
Key Services development, customisation and integration complete	September 2020
Business change and training complete	September 2020
DEC go-live	October 2020
Project handover to BAU and project closure	October 2020
Transition evaluation – go-live complete, service management in place, force working to maximise benefits	February 2021

2.14 DEPENDENCIES

- The table below lists the key dependencies created by / requiring mitigation for this option.

Dependency	Inbound / Outbound	Criticality (H, M, L)	Mitigation	Mitigated Y/N
The in-force project team members resourcing arrangements are agreed before the project officially starts.	Inbound	H	Agree resourcing arrangements and nominated individuals with the SRO.	Y
Existing force website to remain in place until SOH is implemented.	Outbound	M	Website switch off checklist obtained from West Midlands Police and implemented by Corporate Communications and Web Development.	Y
Internal and external stakeholders (Train Operating Companies and rail staff) require the requisite skills and knowledge required to adopt the new products/services.	Outbound	M	Training needs are identified and relevant stakeholder training is delivered by Accenture.	Y

2.15 RISKS

- The table below lists the key risks of proceeding with this Option.

Risk	Inherent	Mitigating actions	Residual
There is a risk that the DEC does not have a long term future. Current indications suggest that WMP will switch to the SOH after achieving value for money from the DEC, potentially in 2021. This potentially makes the DEC more vulnerable in the longer term as it lacks the critical mass of the SOH, which may have a negative impact on its long term sustainability.	12	This risk can be tolerated by procuring services from other suppliers in the future.	2

There is a risk that the complexity of the demand landscape and the contact requirements of the force are not fully captured in this proposal, as the results of PA's analysis into demand is scheduled for delivery after the submission of this business case, leading to a negative impact on benefits identified and realised.	9	The risk is being treated through the sharing of information between the project teams to ensure that both projects have a complete picture of progress, issues, findings and interdependencies. Further work to develop the SOH benefit strategy will include PA findings and analysis that have an impact on the SOH to ensure the forces' benefits realisation opportunities are maximised.	3
There is a risk that because the Accenture proposal is high level the estimate may increase as assumptions are tested and further development work and analysis is undertaken, which would increase the cost to the force and cause a negative financial impact.	6	The risk can be treated by responding to and costing the assumptions Accenture makes in their proposal and providing a more developed statement of requirements to Accenture prior to entering into a contractual arrangement.	2
There is a risk that the force will pay more over time for the DEC as ongoing development costs aren't included in the proposal, and as the majority of HO forces choose to take up the SOH, resulting in a reduction in its overall cost, which would cause a negative impact as the force will not benefit from the SOH economies of scale.	6	The risk can be tolerated by taking future statements of requirements to the market to ensure the force gets value for money.	2
There is a risk that by choosing the Accenture option the force will be perceived by the public as not being aligned with HO forces.	4	The risk can be tolerated by highlighting the unique railway policing role of BTP, ensuring that the public are clear on the role of the force, the services it can provide and when it would be necessary to contact a HO force.	2

2.16 BENEFITS ASSESSMENT

- The table below identifies how effectively this option delivers against the key benefits of the project.

