



west midlands office for policing and crime

Innovation and Integration Partner Management Report

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1. Background

The Police and Crime Commissioner for West Midlands Police (referred to as “PCC” or “WMP” hereafter) is seeking to procure an Innovation and Integration Partner (IIP) from the private sector to support their next business change programme. This partnership will maintain and improve services to the public while achieving the level of financial savings identified in the government’s spending review.

This paper describes: the concept of an IIP; how it would operate; and the key stages and timetable for procurement and programme delivery. Organisations interested in bidding for this opportunity are asked to register their interest on www.bluelight.gov.uk and complete a Pre-Qualification Questionnaire (PQQ).

1.1 West Midlands Police

WMP is one of the largest police forces in England and Wales, employing 7,424 police officers, supported by 3,050 staff, 481 special constables and 671 PCSOs¹; covering an area of 248 square miles and servicing a population of 2.7 million. WMP’s overall budget for 2013/14 is £559m.

Since 2009, WMP has successfully implemented a broad change programme starting with Programme Paragon which in April 2010, led to the rationalisation of 21 Operational Command Units (OCUs) down to 10 Local Policing Units (LPUs). Other key functions were centralised including the Criminal Intelligence Department (CID), Public Protection Unit (PPU), Intelligence and Traffic Departments. In addition, a series of reviews were implemented across the business, including resource allocation, HR and business support functions. New Criminal Justice and Witness Care Units were established.

A further series of thematic change programmes followed, including:

Project	Description
Business Support	Centralised Business and HR shared support service.
5Ci (contact)	Restructuring of operational contact and command functions. Responding to calls for services and intelligence led deployment of people and resources.
Community Justice and Custody	Reducing from 7 to 3 Criminal Justice Units and single Witness Care Unit. Moving to ‘paperless’ criminal justice system. Improvement and capital investment in custody services.

Table 1: Thematic Change Programmes

In addition, WMP has successfully completed a programme of “lean systems” continuous improvement (CI) across all LPUs resulting in cashable savings of £20m since 2011.

WMP has also applied a zero based budgeting methodology known as “Priority Based Budgeting” (PBB) which has realised savings of £50m since 2011.

¹ Figures as of 1st June 2013.

In both cases, WMP has worked with a commercial partner and in doing so has developed its internal capability to apply this knowledge in the future.

1.2 The challenge

WMP faces two core challenges: how to improve service to the public while also meeting significant budgetary reductions as a result of the Comprehensive Spending Review (CSR) process.

To date WMP has made significant progress in addressing these pressures, including:

- continuing to perform well:- crime reduced by 11.7% in 2012/13, the public remain satisfied and confident in WMP's services (though there is room for improvement); and WMP developed as national leaders in Integrated Offender Management (IOM), Guns and Gangs harm reduction, Evidence Based Policing, Policing Football, Public Order, Anti-Social Behaviour and many other areas;
- public confidence in local policing has been maintained; and
- achieving £105m of the required £126m savings for the period 2010 to financial year ending 2012/13 with a robust plan in place to save the remaining £21m².

However, the challenge remains substantial. A reduced settlement, in the June 2013 CSR, will reduce the budget by a further estimated £100m over four years, equating to average savings of at least £25m per annum until 2017/18. Despite this, public expectations continue to grow in relation to the range, quality and affordability of policing services. Many of our partners across the public and third sector are experiencing similar challenges, and the overall capacity in public service is starting to recede.

Despite much progress and achievement WMP must now move quickly to meet these demands. Incremental improvements will be insufficient to address the challenges and a commitment to fundamental change is now required.

² This includes: applying the A19 regulation (Compulsory Retirement of Police Officers); introducing an enhanced voluntary redundancy scheme; centralising WMP's operating model via the Paragon programme; introducing a leaner local policing model through Continuous Improvement; reassessing services and reducing cost via Priority Based Budgeting; work in Contact, Custody and Business Services; collaboration with Staffordshire Police and introducing shared back office services

1.3 The concept of an IIP

In November 2012 the newly elected PCC asked the Chief Constable (CC) to establish a "Technology Task Force" (Task Force) to consider options for delivering change.

The PCC's ambition is for the people of the West Midlands to have "Pride in their local police service" and the supporting mission statement is "To serve our communities and protect them from harm". This includes the desire to deliver world-class policing services to the citizens and communities of the West Midlands.

