



Outline Business Case

Duty Management System Replacement

Programme:	Replacement Duty Management System
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Date:	11/04/2024

Business case status and approval history

Approval Gate	Business Case Stage	Approved/ endorsed by (Board)	Date
GATE 1 Business Justification:	Strategic Assessment: Concept document making the case for change, to determine strategic context and initial affordability and deliverability	N/A	
GATE 2 Delivery Strategy	Outline Business Case: Determining VFM (Economic Case), preparing for deal (Commercial Case), establishing affordability and funding (Financial Case) and initial delivery planning (Management Case)	N/A	
GATE 3 Investment Decision	Full Business Case: Gives recommended solution, all sections (Cases) and Executive Summary completed.	N/A	

Version number: 1.0

Date issued: Not applicable

Security classification: Official

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1. Executive summary

1.1 Purpose of the Business Case

1.1.1 The purpose of this Outline Business Case (OBC) is to set out the requirement for a new Duty Management System (DMS). The existing DMS is out of support, costly to maintain, presents an increased risk of cyber-attack, is no longer fit for purpose and adds layers of unnecessary complexity and time due to the manual work around. This OBC seeks to secure the investment required for the preferred option to adopt GRS Total Mobile DMS to replace the current out of support Duty Management System.

1.2 Preferred Option

1.2.1 It is recommended that the Change Board approve Option Two:

- The procurement of GRS Total Mobile DMS
- The project to proceed to phase one (*core implementation and Unit 4 HR interface*) and phase two implementation (*electronic timesheets and Unit 4 Payroll interface*)
- The drive to improve processes and resourcing efficiency savings

1.3 Summary of the Strategic Case

1.3.1 The proposal aligns to the recent procurement of a new ERP system Unit 4, to drive the DMS implementation and wider business change associated with the shift to GRS. The strategic fit for the project and the key points have been summarised below:

- There are a range of strategies, such as the UK Government Cloud First Policy 2013 which discuss the need to make better use of data and move to cloud based platforms. A move to GRS would be in line with these strategies.
- While Gloucestershire Constabulary has had mixed experiences with cross-force shared service models, there may be an opportunity to explore opportunities in this area. The Gloucestershire Duty Planning Unit have been actively engaging with other Forces in the Region including Avon and Somerset, Devon and Cornwall and Wiltshire and there is an appetite within each Constabulary for alignment of services.
- Making better use of technology and providing value for money for residents of Gloucestershire
- Addressing the 'requires improvement' in Leadership and Force Management identified in the latest HMICFRS Inspection, in relation to the following three areas for improvement:
 - Discovery that officers and staff are owed 8,500 rest days in lieu, which are a result of leave cancelled. If the constabulary has to pay officers and staff for that time – which is a possibility – it estimates this could mean an unbudgeted expenditure of approximately £2M”
 - “Recognition that its workforce are owed an unknown amount of time off in lieu.... The constabulary is using manual processes to record overtime. It has no auditable process for understanding the overall amount of TOIL, which is recorded on paper systems”
 - “A further example of the lack of supportive IT is a spreadsheet for informing future resourcing....this spreadsheet only covers 90 days ahead,

which is not enough for effective planning purposes. It is also routinely incorrect and needs frequent manual amendments to be effective”

1.3.2 In addition, maintaining out of support systems presents a risk to Gloucestershire Constabulary in terms of increased vulnerability of systems to attack, and in terms of increasing costs for maintaining aging software. However, these are not the only reasons for making the investment. The need to replace the current DMS presents an opportunity to leverage developments in the DMS market to drive improvements to address known pain points, including:

- Impact on officers morale
- Existing systems not joining up
- End user experience being disjointed
- Current system is costly for the functionality provided
- High levels of resource are required to manage manual processes which could be automated
- Recruitment of two growth posts required only due to the manual nature of the processing, which could be negated saving an investment of £78,710

1.4 Summary of the Economic Case

1.4.1 The Economic Case has assessed options to address the requirements of the Constabulary and the challenges set out in the Strategic Case. The Economic Case only considered a short list of options.

- **Option One:** Do nothing
- **Option Two:** Procure GRS Total Mobile as the supplier of the DMS solution and its implementation partner - PREFERRED
- **Option Three:** Procure Crown DMS

1.4.2 These short-listed options were assessed and compared against the benefits, their ability to mitigate risks and their relative cost and financial value.