Benefit	Briefly explain: How is this Aim achieved? <u>OR</u> Why is this Aim not achieved?	Full / Partial / Non delivery
Cost avoidance	The launch of the DEC at WMP has led to increased levels of public self-service and online crime reporting. If BTP invests in the DEC there is an opportunity to generate a time saving in the FCC, which can be reinvested into continuing to service demand and reducing the need to recruit up to 16 FTE, totalling £582k. If demand grows at the current rate, the resource gap will be 17 additional operators by 2020 (£618,970) and 19 operators by 2021 (£691,790).	Full
Productivity	Time saved in the FCC as a result of online crime recording and greater levels of public self-service can be reinvested into meeting text and telephone demand, reducing the rate of abandoned calls. Abandoned calls are demoralising for callers and FCC staff. Additionally, lengthy call waiting times can have a negative impact on how the caller talks to FCC staff building in up to a further minute on the call and potentially making the caller less cooperative in the future. Similarly, feedback from texts echoes that slow response times can lead to higher levels of public cynicism about the responsiveness of the forces services.	Full
Compliance	The DEC is compliant with the vision of the Digital Public Contact Programme in that it also provides ' <i>a simple, well known and reliable digital contact service between the public and the police</i> '. However, unlike the SOH, the DEC is not part of the Digital Public Contact Programme.	Partial
Stakeholder	The DEC is mobile responsive, making it easier for the public to use to report crime or access other services on the go. Additionally, as the public move increasingly online there is an expectation that more services become digitally available, leading to inferred higher levels of customer satisfaction when compared with the current website service offering. However the DEC look and feel is different to the SOH, which could potentially lead to some public confusion about the role of the force within the broader landscape of UK policing.	Partial
Business Continuity	The DEC is in use by West Midlands Police (WMP), developed and delivered by Accenture. To date no other forces have implemented the DEC and it is not known if WMP intend to continue developing the DEC or will switch to the SOH, although indications are that this is likely to be the case in 2021.	Non

2.17 FINANCIAL IMPLICATIONS

- The five-year financial implications of this option are as follows.
- The price provided by Accenture is in three parts and all costs are indicative at this stage –
 - DEC implementation for BTP – estimated to be approximately 14 to 16 weeks of effort at **£480,000**. This is time and material, the force will be billed as per actuals.
 - Change Management – suggested 12 /13 weeks of continuous change engagement to bolster awareness and training so teams are ready for the new tools - **£160,000**. This is time and material, the force will be billed as per actuals.
- VAT is not included in the price provided by Accenture; it is added at the time of invoicing on actuals.
- No expenses are included in the indicative costs.
- It is assumed the force will meet all licencing costs.
- A contingency budget of 15% has been included in the capital costs totalling **£96,000**
- For the purposes of the business case VAT has been added to the capital costs shown above totalling **£147,200**.
- The force implementation cost is required to fund readiness and transition activity to the DEC:
 - Business Change Lead (Superintendent/Chief Inspector or operational police staff equivalent) (assumed Chief Inspector for costing purposes); and
 - Project Manager (assumed B003 for costing purposes)
 - Business Analyst (assumed B003 for costing purposes)
 - Transition Manager (Inspector)
- The cost of backfilling the above internal resources on a full time basis for 12 months (assuming roles are based in London) is a one off project revenue cost of **£252,745**
- The Service Management charge is estimated at **£150,000** per annum, including VAT.
- The 'Non Pay Budget Impact' (annual service cost) shows as £140,000 below as there is a £10,000 saving from decommissioning the current website.
- Service Baselining will take place after the first three months of the contract when the actual contact volumes and handling times will be validated and the subsequent monthly fees being reviewed and updated based on the actuals.

	2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL
One-off (project) Costs (incl. VAT)						
One-off Capital i.e. depreciable assets e.g. fleet, servers, etc.	£883,200	£0	£0	£0	£0	£883,200
One-off Revenue i.e. project resourcing and consumables	£126,373	£126,373	£0	£0	£0	£252,745
Redundancy Costs (if applicable)	£0	£0	£0	£0	£0	£0
Total Project Costs	£1,009,573	£126,373	£0	£0	£0	£1,135,945
Ongoing (BAU) Revenue Impact against current Budget (incl. VAT)						
Pay Budget Impact	£0	£0	£0	£0	£0	£0
Non-pay Budget Impact	£0	£140,000	£140,000	£140,000	£140,000	£560,000
Total Ongoing Costs / (Savings)	£0	£140,000	£140,000	£140,000	£140,000	£560,000
TOTAL IMPACT						
Net Total Each Year i.e. Project Total plus Total BAU Budget Impact	£1,009,573	£266,373	£140,000	£140,000	£140,000	£1,695,945
Cumulative Total i.e. Net Totals added up each successive year.	£1,009,573	£1,275,945	£1,415,945	£1,555,945	£1,695,945	

APPENDIX A - PROJECT DELIVERY DETAIL
(MANAGEMENT CASE)

A1. PROJECT RESOURCES

- The table below illustrates the structure of the **Internal** and **External** project resources required for the in-force project change delivery team.
- Individuals will be nominated during May.