The PCC and CC have articulated a set of key enablers for achieving this:

- **Customers and Citizens:** We will provide those who directly access service (customers) and those who indirectly engage with policing (citizens) with wider choice, bespoke service delivery and greater consistency and reliability. A stronger organisational memory will enable us to create an extended relationship with our customers and citizens;
- **Our People:** Our smaller workforce will be driven by our core values and principles. There will be a continuing emphasis on empowerment, allied to the need for greater consistency of delivery and clearer accountability. Our people will have clearly defined roles and be supported by better technology. The role of strong, visible and inspirational leadership will be even more important with leaders doing more directing with less checking;
- **Information:** Transforming our access, collection, management and use of information to operate integrated systems that are capable of managing the volume of information available from a range of sources. This includes better data analysis to assess the threat of risk and harm, determine local priorities and automate processes. Information transformation will support better decision making at all levels, stronger relationships and improved outcomes; and
- **Resources:** Improved technology will provide visibility for the totality of our resource. This visibility allied to improved information, will generate significant opportunity for greater predictive and preventative policing and increased productivity.

An assessment of WMP's business change capability showed that, although significant progress has been made in the last four years, WMP does not have sufficient breadth and depth of business change capability to meet the scale of the challenge. WMP now requires a partner who can bring this experience and capability to support our change journey.

This will be the IIP.

The IIP will work as an embedded partner with WMP. It will play a critical part in helping WMP establish the future shape of the Force and its operating model. The IIP will work in partnership with WMP to create a programme of change to deliver the future operating model. WMP will work with the IIP to identify innovative solutions to modernise the Force. The IIP will play a part in implementing some or all of those solutions and ensuring change programmes are delivered as integrated solutions. This is very likely to require the ability to manage other suppliers. This provides the IIP with the opportunity to develop a long-term, intimate and collaborative relationship with our organisation and its people. Working alongside an experienced and forward thinking police team the IIP will have the opportunity to play a significant role in the development of world class leading police services.

To meet this challenge the IIP will be expected to be an organisation that can demonstrate:

- Sector relevant experience to the change the WMP's needs. We believe this will be experience of policing, public service change, partnerships and cost reduction;
- A global reach; the IIP must be capable of drawing ideas from policing and public service change from outside the UK;
- An ability to work alongside a partner and develop change by maximising the talents and ability of the partners' staff;
- Values that are compatible with those of WMP;
- Significant experience of complex transformational change in political, multi-stakeholder environments;
- Experience of managing, delivering and integrating complex programmes of work;
- The ability to integrate a diverse supply chain to deliver effective solutions; and
- Experience of transforming the use of information and technology; this is seen as an early and critical area for the development of WMP.

1.4 IIP Delivery Model

The IIP will become embedded within WMP and work in partnership with an internal change team to bring a programme of change and on-going innovation. The main stages of delivery can be described as follows:

1. Design of a target operating model (including ICT and information);

This work will focus on the major capabilities required by an innovative and community focussed police service. Analysis will identify WMP's capability requirements in its people, information, communications, customer relations, resources, business improvement and technology. The optimal alignment and organisation of these capabilities will be configured to meet WMP's service responsibilities and strategic objectives.

This is intended to be a deep appraisal of the future capability and structure, within WMP's budgetary restraints and will be the bedrock of the partnership. The partnership will be expected to maintain and re-assess the target operating model through the life of the programme.

2. Development of the change programme;

Having developed the future operating model, the partnership will produce a programme of work which moves WMP towards this design. This will be drawn from opportunities and requirements identified during the design phase. This programme of work will be constructed from a scheme of component projects which collectively support the operating model.

The programme will identify a logical sequence for the delivery of the projects looking at both the requirements of design and the way WMP can secure best value from its investments. There will need to be a clear phasing with a strong business case and benefits for component projects and phases against the outcomes agreed in the design phase.