1.4.3 The preferred option using this methodology is **Option Two** – Procure GRS Total Mobile as the supplier of the DMS solution and its implementation partner.

1.5 Summary of Commercial Case

1.5.1 The Commercial Case concludes that the Constabulary should procure GRS Total Mobile as the supplier and implementation partner of the DMS solution.

Summary of the commercial case				
Equipment & Services Specification and KPI's		Duty Management System		
Risk Transfer		N/A		
Pricing & Payment			Capital	Revenue
		Phase One Implementation Cost (core implementation and Unit 4 HR interface)	£239,000	£0
		Phase Two Implementation Cost (electronic timesheets and Unit 4 Payroll interface)	£107,600	£0
		Supplier On Site Costs	£9,750	£0
		1st Years Licence & Support Costs (1335 officers, 1193 (3 for 1) - 1733)	£133,370	£133,370
		1st Years Training Environment Costs	£12,000	£12,000
		Business Change Manager (based on existing resource)	£0	£0
		Technical Project Management (F/T, 9 months)	£107,250	£0
		DPU Planning Lead (if backfill required)	£50,000	£0
		System Build Team x 3 (if backfill required)	£60,000	£0
		HR Lead (20%) - assume can fill with existing resource	£0	
		Technical Architecture, Design & Lead (F/T, 9 months)	£107,250	£0
		Unit 4, DMS Technical SME	£50,000	£0
		Business Analysis	£50,000	£0
		Contingency (5%)	£46,311	
		Total Capital Requirement	£972,531	£145,370
Contractual Length		Three plus one		

Key Contractual Clauses & Management		Annual costs remain the same for years 2 and 3 only if procured via G-Cloud 13 Implementation and year one costs due on commencement of contract Prices valid until 30 th May 2024
Procurement Strategy		Regional procurement via G-Cloud
Indicative Tender Timeline		TBD
Market Engagement		Supplier quotes obtained
Personnel (TUPE)		Not relevant
Balance Sheet		N/A

1.6 Summary of Financial Case

1.6.1 Financial information below:

- As per pricing and payment section above

1.6.2 Costs and savings table

	Year 1	Year 2	Year 3
Cost – Revenue	0	145,370	145,370
Cost – Capital	£972,531	0	0
Savings – Revenue		-£99,230	-£99,230
Additional Income	0	0	0

1.6.3 Current Origin Costs for 2024/25 - £46,140 per year.

1.7 Summary of Management Case

1.7.1 The work can be implemented in conjunction with the supplier and will require the following resources:

Role	% FTE
Project Manager Business Change	50%
Project Manager ICT	100%
Rostering Planning Lead	100%
System Build Team x 3	50%
HR Lead	20%
Technical Lead Architect	100%
Unit 4, DMS Technical SME	100%
Business Analyst	100%
Senior Operational Lead	10%
Executive Sponsor	2%

*The supplier has been consulted in reaching this conclusion.

1.7.2 The Change & Transformation Department will lead this business change project, in consultation with the Duty Planning Unit (DPU) as senior users and subject matter experts. The project will be managed by the Business Change Project Manager via a number of work streams and Workstream leads. A Project Board will be set up to oversee all phases including service transition, training, adoption and project closure.

1.7.3 The implementation budget, along with the ongoing costs will reside with ICT and managed by the CTO as the majority of the costs are technology related. Therefore (as part of the approval by the PCC) it is requested that delegation for the approvals of individual spending elements beneath the umbrella of the overarching project/contract can fall to CCCFO.

1.7.4 This OBC recognises the desire to implement a new DMS prior to the implementation of Niche RMS, therefore it is proposed, pending approval, to start this project in June 2024, and aim to complete the first phase of the implementation by February 2025, prior to the training requirements of Niche RMS. With a view to proceed to the second phase in line with requirements.