SRO					
ACC Doyle					
Project Manager					
TBC					
INTERNAL RESOURCES- BTP			EXTERNAL RESOURCES - SOH		
Role	Name	Deliverables	Role	Supplier	Deliverables
Tactical Business Change Lead	Recruitment Underway	<ul style="list-style-type: none"> Readiness and transition activities lead for the SOH 	Transition Lead	SOH	<ul style="list-style-type: none"> Transition Lead
Project Manager	Recruitment Underway	<ul style="list-style-type: none"> Lead on project delivery 	Business Engagement Officer	SOH	<ul style="list-style-type: none"> Check in fortnightly on activity progress
Business Analyst	Recruitment Underway	<ul style="list-style-type: none"> Lead on process mapping and requirement definition 	Business Change	SOH	<ul style="list-style-type: none"> Attend initial kick off meeting Provide initial briefing to BEO and upskill as appropriate on activities
Transition Manager	Recruitment Underway	<ul style="list-style-type: none"> Lead on transition activities Lead point of contact with 			



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(Inspector)		SOH Transition Team			
Contact Management Change Lead	TBC	<ul style="list-style-type: none"> • Readiness and transition activities lead for the SOH 			
Corporate Communications Lead	Amy Lees	<ul style="list-style-type: none"> • Existing website owner readiness and transition activities 			
Process and Service Subject Matter Experts	1. FCC 2. Justice 3. Analysis and Performance 4. Info Management 5. Territorial Policing Support 6. PSD	<ul style="list-style-type: none"> • Process change activities and recommendations • Business change activities • Readiness and transition activities 			
IT Change and Support	TBC	<ul style="list-style-type: none"> • Process change activities and recommendations • Business change activities • Readiness and transition activities 			

A2. PROJECT GOVERNANCE

- The table below defines the meetings structure for how the project will be overseen in the context of BTP2021.

Meeting	Attendees	Purpose
Digital Policing Programme Board	<ul style="list-style-type: none"> ACC Doyle (SRO) Supt Chris Casey (Implementation Lead) Rhys Lovegrove (Programme Manager) TBC (SOH Business Change/Tactical Lead) 	<ul style="list-style-type: none"> To oversee management of the programme budget and use of programme resources to fully realise business benefits. Approving the Approval Gate submissions to the Design Authority. To provide guidance and direction on business issues and risks.
SOH Project Board	<ul style="list-style-type: none"> TBC (Business Change/Tactical Lead) TBC (Transition Manager) TBC (Project Manager) TBC (Business Analyst) TBC (Contact Management Change Lead) TBC (Communications Lead) TBC (IT Change and Support) Karen Pugh (Information Management - Records Management) TBC (Process and Service Subject Matter Experts) TBC (Project Support Officer) 	<ul style="list-style-type: none"> Overall responsibility for project delivery. To oversee management of the project budget and use of project resources. To provide guidance and direction on business issues and risks. To provide accurate Highlight Reporting to the Programme Board.



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Core SOH Team Meeting	<ul style="list-style-type: none"> • TBC (Transition Manager) • TBC (Project Manager) • TBC (Business Analyst) • TBC (Project Support Officer) • TBC (Contact Management Change Lead) • TBC (Communications Lead) 	<ul style="list-style-type: none"> • To check overall progress against the delivery plan • To share task updates • To discuss risks, issues, dependencies • To review quality and scope status • To capture actions and agree owners
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A3. BENEFITS REALISATION

