

Case Study – Transformational Outsourcing for UK Crown Prosecution Service

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- Introduction to LogicaCMG
- What the customer asked for and why
- What we sold him
- How the procurement process went
- How the delivery process went
- Key facts and figures
- The results: press coverage and customer quotes



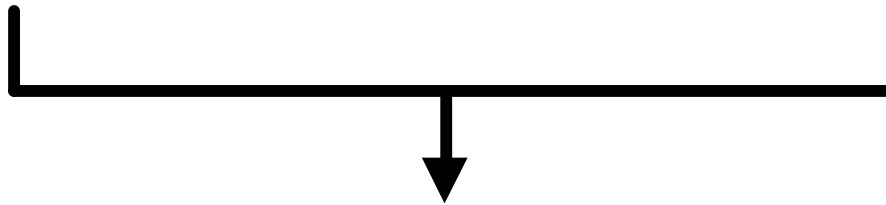
Founded 1969

Floated on London Stock
Exchange in 1983



Founded 1964

Floated on London & Amsterdam
Stock Exchanges in 1995



Merged 30 December 2002



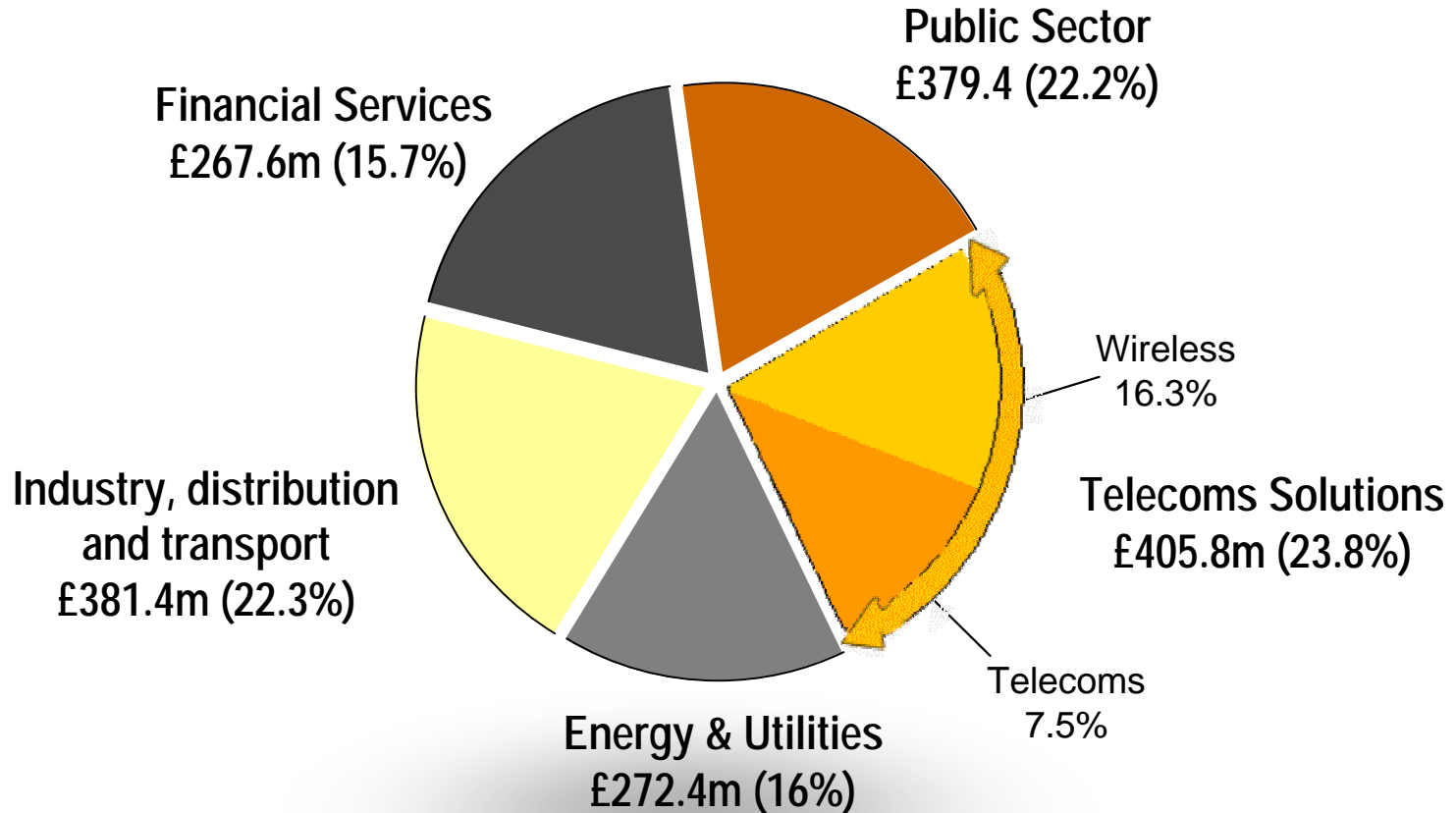
Listed on the London (FTSE 250 & techMARK 100)
& Amsterdam (Euronext) Stock Exchanges

