

**Devon and Cornwall Police Authority Resources Committee
27 July 2005**

Open for the purposes of FOI
Joint Report of Trevor Bardwell-Jones and Chief Constable

Programme / Project Business Benefits

Recommendation(s):

- (i) That the committee note the contents of the report.**
- (ii) To give feedback on the proposed report content and format to ensure that they can be tailored to the needs of the reviewing committee**
- (iii) To consider the appropriateness of whether this committee should designate a lead member to have a more detailed oversight of the issues**

Introduction / Summary

1. A new format has been devised for monitoring and reporting Business Benefits associated with initiatives being handled within the overall Strategic Change Programme.
2. The purpose of this document is to:
 - Track Business Benefits from their initial recognition at the earliest stage of a project (Scoping Study/Business Case) through to their delivery.
 - Align the benefits to be delivered and their consequential impact/outcomes to the features of the project being delivered ensuring that focus is retained on the effective delivery of those features which will deliver maximum benefit to the Force
 - Align benefits (and dis-benefits) to Force Performance via the PPAF domains and HMIC Baseline Assessment in order that we can assure ourselves that the work being done actually assists in improving the service that the Force delivers in line with its strategic goals.
 - Assess the impact of non-delivery of Business Benefits on the Force (and the project) and the likelihood of non-delivery occurring.
 - Quantify the financial impact of each benefit (positive or negative) where possible and when that impact will be felt on the Force's budget
 - Indicate where the delivery of non-financial benefit is likely to occur
 - Identify the individual or group who is responsible for the delivery of each benefit.
3. This document will be continually reviewed and updated throughout the lifecycle of the project from Scoping Study through to delivery. It is intended that this should form the major focus in ensuring that projects are fully justified in the first instance and that they continue to be justified by the delivery of Business Benefits through to implementation and beyond.
4. This will require continuous monitoring by project and programme boards of the status of Business Benefits and remedial action to be taken should benefits appear to be in jeopardy of non-delivery.

Background Information

Proposed Process

5. The proposed process for monitoring the development and delivery for Business Benefits is as follows
 - High level benefits are identified at an early stage in the project life cycle but not quantified with any great degree of accuracy. These are aligned to the PPAF domains wherever possible to enable a judgement to be made on whether the project delivers to the needs of the organisation. Such proposals will be initially assessed by the Change Management Group
 - If the Change Management Group approves further work a Business Case will be developed. This identifies the specific features of the project which will deliver the benefits, quantifies those benefits where possible, aligns Benefits where possible to the baseline assessment and comes to a general view on the impact of non delivery of those benefits will be. The Business Case will be assessed in order to determine whether approval to proceed should be given.
 - A key part to any project will be the Benefits Realisation Plan which will be used to further develop the process. It will clearly identify the impact that the delivery of each benefit will have on the Force, assess the likelihood of non-delivery and what that means to the Force, plan when benefits will be delivered and identify who will be responsible for ensuring that the Business Change is delivered. This will tie together implementation and Benefits Realisation
 - Finally, once delivery has been achieved then planned impact/outcomes can be replaced by actual impact/outcomes and any differences between planned and actual can be addressed.
 - In order to manage Benefit delivery effectively then it is essential that project managers accept and adhere to the guiding principle that only the delivery of the benefits and outcomes identified to a project will justify the continued work in delivering that project. If projects should be incapable of delivering the features and their associated benefits that are initially identified for that project then consideration should be given to the viability of that project.
 - Throughout the process outlined above the Governance Structure in place for Programmes and Projects will monitor the on-going viability of each project.
6. An example of the proposed new Business Benefits Status Report is given at Appendix 1
7. A summary of the current view of Financial Benefits for the period 2005/6 to 2009/10 is given at Appendix 2. This will be subject to change.

Responsibilities

8. It will be the responsibility of
 - Business Analysis to keep the information in the spreadsheet up to date on a continuous basis and to highlight any changes which materially impact the project either way
 - Programme Office to ensure circulation of the Business Benefits report to all interested parties

- Programme Managers to manage the projects and the features they deliver taking action to ensure that the project continues to be justified by the benefits it will bring.
- Benefit Owners to agree and deliver the Benefits the project will bring once it has been implemented
- Chief Officer ultimate responsibility for all of this for the Programme relating to their portfolio.

Appendix 1

Example of a Business Benefits Status report in use (NSPIS Case Prep)

Appendix 2

Current Financial Benefits anticipated for Projects in hand with Business Change

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