- The below benefits profiles describe the key non-cashable benefits of the Preferred Option.
- The benefits profile includes:
 - **Measured elements** - those elements which will be explicitly evidenced by measurement.
 - **Inferred elements** - those benefits which cannot or cannot easily be measured, but which can logically be assumed to be the positive outcomes of projects and their deliverables, all other things being equal. Inferences can be supported by benchmarks, ready reckoners, etc.
- **Cost avoidance:** It is inferred that the introduction of the SOH will lead to increased levels of public self-service, creating a time saving in the FCC which can be reinvested into continuing to service demand and reducing the need to recruit additional roles.
- **Productivity:** It is inferred that reduced volumes in the level of calls to the FCC mean quicker call response times are achievable and fewer calls are abandoned from 2020-21 onwards.
- Note that the following benefits will form part of the project benefits strategy, but are not included in the table below:
 - **Compliance:** The SOH is compliant with the aims of the Digital Policing Portfolio and forms part of the Digital Public Contact programme from 2019-20 onwards.
 - **Stakeholder:** It is inferred that the SOH will increase public confidence in BTP services and deliver improved victim satisfaction from 2020-21 onwards.
 - **Business continuity:** The SOH replaces the current external website, which is nearing end of life, and delivers an enhanced level of customer service from 2020-21 onwards.

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Type	The output of the project that is the source of the benefit.	The immediate positive impact of a project deliverable	The use the gain is put to / invested in.	Which specific Strategic Objective / Policing Plan target / KPI / SLA / Audit Recommendation, etc. is affected.
1. Cost avoidance	The project output is the delivery of the SOH web platform, which will make it easier for the public to access policing services using self-service digital channels, including submitting online crime reports.	<p>FCC staff spends less time processing online crime reports (SOH vs. phone).</p> <p>Time saving arises from the channel shift; away from calls to increased take up of online crime reporting.</p> <ul style="list-style-type: none"> 17 minute reduction in the time taken to process a crime online compared with over the phone. Phone takes 24min on average, online (with Niche Integration) takes 7min. 	<p>Against the context of rising crime the crime reporting processing time saved enables FCC staff to continue meeting call and text demand and removes the need to recruit additional staff:</p> <p>2019 16 x FTE (£582,560) 2020 19 x FTE (£618,970) 2021 19 x FTE (£691,790)</p> <p>Additional FCC resources required to meet demand in line with the force's aim to record crime within 24 hours and answer 95% of calls was projected in January 2019 as:</p> <ul style="list-style-type: none"> 16 x FTE (£582,560) £1.9m in total over 3 yrs. 	Protecting and Safeguarding People: The force has established new digital channels through which the public can engage with us and receive a rapid response, meeting a strategic objective.

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	Baseline measures and/or inferences	Inference: Based on the experience of other forces and activity analysis undertaken in BTP (Dec 2018).	Inference: Based on the experience of other forces and activity analysis undertaken in BTP (Dec 2018).	Performance measure:
		<p>Live crime reports take an average of 24 minutes to complete over the phone in BTP.</p> <p>During December 2018 a sample of calls were recorded, 35 out of a total of 355 calls (approximately 10% of overall calls received) were from members of the public reporting a new crime.</p> <p>Between Jan – Mar 2019 38,110 calls were answered in the FCC. Based on the sample data, the assumption is that 10% of the callers were calling to report a new crime totalling 3,811 new crime reports. Total time saved 635 hours over three months.</p> <p>With Niche integration (Live at Derbyshire Constabulary), the time saving will be 17 minutes.</p>	<p>Avoidance of the need to recruit additional resources to meet demand and smoother management of spikes in demand.</p>	<p>Time savings mean that fewer calls are abandoned.</p> <p>As a result of online crime reporting better quality information at the initial point of contact is provided leading to better decision making earlier on and more accurate up front risk assessments.</p>
	When	N/A	N/A	N/A
	Owner	Contact Management	Contact Management	Contact Management
	Post-	Measure: Monitoring data and activity	Measure: Activity Analysis	Measure: Public Post