LogicaCMG is a major international force in IT services and wireless telecoms.

We provide management and IT consultancy, systems integration and outsourcing services to clients across diverse markets including telecoms, financial services, energy and utilities, industry, distribution and transport and the public sector.

Broadly based by sector

2003 Revenues £1.7 billion

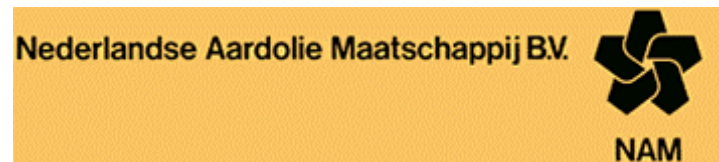


- is a strategic partner for a number of Government clients including the Health and Safety Executive and Medical Research Council
- is one of the top three suppliers to the Belastingdienst, delivering a range of services and competencies
- the introduction of IT to the Crown Prosecution Service is helping to achieve improvements in the delivery of justice
- is providing a fully managed paperless service for University College London Hospitals NHS Trust, enabling better patient care
- is transforming Local Government with clients such as Hertfordshire County Council to realise local service improvements
- has implemented mobile traffic monitoring for the Dutch Government to more effectively manage the road network
- leads the consortium which designed, built and operates the New South Wales government's electronic marketplace, handling up to 11m transactions per year, worth Aus\$17bn

- has more than 30 years experience in the provision of outsourcing services
- manages customers' core IT and business processes as an outsourced service allowing them to focus on their primary business activities
- has a track record in systems integration expertise, technical excellence and domain knowledge, all crucial to achieving outsourcing success
- addresses the prime issues facing most organisations:
 - predictability of cost
 - adaptability
 - speed to market
 - responsiveness to technological change

- HR outsourcing services process more than \$90 billion of salaries globally each year
- won its largest ever contract worth £200m with Crown Prosecution Service in 2002
- provides back office business services to six insurance companies in the Netherlands
- has settled more than £90 billion of wholesale electricity trades since the privatisation of the UK electricity industry
- is responsible for the management and support of the IT systems that power the International Petroleum Exchange, Europe's leading energy futures and options exchange, which trades over US\$2 billion daily in underlying value
- is the outsourcer of choice for some of the UK's mission critical projects such as NETA (New Electricity Trading Arrangements)

Clients in the Netherlands



- The Crown Prosecution Service is the Government Department responsible for prosecuting people in England and Wales who have been charged with a criminal offence
- The role of the Service is to prosecute cases firmly, fairly and effectively when there is sufficient evidence to provide a realistic prospect of conviction and when it is in the public interest to do so
- Its aim is to deliver a high quality prosecution service that brings offenders to justice, helps reduce both crime and the fear of crime and thereby promote public confidence in the rule of law through the consistent, fair and independent review of cases and through their fair, thorough and firm presentation at court

To help support this aim, the requested services were to:

- provide support for case management
 - including development and implementation of a Case Management System;
- provide and support its IT infrastructure
 - both at Areas and in headquarters
 - to include take-on of existing IT assets and IS/IT contracts and licences
- ensure that the CPS IT infrastructure (including hardware and software) is kept up-to-date (technology refreshment).