3. Commissioning Process;

The procurement will seek a partner capable of working with WMP to deliver the breadth of transformation. The PCC and the CC have a duty to ensure programmes and projects present good value to the communities we serve. As a result, a controlled commissioning process will be established to review the business cases of the component projects. The PCC and WMP will seek to ensure the opportunity exists to challenge the partnership's solutions and compete solutions where required in line with the arrangements agreed at contract. Commissioning will support the PCC and CC to provide expert quality assurance on process, systems, technology, implementation, integration, contract management and commercial terms. In this sense commissioning becomes the practical application of WMP as an intelligent client. This process will also ensure the partnership continues to thrive in an environment of continual challenge throughout its life and rewards innovation.

4. Programme Management, Contract Management and Integration;

Throughout the life of the partnership the IIP will support WMP to manage the entire programme of work. In particular there will be a requirement for the IIP's expertise in the integration of solutions from multiple providers. In cases where the solution is to be sourced through a public procurement exercise the IIP may provide input into designing the solution or identify relevant industry standards to aid integration.

This programme of work will inevitably involve multiple solutions delivered by multiple suppliers. The IIP will be required to ensure the solutions and suppliers are properly aligned to our target operating model and existing infrastructure. Integration support will ensure standardisation in process, service, technology, industry best practice, and continuous improvement

5. Creativity and Innovation;

This delivery model is designed to encourage on-going creativity by the partnership. At any stage during the life of the partnership a project proposal with supporting business case can be brought to the attention of the commissioning group. Subject to their agreement the project will be commissioned delivering the identified benefits for WMP and the agreed income to the IIP. Both the PCC and CC are keen to see the partnership constantly seeking opportunity and refining how WMP develops in a rapidly changing environment. The greatest opportunities for innovation may not be apparent at the start of this programme but emerge by close and collaborative working.

Both the PCC and CC would expect a partnership that seeks to drive out innovation by exposing its requirements and thinking to a broader supply chain at regular phases.

Both the PCC and CC also recognise that many solutions may already exist in the market. The partnership would be expected to draw on solutions that are readily available if they meet the requirements of the programme.

6. Developing the capabilities of West Midlands Police;

We will expect the partnership to ensure the talent and creativity of WMP staff can be tapped to drive forward change. The partnership should also enable the WMP to enhance its ability to develop requirements, implement complex change and manage suppliers effectively to provide WMP with the best choices in how it will work in partnership at the conclusion of the contract.

2. Key stages

Table 2 Key Stages (The table below gives an indicative guide to the likely stages of the IIP Delivery Model following appointment of the IIP. This is not fixed and is subject to change. It is provided solely to give an indication of how it is envisaged the IIP Delivery Model may unfold)

Stage	Key outputs	Description/activity	Milestone ³
Preparation	WMP setup and initiation strategy	<ul style="list-style-type: none"> • Develop a data repository and engagement plan to support the incoming IIP • Develop communication and engagement plan • Develop the “intelligent customer” requirements: skills, qualifications, roles, recruitment, training etc. • Implement the WMP “intelligent customer” team: structures, governance, processes, tools and systems • Transition plan to merge existing business change team with the intelligent customer team 	Jan 2014
Design	Operating Model	<ul style="list-style-type: none"> • A logical representation of organisational and governance structure, service model, business process model and information flows and dependencies between departments, functions, teams and systems 	July 2014
Design	Programme of work	<ul style="list-style-type: none"> • A list of the business change and ICT programmes and projects required to support the implementation of the operating model including the convergence of existing programmes and projects • An assessment of the existing business and ICT change portfolio with convergence/integration and rationalisation plans • The functional requirements relating to the work programme • The individual justifications for business and ICT enabled change solutions 	July 2014
Commissioning	Commissioning function	<ul style="list-style-type: none"> • The embodiment of the “intelligent customer” in a function to commission project proposals. • On-going advice and support on the management/delivery of projects commissioned through the IIP 	Q4-2014
Delivery	Integration Support	<ul style="list-style-type: none"> • On-going support for programme management, contract management and solution integration 	2019/20
Delivery	Innovation	<ul style="list-style-type: none"> • On-going incentive to identify innovative projects to support the delivery of the programme. 	2019/20

³ The indicative completion milestones based on a start date of January 2014 following the award of contract.

3. Commercial arrangements

WMP expects to explore a range of different risk reward models during the procurement process to find one that supports the most productive partnership. Both the target operating model and the development of the programme of work are capable of being delivered as fixed cost outputs. We expect to have an on-going embedded partner, but the most effective and economic form will be determined during procurement.