**SINGLE ONLINE HOME
Full Business Case**

	Implementation measures and/or inferences	analysis		Crime Report Submission Survey
		Post Implementation Review data showing the take up in online crime reporting by the public and the reduction in processing time.	Post Implementation Review will consider ongoing and future FCC resourcing requirements, taking into consideration future demand projections.	The survey will investigate satisfaction with the Accessibility and responsiveness of the SOH and the forces services.
	When	Quarterly	Quarterly	Quarterly
	Owner	Contact Management Change Lead	Contact Management Change Lead	Contact Management Change Lead
Type	The output of the project that is the source of the benefit.	The immediate positive impact of a project deliverable	The use the gain is put to / invested in.	Which specific Strategic Objective / Policing Plan target / KPI / SLA / Audit Recommendation, etc. is affected.
Productivity	The project output is the delivery of the SOH web platform, which will make it easier for the public to access policing services using self-service digital channels, including online crime	<p>FCC staff are able to reduce the time taken to answer calls and fewer callers abandon their calls.</p> <ul style="list-style-type: none"> Average answer rate achieved per month: 75% Average time to answer per month: 147 seconds 	Shorter waiting times and better quality calls with callers who are satisfied with the call response time. FCC staff spend less time spent apologising for delays and in 'recovery mode'.	7 Pillars: Confidence and Satisfaction (FCC call answering times improved) Effectiveness and Efficiency (Positive customer feedback)

**SINGLE ONLINE HOME
Full Business Case**

	reporting.			
	Baseline measures and/or inferences	Inference: Based on the experience of other forces and BTP data (Jan-Mar 2019)	Inference: Based on the experience of other forces.	Measure:
		These are conservative estimates based on limited data.	Increased levels of FCC staff satisfaction and increased levels of caller satisfaction with the timeliness of the response.	The survey will investigate levels of caller satisfaction with timeliness of the response by BTP.
	When	N/A	N/A	N/A
	Owner	Contact Management Change Lead	Contact Management Change Lead	Contact Management Change Lead
	Post-Implementation measures and/or inferences	Measure: Monitoring data and activity analysis	Measure: Monitoring data	Measure: Post call satisfaction survey recording feedback against the following:
		Post Implementation Review data showing the take up in online crime reporting by the public and the reduction in processing time.	Post Implementation Review data showing a reduction in call waiting times and shorter average call handling times.	Confidence and Satisfaction (FCC call answering times improved) Effectiveness and Efficiency (Higher level of positive customer feedback achieved)

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	When	Quarterly	Quarterly	Quarterly
	Owner	Contact Management Change Lead	Contact Management Change Lead	Contact Management Change Lead

A4. HIGH-LEVEL IMPLEMENTATION PLAN

- | IMPLEMENTATION | | | | | | | | | | | | | | | | | |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|
| May 19 | Jun 19 | Jul 19 | Aug 19 | Sep 19 | Oct 19 | Nov 19 | Dec 19 | Jan 20 | Feb 20 | Mar 20 | Apr 20 | May 20 | Jun 20 | Jul 20 | Aug 20 | Sept 20 | Oct 20 |
| <p>The diagram illustrates the implementation timeline for the SOH project. Key milestones include:</p> <ul style="list-style-type: none"> May 19: Business case approved by PCIB. Jul 19: Statement of intent signed by BTP. Aug 19: Full Business case approved by BTPA and GDS. Sep 19: Section 22 agreement fully in place. Oct 19: Project resource in place. Nov 19 - Mar 20: Preparation and pre transition stage. Apr 20: Readiness Assessme (Identify and mitigate deployment risks, equip officers and staff to make the changes and go-live). May 20 - Sep 20: Transition to SOH stage. Oct 20: Project handover to BAU. | | | | | | | | | | | | | | | | | |
| BENEFITS REALISATION | | | | | | | | | | | | | | | | | |
| Dec 19 | Jan 20 | Feb 20 | Mar 20 | Apr 20 | May 20 | Jun 20 | Jul 20 | Aug 20 | Sep 20 | Oct 20 | Nov 20 | Dec 20 | Jan 21 | Feb 21 | Mar 21 | Apr 21 | May 21 |
| <p>The diagram illustrates the benefits realisation timeline. Key milestones include:</p> <ul style="list-style-type: none"> Dec 19 - May 20: On-boarding complete, service management in place, forces working to maximise benefits. Nov 20: Transition evaluation. Dec 20: Benefit 1. Jan 21: Benefit 2. Mar 21: PIR (Project Information Report). | | | | | | | | | | | | | | | | | |

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APPENDIX B - FINANCIAL & COMMERCIAL DETAIL (FINANCIAL CASE, COMMERCIAL CASE)
B1. ONE-OFF (PROJECT) COSTS

The table below outlines the goods and/or services which will be purchased using one-off Capital and Revenue project funds. The table provides commercial assurance that the project is using routes to market endorsed by the BTP Commercial Team.