Improvements include:

- Electronic interfacing with other parts of the Criminal Justice System which reduces the need to re-key data
- Better case management supports more effective trials
- More material being held on line reduces the effort needed to track the paper documents
- Providing a national database supported by a national IT infrastructure helps with cross-referencing and searching
- Improved efficiency and timeliness when reporting on PSA targets

- Not a conventional business case
- Business imperative to use technology to provide “joined up” service
- Principal benefit is increased prosecution success rates
- Reduced cost of administration, reduced error rates
- No “target price”, though budget set
- Run through Private Finance Initiative:
 - Private sector builds the solution
 - Delivered as and paid for through service
 - OJEC procurement rules

- The Compass contract is a 10 year service contract run under the auspices of the UK Govt. Private Finance Initiative
- All IT assets are owned by LogicaCMG, CPS pay for a set of services which those assets are used to provide
- The services include:
 - Desktop including office automation, email, internet & intranet
 - Corporate Network across England and Wales
 - Case Management
 - Application Management including Finance, Payroll, HR, Corporate Information System and others
 - Business Change Management
 - Technology Refresh of all IT assets throughout the service period
 - Training both for new joiners and new applications

- Detailed service level agreements are defined
- Service credit regime
- Overall service charges are subject to adjustment up or down depending on the level of business benefit achieved

- The procurement process ran to planned timescale:
 - Q1 2001 – Initial Expressions of Interest with down-selection to 8 suppliers
 - Q2 2001 – Preparation of full scale proposal and presentation
 - Q3 2001 – Selection of 2 BAFO suppliers, negotiation of contract terms.
 - Q4 2001 – Submission of BAFO, Contract Award
- Gateway reviews were met well
- Lessons learned:
 - CPS brought in external team to manage the procurement – this worked well
 - Allow enough time for contract negotiation, service level agreement and construction of financial model – we needed all of Q3 even with the full scale proposal already in place
 - Relationship is key

- Jan 2002-Mar 2003 Transition and Due Diligence
 - With a lot of locations throughout England and Wales all this time was needed to get ready for:
 - Taking over the desktop infrastructure service from the previous supplier,
 - Taking over legacy applications from in house suppliers,
 - Creating a new “one stop” service desk
 - Co-location of Key Supplier and Customer staff to help create a seamless service
- April 2002 – Initial Service Start
 - Achieved with a smooth handover – major reduction in call answering times
- Jan 2002-Dec 2002
 - Development of case management system and installation of servers at LogicaCMG data centre
- Dec 2002-Mar 2003
 - Pilot of case management system in live use

- Dec 2002-Jul 2003
 - Migration of legacy Wide Area Network to new supplier and new technology needed to support new case management system in addition to existing services
- Dec 2002 – Dec 2003
 - Business Change support to local area teams to assist with transition to new system, mapping of business processes etc.
- April 2003 – Dec 2003
 - Rollout of Case Management Service across England and Wales including training of all staff without disruption to existing services
- Dec 2003 – Jul 2004
 - Decommissioning of legacy case tracking systems
- April 2004
 - Commencement of technology refresh of desktops throughout CPS

- Open communication must be established
 - Early (pre contract)
 - At multiple levels of management
 - **But especially with end users!**
- Flexibility on both sides essential – establish during pre-contract interactions
- Don't underestimate the effort on both sides to manage change
- Contract must define roles and responsibilities clearly
 - Service level agreements and remedies – output based wherever possible
 - Risk/reward component
 - Clear difference between approval, consultation and information issues
- “The three Rs”: **Relationship, Relationship, Relationship**

- January 2002: Contract award announced
- April 2003: Rollout starts. Lawyers, caseworkers and administrators begin using the Compass system
- December 2003: legislation changed, as part of the Criminal Justice Bill: business applications changes completed on schedule in 3 months from the beginning of development to operation
- April 2004: Over one million cases registered
- over 7,000 users
- 240 locations
- 42 CPS areas
- completed on time and to budget

For the first time prosecutors can benefit from:

- Full visibility of defendants' case histories
- A definitive view of information irrespective of location
- Effective ways to track evidence and share information
- Efficient methods for reporting on Public Sector Agreement targets

- The Attorney General, Lord Goldsmith QC: “The CPS COMPASS system is more than just a way of managing casework. It is a **leading example of the kind of transformation** that is needed across the Criminal Justice System...”
- Ken Macdonald QC, the Director of Public Prosecutions, said, “The COMPASS programme is already playing a key role in delivering the promise of joined-up justice. As a **shining example of best practice IT in Government**, this system will ensure that the CPS retains its position as a prosecuting authority of stature and delivers both efficient services and value for money to the public...”
- Coverage in all quality UK newspapers, for example:
- FT: “...examples already of prosecutors in one area picking up offences by the same criminal in other areas and obtaining convictions as a result. When prosecutors are delayed, others can pick up cases using the system.”

- Questions?