1.8 High Level Milestones

1.8.1 Key milestone table.

Key Milestones	Date
Concept stage complete (Concept paper, Gate 1 Business Justification)	N/A
Assessment stage complete (OBC, Gate 2 Delivery Strategy)	15 th April 2024
Equipment Evaluation	TBD
Initiation stage complete (Tender, FBC, Gate 3 Investment Decision)	Mid May 2024
Contract Award and Project Initiation	1 st June 2024
Delivery stage complete (Gate 4 Readiness for Service)	TBD
Transition stage complete (Project outputs commissioned into service)	TBD
Stabilise stage complete (Handover to BAU)	TBD
Project close (Gate 5)	February 2025
Operations review & Benefits realisation	TBD

1.9 Recommendations – approvals sought

1.9.1 N/A

1.10 Lessons Learned from Previous Projects

1.10.1 Similar projects, including Unit 4 and EOM, have shown us that data quality and ensuring all stakeholders are consulted early are critical to success. They also highlight the need to improve and tighten up business processes that provide data into the systems to ensure data quality. In addition, they also highlight the need to prioritise large force wide change programmes by ring fencing resources, whilst accepting potential delays with smaller projects.

2. Strategic case

2.1 Strategic fit

2.1.1 Police and Crime Commissioner Priorities

Tick	PCC Plan	Description of how this contributes
<input type="checkbox"/>	<p>Creating safer communities. Reducing crime and anti-social behaviour and increasing feelings of safety.</p>	<p>Being present and listening to people</p> <p><i>Provides forecasting functionality currently unavailable in force. Evidence from other forces is the ability to forecast and plan ahead to ensure effective use of resources and officers in local communities.</i></p>
<input type="checkbox"/>	<p>Tackling violence against women and girls. Challenging unacceptable attitudes and behaviour.</p>	N/A
<input checked="" type="checkbox"/>	<p>Strengthening your Constabulary. A trusted, visible and responsive policing family.</p>	<p>Delivering an efficient and effective force</p> <p>Increasing deployability of Constabulary staff and officers</p> <p>Working with partners to identify opportunities for future collaboration</p> <p>Being present and listening to people</p> <p>Continually seeking to improve technology</p> <p>Strong collaboration</p> <p><i>Leverages efficiencies and drives effectiveness by automating resource planning and integrating with existing systems and technology such as Unit 4, Niche and Chronicle.</i></p> <p><i>Improves deployment of staff and officers via workforce modernisation and forecasting</i></p> <p><i>Increases collaboration between south west police forces via shared new cloud based system releases</i></p> <p><i>Improves the technology in force now and in the future, integrating systems, moving away from outdated spreadsheets and providing value for money</i></p> <p><i>Improves ability to provide mutual aid to collaboration forces</i></p>
<input type="checkbox"/>	<p>Targeting the causes of crime.</p>	N/A

	Prioritising those most at risk of harm.	
<input type="checkbox"/>	Supporting victims and reducing reoffending. A people centred justice system.	N/A
<input type="checkbox"/>	Empowering local communities. Giving you a voice in policing.	N/A

2.1.2 Strategic Objectives

Tick	Strategic Alignment	Description of how this contributes
<input checked="" type="checkbox"/>	Safe communities	Ensuring we are accessible and visible to all who need us <i>Improves deployment of staff and officers via workforce modernisation and forecasting</i>
<input checked="" type="checkbox"/>	High standards	Understanding the demand on our services Responding effectively Ensuring evidence informs our decision making <i>Provides forecasting functionality currently unavailable in force. Evidence from other forces is the ability to forecast and plan ahead</i> <i>Increases automation therefore reducing demand for manual interventions and lengthy throughput of work and delays in DPU, HR and Finance</i> <i>Improves ability to respond effectively to fluctuating demand and manage known high periods of demand with effective forecasting</i> <i>Strong evidence base exists to inform the decision making regarding the case for change</i>
<input checked="" type="checkbox"/>	Magnificent people	Further embed Supportive Leadership and Wellbeing Develop the right skills and capabilities <i>Improve staff and officer morale and wellbeing by better coordination of resources, overtime, RDIL and demand planning</i>

		<p><i>Increases automation, removes manual working practices allowing staff to focus on value add services.</i></p> <p><i>Enhances the capability to plan, forecast and manage resources, overtime and RDIL</i></p>
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2.1.3 Base Camps

Tick	Base Camps	Description of how this contributes
<input type="checkbox"/>	Supportive leadership and wellbeing	N/A
<input checked="" type="checkbox"/>	Standards matter	<p>Personal responsibility, conduct and standards</p> <p><i>Delivers a personal dashboard for officers to manage their time effectively</i></p>
<input type="checkbox"/>	Better together	N/A