As partnership is intended to drive out projects capable of delivering innovation that will not be specified prior to the design phase, the procurement will seek to develop a framework and principles to underpin the partner's risk-reward mechanism that is capable of meeting the anticipated programme. The IIP will be expected to engage with a strong appetite to contract against outcomes. It is recognised that partners will expect control mechanisms commensurate with the risk they are taking in any programme or project.

Our partnership will be based on a system of open book accounting to demonstrate a proportionate level of income against these considerations.

While each requirement will be assessed on a case by case basis, WMP and the IIP will work together to ensure that all components are designed, implemented and configured to ensure they meet the requirements defined by the single operating model.

The PCC will be the legal authority for the contract with the IIP and as such retains decision making responsibility for the terms and conditions. Subsequent decisions will focus on the recommendations of the commissioning function.

These arrangements can cater for an IIP acting as an advisor, service provider, prime contractor, sub-contractor, integrator and innovator. In any given commercial scenario the approach should be justified with reference to the strategic objectives of WMP and the decision making criteria of the commissioning function.

It is anticipated that the contract will provide break clauses, set at appropriate phases, to assist the PCC and CC to ensure they have the right partner in design, delivery and integration of the programme.

4. Evaluation

The Pre-Qualification Questionnaire (PQQ) assesses the Bidders ability to deliver the type of project being procured. It may assess the Bidders' financial strength and stability, technical expertise and resource capability and capacity. In addition, the PQQ will assess bidders against certain pre-determined criteria contained in the Public Contracts Regulations 2006.

The evaluation criteria and weightings to be used at each stage in the procurement process will be disclosed to the potential Bidders later in the procurement.

Bidders will have to meet detailed security requirements specified by WMP including stringent security standards for the service locations and service infrastructure.

5. Procurement

5.1 Scope

At the heart of the project are the strategic objectives identified by the PCC and CC and the need to preserve the role of the CC in respect of their accountability and responsibility for warranted officers.

The partnership between WMP and the IIP will look at all of WMP's capabilities to ensure they deliver the highest quality policing service in the most cost effective manner for the communities of the West Midlands. In an era of reducing public sector budgets and human resources the partnership will ensure the best working practices to maintain and improve service levels.

WMP's existing capabilities will be reviewed to develop an operating model which describes the development of key organisational capabilities such as our people, our processes for business delivery, technology, information, communications, customer relations, resources, assets and business improvement. In particular, the role of new technology will aim to support officers and staff to achieve their full operational potential and to operate in new ways which realise our strategic goals.

The work of this partnership will not alter the fundamental roles and responsibilities of operational policing but rather will focus on enhancing their capability to deliver in those roles.

A constant theme throughout the partnership is the preservation of innovation and creativity and ensuring our policing values are sustained in a modern world of policing responsibilities.

The starting point will be the development of a new operating model and the business and ICT change programme required to meet the needs of the model. ICT is a particular area where WMP requires a substantial level of investment to create the environment and framework for future developments that will support new structures, business processes and ways of working.

In all other respects, decisions relating to the governance and control of police officers and staff will remain the responsibility of the CC and the PCC.

5.2 Approach

The IIP will be procured through a “Competitive Dialogue” process managed under European Union (EU) procurement regulations.

5.2.1 Key procurement stages

Stage	Purpose	Notes
Pre-qualification questionnaire (PQQ)	The PQQ aims to test the suitability of potential suppliers in terms of their technical knowledge and experience, capability/capacity, organisational and financial standing to meet the high-level requirements	<p>While the number of suppliers submitting a PQQ could be limitless, the procurement will set a maximum number of suppliers who on meeting the criteria threshold will proceed to the next stage of the process. Typically this would be between 5 and 10 suppliers.</p> <p>Some questions may be revisited during the later stages of the procurement if there is a concern that there has been a change in the status or capability of a bidder such that it would no longer pre-qualify. However, the answers to PQQ questions and/or the questions themselves cannot be taken account of at the award stage.</p>
Invitation to submit outline proposal (ISOP)	<p>The ISOP will ask suppliers to respond to a set of detailed questions designed to test their initial proposals for the IIP.</p> <p>The response could also include indicative costs albeit this is not a mandatory requirement at this stage.</p>	<p>The Task Force will provide suppliers with secure access to information for due diligence purposes and to enable them to ask questions that will help inform/aid their response.</p> <p>Bidders will be asked to submit an "Outline Proposal" which will be evaluated using pre-disclosed award criteria. The process will reduce the number of suppliers to a likely maximum of 3.</p>
Dialogue	Dialogue allows the remaining suppliers to ask and obtain further information from WMP for them to present a best and final offer with their solutions and contractual terms.	<p>Suppliers at this stage may be asked to facilitate site reference visits and will come on site to meet stakeholders from across WMP particularly those areas that are in-scope in terms of proposed outcomes and priorities.</p> <p>In some cases the number of suppliers may be reduced half-way through the process to enable the procurement to focus on the main 2 bids and this will depend on several factors including the number of suppliers left in at this point and the impact a short-listing phase may have on the overall timescales.</p>