** Full Business Case reflects post-tender pricing.*

Supplier	Deliverables	Unit cost	Quantity	Total contract value*	Proc Strat. Agreed	Route to market	Start Date	Financial Year					
								2019/20	2020/21	2021/22	2022/23	2023/24	Total
		£	#	£				£	£	£	£	£	£
CAPITAL COSTS													
DPP/DPC Programme SOH Team	Web platform	N/A	1	£963,190	Y	S22 Agreement	01/10/2019	£963,190	£0	£0	£0	£0	£963,190
TOTAL ONE-OFF CAPITAL								£963,190	£0	£0	£0	£0	£963,190
REVENUE COSTS													
Salary costs (BTP)	In force change delivery core team	£63,186	4	£252,745	n/a	n/a	01/10/2019	£126,373	£126,373	£0	£0	£0	£252,745
TOTAL ONE-OFF REVENUE								£126,373	£126,373	£0	£0	£0	£252,745
REDUNDANCY COSTS													
n/a								£0	£0	£0	£0	£0	£0
TOTAL REDUNDANCY								£0	£0	£0	£0	£0	£0
TOTAL ONE-OFF (PROJECT) COSTS								£1,089,563	£126,373	£0	£0	£0	£1,215,935



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Project Costs - Affordability Table

Project Fund	Financial Year									
	2019-20		2020-21		2021-22		2022-23		2023-24	
	Cap	Rev	Cap	Rev	Cap	Rev	Cap	Rev	Cap	Rev
Project costs	£963,190	£126,373	£0	£126,373	£0	£0	£0	£0	£0	£0
Redundancy Costs	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Funding available	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Affordable	Y	Y		Y						

Depreciation Table

	Year	Year	Year	Year	Year	
	2019/20	2020/21	2021/22	2022/23	2019/22	
Capital	£ 963,190		£ -	£ -	£ -	£ 963,190
Depreciation* (Net)		£ 148,183	£ 321,063.33	£ 321,063.33	£ 172,880	£ 963,190
Cap asset net book value	£ 963,190	£ 815,007	£ 493,944	£ 172,880	£ -	£ -

Assumes that asset is in full working use as at 1st October 2020, and has a three year useful economic life.



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2. ONGOING (Business-As-Usual) REVENUE BUDGET IMPACT

The tables below itemise the impact on ongoing business-as-usual budgets arising from the Preferred Option.

- Tables are split between pay costs (wages, overtime, etc.) and non-pay costs (IT licences, rent, fuel, postage, etc.).
- Tables identify any funding specifically provided by TfL or by EPSA as opposed to the BTP Overground budget.
- All figures include VAT (where it applies).

Non-pay budget impact - ongoing service charges

- The cost is worked out as a proportion of the force's net budget at the time the force on-boards and will be relative to the number of forces on the platform.
- For the purposes of this business case the service charge is presented as £129,609 inclusive of VAT (20%). This is based on 35 forces being onboard in September 2020.
- Ongoing annual service charge costs, pro-rata (from September 2020) applied in 2020-21.
- Savings delivered as the existing website hosting and service charge contracts are ended from 2020-21 onwards.