2.2 Rationale for undertaking the project, its aims and objectives

2.2.1 Project aims (why):

- Support measures to move out of 'requires improvement' in HMICFRS
- Provide value for money by removing exponential costs and ad-hoc solutions associated with keeping an out of support DMS
- Provide business continuity by removing the loss of network functionality and cost associated with a successful cyber-attack on an out of support DMS
- Compliance with key pieces of legislation (e.g. Chartered Institute of Public Finance and Accountancy (CIPFA) accounting and GDPR) currently at risk with an out of support DMS
- Invest in our people by improving functionality and user experience which are currently considered to be poor
- Drive automation by removing the disproportionate amount of time currently centred around manual updates and counting within the Duty Planning Unit (DPU) and Finance Department, due to the poor functionality of the system
- Increase accountability by removing the large financial and welfare burden associated with the inability of the current DMS to audit, support and forecast Rest Days in Lieu (RDIL) and Time off in Lieu (TOIL)

2.2.2 Project objectives (how):

- Replace Oracle/DMS with a fit for purpose forward looking solution

- Integrate new DMS with existing force technology (Unit 4, Niche RMS and Chronicle) to leverage efficiency savings
- Enhance moral and wellbeing
- Improve user experience
- Increase automation
- Further regional collaboration and better manage mutual aid
- Improve process
- Improve resource forecasting
- Inform decision making via hourly overtime payment planning
- Remove requirement for growth bid for two Duty Planners at c.£78,710 combined salary with the same level of efficiency
- Remove requirement for c£45,000 of effort from Finance department

2.2.3 A Demand Assessment of the DPU has recently been carried out in collaboration with the Performance, Quality & Business Intelligence Department to identify the time spent per day on specific tasks. The results are below:

Task	Time	As % of Overall	Per Day Mins
DMS Updates	6225	38.69%	168.06
Emails	2862	17.79%	77.27
Meeting	1906	11.85%	51.46
General Time	1079	6.71%	29.13
Unit 4	836	5.20%	22.57
Admin Tasks	809	5.03%	21.84
Writing emails	615	3.82%	16.60
Training	548	3.41%	14.79
Organising Inbox	395	2.45%	10.66
Phone Calls	309	1.92%	8.34
Manual Counting	165	1.03%	4.45
Face to Face contact	120	0.75%	3.24
Texts and Overtime Notifications	116	0.72%	3.13
Briefings	105	0.65%	2.83

Diagram 1: Average time spent per day in minutes and percentages

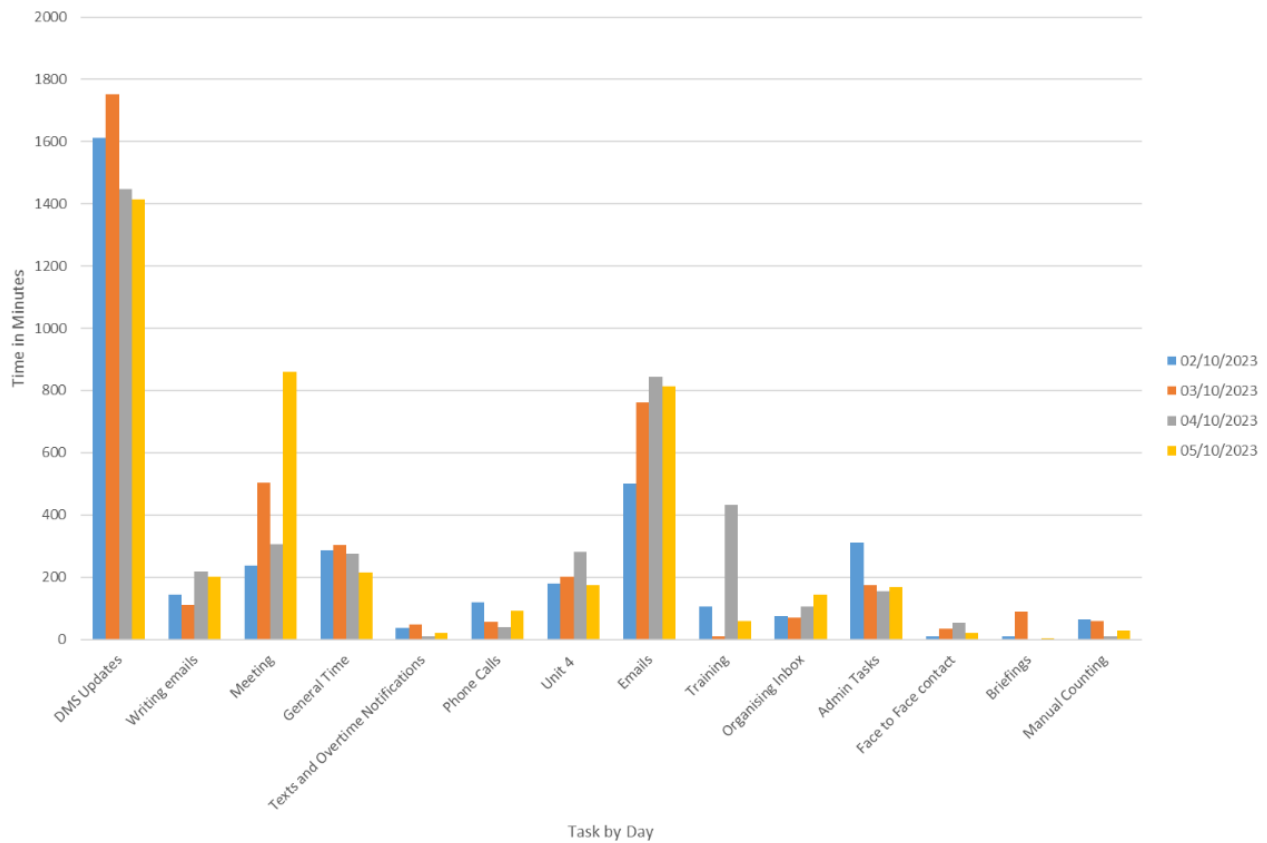


Diagram 2: Visual representation of average time spent per day in minutes per task

2.2.4 The data is indicative that with the implementation of a system such as GRS that can provide the full level of functionality required, the organisation would be investing in the short term to save in the long term, both in terms of costs and department efficiency.

2.3 Project benefits

Tick	Category	Description of expected benefit, how it will be measured and how much benefit is expected
<input checked="" type="checkbox"/>	Economic	<p>Benefit 1 – non cashable</p> <p>Removes opportunity for cyber-attack and mitigation costs</p> <p>Track and report on cyber attacks</p> <p>Benefit expected – TBD</p> <p>Benefit 2 – cost avoidance</p> <p>Automation negates the requirement for two new Duty Planners</p> <p>Withdrawal of vacancies</p> <p>Benefit expected – £78,710</p>

<input checked="" type="checkbox"/>	<p>Efficiency</p>	<p>Benefit 4 – cash saving</p> <p>Automation will increase efficiency leading to increases in processing time in Finance</p> <p>Track and report on Finance manual processing time savings</p> <p>Benefit expected – £45,000 pa (1FTE Scale 6, three to four weeks per month saving)</p> <p>Benefit 5 – non cashable</p> <p>Increased data integrity and quality will lead to robust information and improved management reporting for key decision makers</p> <p>Track and report on RDIL, demand forecasting</p> <p>Benefit expected – TBD</p> <p>Benefit 6 – non cashable</p> <p>Automation of emails regarding shift changes overnight</p> <p>Track and report on reduction of emails written and sent manually</p> <p>Benefit expected – TBD</p>
<input checked="" type="checkbox"/>	<p>Effectiveness</p>	<p>Benefit 7 – non cashable</p> <p>Increased effectiveness in submitting RDIL and overtime claims via enhanced usability and user confidence</p> <p>Track and report on RDIL and overtime claims</p> <p>Survey users and analyse results on usability and user confidence</p> <p>Benefit expected – TBD</p> <p>Benefit 8 – non cashable</p> <p>Management of live changes to skills, training events and leave via integration between GRS, Unit 4 and Chronicle</p> <p>Track and report on time savings of manual updates versus automated integration</p> <p>Benefit expected – TBD</p>

☒	Regulatory	<p>Benefit 9 – non cashable</p> <p>Compliance with key legislation such as the Chartered Institute of Public Finance and Accountability (CIPFA) and General Data Protection Regulation (GDPR)</p> <p>Confirmation of compliance</p> <p>Benefit expected – Compliance</p>
☒	Environmental	<p>Benefit 10 – non cashable</p> <p>Improves staff and officer morale and wellbeing via effective management of overtime and RDIL, effective forecasting and use of the personal dashboard</p> <p>Survey staff and officers and analyse results on morale and wellbeing</p> <p>Benefit expected – higher score in surveys and positive verbatim comments</p>