Deliverable	Budget Holder (Dept/Div)	Account Description	Account Code	Cost Centre	Funded By	Start date	Financial Year					
							2019/20	2020/21	2021/22	2022/23	2023/24	Total
Ongoing Savings												
Azure – Hosting						01-Sep-20		-£2,333	-£4,000	-£4,000	-£4,000	
Greenwood Campbell – Subscription						01-Sep-20		-£3,500	-£6,000	-£6,000	-£6,000	
SUB-TOTAL							£0	-£5,833	-£10,000	-£10,000	-£10,000	-£35,833
Ongoing Costs												
Service charge	TBC	TBC	TBC	TBC	TBC	01-Sep-20		£75,605	£129,609	£129,609	£129,609	£464,432
SUB-TOTAL							£0	£75,605	£129,609	£129,609	£129,609	£464,432
GRAND TOTAL							£0	£69,772	£119,609	£119,609	£119,609	£428,599



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BAU Costs - Affordability Table

- The non-pay grand total in 2020-21 onwards refers to the SOH service charge cost of £69,772 commencing in September 2020 (pro rata) in addition to savings from the ongoing current website contract costs of £10,000 per annum pro-rated from September 2020.
- The total BAU Budget Impact shows the overall net value of the BAU costs associated with servicing both the existing website and proposed SOH.

Source	Financial Year				
	2019-20	2020-21	2021-22	2022-23	2023-24
Pay Grand Total	£0	£0	£0	£0	£0
Non-Pay Grand Total	£0	£69,772	£119,609	£119,609	£119,609
Total BAU Budget Impact	£0	£69,772	£119,609	£119,609	£119,609
FHQ IT	0	(£5,883)	(£10,000)	(£10,000)	(£10,000)
Contact (Business Owner)	0	£75,655	£129,609	£129,609	£129,609
Differential	0	£69,772	£119,609	£119,609	£119,609
Affordable		Y	Y	Y	Y

- The savings will come from the Technology budget as these costs have been included in the MTFP but will cease. The new service charge cost will be met from Contact.
- This project is considered a must do for strategic reasons.
- There are also cost avoidance benefits negating the need to recruit additional FCC resources (up to x 16 A005 total cost £582k), in line with Post Implementation Review activities commencing in Q4 2020/21.

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- The accurate figure for the financial year will be worked out as a proportion of the force's net budget at the time the force on-boards and will be relative to the number of forces on the platform i.e. the service charge could be less.
- The net costs of £119,609 per annum from 21/22 will need to be funded from compensating sources. The forthcoming MTFP will need to include this.
- 20/21 net costs will be funded from the project revenue budget.
- The project is therefore considered affordable.

B3. COMMERCIAL ACTIVITY

- To adopt the SOH and its services the force is required to initially provide a non 'legally binding' Statement of Intent (SOI) to the DPC Programme Team. The Statement of Intent reflects the start of an engagement with the DPC Programme which will subsequently involve more detailed planning and commitment. Contractually the National Contracting Authority will seek a signed agreement from the force in the form of a Section 22A Collaboration Agreement (S 22A). This agreement will set out roles and responsibilities for activities and liabilities and the charging model and associated cost.
- The following initial commercial advice has been received from the Deputy Director Commercial & Procurement:

At a headline, MOPAC are the host organisation and have contracted with a supplier under G Cloud for the provision of a service accessed via licences. The Home Office have placed a Grant with Sussex police. Funding up to April 19 is solely via the grant, thereafter forces pay via means of the Police Funding Share. Clause 17 gives detail but is very much based on HO force funding streams i.e. Police Grant + Precept. Clause 18.3 states that funding for Non HO forces would need to be agreed. Schedule 3 is interesting in that it provides indicative costs for a number of forces, based on either 20 or 43 forces taking up the option. Although the S 22A does not stipulate an end date and therefore remains open until termination, the G Cloud contract commenced Oct 18 and is for 2 years +1 +1. There would be a need for a further competition at least 12 months before expiry.

MANDATORY APPENDICES

APPENDIX C - DETAILED DESIGN

- TO FOLLOW

APPENDIX D - EQUALITY IMPACT ASSESSMENT

- TO FOLLOW

APPENDIX E - PRIVACY IMPACT ASSESSMENT

- Screening questionnaire completed and advice received that the PIA would be completed as the detailed implementation plans are confirmed.