2.4 Interdependencies, assumptions and constraints

2.4.1 Interdependencies

- Integrating data cleansing and technical planning pre Niche training and completing the implementation post Niche delivery.
- Integration of new DMS with Unit 4 HR, Niche and Chronicle.
- Integration with Unit 4 Payroll

2.4.2 Assumptions

- Change and Transformation and ICT resource is available for the implementation
- Enabling Services resource is available for the implementation
- Budget is available for the procurement and supplier implementation
- Costs for the project need to represent value for money and fit within the budget

2.4.3 Constraints

- Implementation of Niche across the force in the same timeframe

2.5 High level risks

Ref	Risk	Mitigations	RAG
1	Increased additional cost if the OBC is not approved and the replacement of DMS delayed	Accept the risk and manage the costs	
2	Increased exposure to cyber-attack if the OBC is not approved and the replacement of DMS delayed	Accept the risk and manage the outcome	
3	Increasing processing time and manual interventions if the OBC is not approved and the replacement of DMS delayed	Accept the risk and manage the additional processing times and manual interventions	
4	Unnecessary recruitment of two Duty Planning officers at c.£78,710 if the OBC is not approved and the replacement of DMS delayed	Accept the risk and recruit the Duty Planners	
5	Ineffective project management, delivery and competing resources between DMS and Niche RMS if the scheduling is compromised	Reduce the risk by Change Board overseeing sequencing and scheduling of projects and resources Mitigate the risk by mending the Niche RMS timeline	
6	Ineffective project management, delivery and competing resources between DMS and other force projects if the scheduling is compromised	Reduce the risk by Change Board overseeing sequencing and scheduling of projects and resources Reduce the risk by the Force accepting and managing delays in non-critical, medium to low priority projects	
7	Negative people impact and change fatigue if DMS and Niche RMS are not managed effectively	Reduce the risk by Change Board overseeing sequencing and scheduling of projects and resources Reduce the risk by engaging with staff officers via an effective communication strategy and plan	
8	Integration with Unit 4	Mitigate the risk by the addition of architecture and design resource.	

2.6 People impacts – Public Sector Equalities Duty

2.6.1 It should be noted that a full People Impact Assessment and Equality Impact Assessment is required in support of this OBC, and will be completed at the earliest opportunity.

2.7 Business readiness for change

2.7.1 The DPU and Finance are ready for and support the implementation. Early data cleansing and technical planning will support the DPU in delivering the requirements for Niche RMS, alongside the new DMS.

2.7.2 It is anticipated that the Build Team can be resourced from officers on restricted duties.

3. Economic case

3.1 Purpose of the economic case

3.1.1 The purpose of this Economic Case is to assess the options that address the challenges set out in the Strategic Case and identify the preferred approach to be taken forward to procurement.

3.2 Critical success factors

3.2.1 Strategic fit

- Compliance with UK Government Cloud First Policy 2013
- Alignment with regional forces
- The product must enable the force to automate and realise benefits for efficiencies and effectiveness

3.2.2 Value for money

- The product must stabilise support costs and remove the threat of the cost implications from a cyber-attack
- The product must remove the requirement for two additional Duty Officers at c.£78,710
- The product must remove the requirement for manual workarounds in Finance c.£45,000

3.2.3 Achievability

- The product must be achievable within a reasonable timeframe to mitigate risk
- The planning and implementation must be achievable and align with the Niche RMS implementation

3.2.4 Potential cost and affordability

- See Pricing & Payment information in section 1.5.1

3.2.5 Supply side and capacity

- N/A

3.3 Long list of options

3.3.1 This section sets out and assesses the long list of options against the critical success factors. The long-listed options are:

- **Option One:** Do nothing
- **Option Two:** Procure GRS Total Mobile as the supplier of the DMS solution and its implementation partner
- **Option Three:** Procure Crown as the supplier of the DMS solution

3.3.2 Option Three does not provide the required functionality. Only the short listed options are included.

3.4 Analysis of long list of options

3.4.1 Not applicable.

3.5 Short list of options

3.5.1 The assessment of the long-listed options against the critical success factors above resulted in the following short-list of options:

- **Option One:** Do nothing and accept the associated risks
- **Option Two:** Procure GRS Total Mobile as the supplier of the DMS solution and its implementation partner

3.6 Options assessment of shortlist

3.6.1 The short-listed options are assessed and compared below against the benefits objectives, their ability to mitigate risk and their relative cost and financial value.

3.6.2 Option assessment table.

Option 1	Option 2			
Benefit generation				
Low	High			
Risk mitigation				
Low	High			
Affordability & cost				
Low	High			
Overall				
Low	High			

3.7 Preferred option

3.7.1 Option Two: Procure GRS Total Mobile as the supplier of the DMS solution and its implementation partner

4. Commercial case

4.1 Purpose of commercial case

4.1.1 The commercial case sets out the commercial considerations that must be addressed.

SWPPS have been consulted and they have confirmed that there is capability and capacity with the SWPPS team to support this project OR

4.1.2 GRS is available to them as part of the tender process followed by ASC and Wiltshire as provision was made to on board other regional Forces as required.

4.2 Equipment & services specifications and KPIs

4.2.1 N/A

4.3 Risk transfer

4.3.1 N/A

4.4 Pricing and payment

4.4.1 See Pricing & Payment information in section 1.5.1

4.5 Contractual length

4.5.2 Three years plus one

4.6 Key contractual clauses and management of the commercial process.

4.6.1 Implementation and license costs due commencement of contract.

4.7 Procurement strategy

4.7.1 Regional procurement framework - G-Cloud 13

4.8 Indicative procurement timeline

4.8.1 N/A

4.9 Market engagement

4.9.1 N/A

4.10 Personnel considerations (TUPE)

4.10.1 N/A

4.11 Balance sheet treatment

4.11.1 N/A

Financial case

4.12 Purpose of the financial case

4.12.1 The purpose of the Financial case is to set out the financial model, target whole life costs and show the impact on other budgets and affordability at OBC stage and to evaluate the preferred options against this model at FBC stage.

4.13 Target cost and resource assumptions

4.13.1 See Pricing & Payment information in section 1.5.1

4.14 Budget arrangements

4.14.1 The approved Capital Programme includes a “business case under development” balance of £1m for a new Duty Management System, funded from internal borrowing. The balance is made up of £350k approved in 2020/21 as part of the “Transformation Programme” and £650k approved as a “business case under development” in 2022/23. The two balances were approved to merge into one budget line in 2022/23. Creating an approved capital budget for DMS of £1m for the entire project.

4.15 Financial risk

4.15.1 N/A

5. Management case

5.1 Purpose

5.1.1 The purpose of the Management Case is to provide confidence that credible and robust; arrangements are in place to deliver the Duty Management System replacement to time, cost, and quality.

5.2 Key milestones and milestone plan.

5.2.1 See section 1.8.1

5.3 Stakeholder management and communications

5.3.1 Discussions have taken place with end users, ICT, Change & Transformation, DPU, strategic and operational colleagues. The focus of those communications have been to provide reassurance and understanding around how the proposal will work alongside the implementation of existing strategic projects such as Niche RMS.

5.4 Project governance, assurance and approvals

5.4.1 Project governance will be through a newly created DMS Project Board and the Constabulary Change Board.

5.5 Project resourcing

5.5.1 Work package owners are responsible for ensuring that resources are allocated, deadlines are met, engagement with subject matter experts takes place, reporting progress and issues, providing a point of contact between the project and the business areas and ensuring all agreed activities are completed in accordance with the project plan.

5.5.2 Work package table.

Work package	Description	Owner
Data Cleanse	Data cleanse pre project	TBD
ICT	Support supplier led implementation and service readiness	TBD
L&D	Design and deliver system training	TBD
Communication & Engagement	Design and deliver communication strategy and plan	TBD
Business Change	Design and deliver business change	TBD
Data and Security	Approve data and security protocols	TBD

5.6 Monitoring and evaluation of benefits

5.6.1 Benefits monitoring will be through the Project Board and Change Board.

5.7 Project risk management

5.7.1 Risks of not implementing the capability are monitored via the Constabulary risk register. Project risks will be monitored via the Project Board.

6. Appendices

7. Version control

Version	Date issued	Comments
0.1	07/03/2024	First draft for Paul to review
0.2	19/03/2024	Amendments and additional benefits identified
0.3	05/04/2024	Amendments and supplier cost identified
0.4	10/04/2024	Amendments and final review
1.0	11/04/2024	Final