5.3 OJEU

5.3.1 *Scope and Value*

The OJEU notice will state that WMP is seeking to procure an IIP for an initial 5-year period⁴ with a breakpoint during the term of the contract and an option to extend the contract for a further 3 years.

The scope and value of the contract is set out in the OJEU Contract Notice and is predicated by the current ICT capital and revenue expenditure and a provision for:

- The development the operating model;
- The identification of the scope of work to service the operating model;
- The joint management of the change programme.

In compliance with regulations, the OJEU will specify a minimum of 3 suppliers at the PQQ stage.

5.4 Evaluation

Each stage of the procurement will pass through an evaluation process.

Evaluation panels will be set in advance and will typically be represented by staff drawn from the PCC's office and Chief Officers, with subject matter experts from the relevant departments within WMP. Where required, training will be provided to evaluators in advance of the panels.

The Task Force procurement lead will oversee all moderation and also be responsible for producing the management report containing recommendations that will go to the Project Board and the PCC.

⁴ 5-years is seen as the minimum length of contract for establishing a true partnership capable of delivering outputs of significant/real value.

5.5 Consultation and Engagement

5.5.1 Staff Associations

The Task Force has regularly engaged and consulted on the options with police officers and police staff representatives, meeting frequently with full time officers from both Unison and Unite, alongside the Police Federation and the Superintendents Association. This relationship will continue as the project moves forward.

Staff Associations remain fully sighted on the anticipated timeline, including key decision points and the potential implications that would result from certain commercial arrangements. The project has consulted on preferred approaches for engagement with the wider workforce and a number of options have been identified and will be implemented.

The engagement with the Staff Associations has been and remains positive and through this process there is a clear understanding of the aims of the Task Force and the role that an IIP will play within the organisation.

5.5.2 Staff Engagement and Communications

The Task Force will engage with all staff as the project enters into the procurement and design phases – with a variety of approaches being adopted to ensure that all parts of the organisation and wider community can follow the development of the partnership.

Working with Corporate Communications the Task Force will manage full stakeholder engagement and consultation strategy supported by a communications plan. This will keep staff informed of progress and, to engage them directly in the creation and implementation of the IIP.

Through existing forums, such as Heads of Profession, and by establishing champions within departments/teams, the intention will be to cascade information on a regular basis covering progress and future plans.

The project will provide updates via road show events, Force Leadership Conference, Message of the Day and interactive seminars. This will provide all staff with the opportunity to understand the ambitions of the project, to raise questions and provide feedback including recommendations.

As the project draws to a conclusion a series of information events designed to cover the transition to the IIP will be held, these will also explain how the design stage will operate.

5.6 Gateways

The procurement process will be driven by a series of sub-stages each of which will conclude with a “gateway” decision point where the Project Board and the PCC will be asked to agree progress to move to the next stage of the process.

5.6.1 Gateway Timetable

The table below sets out the gateways currently proposed and an indicative timetable.

Gate	Description/Purpose	Milestone
0	PCC approval to issue OJEU Contract Notice	July-2013
1	PQQ evaluation report and recommendations for short-listing to move to ISOP	Oct-2013
2	ISOP evaluation report and recommendations for short-listing to move to Dialogue	Nov-2013
3	Award of contract	Jan-2014

5.6.2 General Timetable

The following represents the key procurement stages and milestones taken from the project schedule. The timetable below is indicative only.

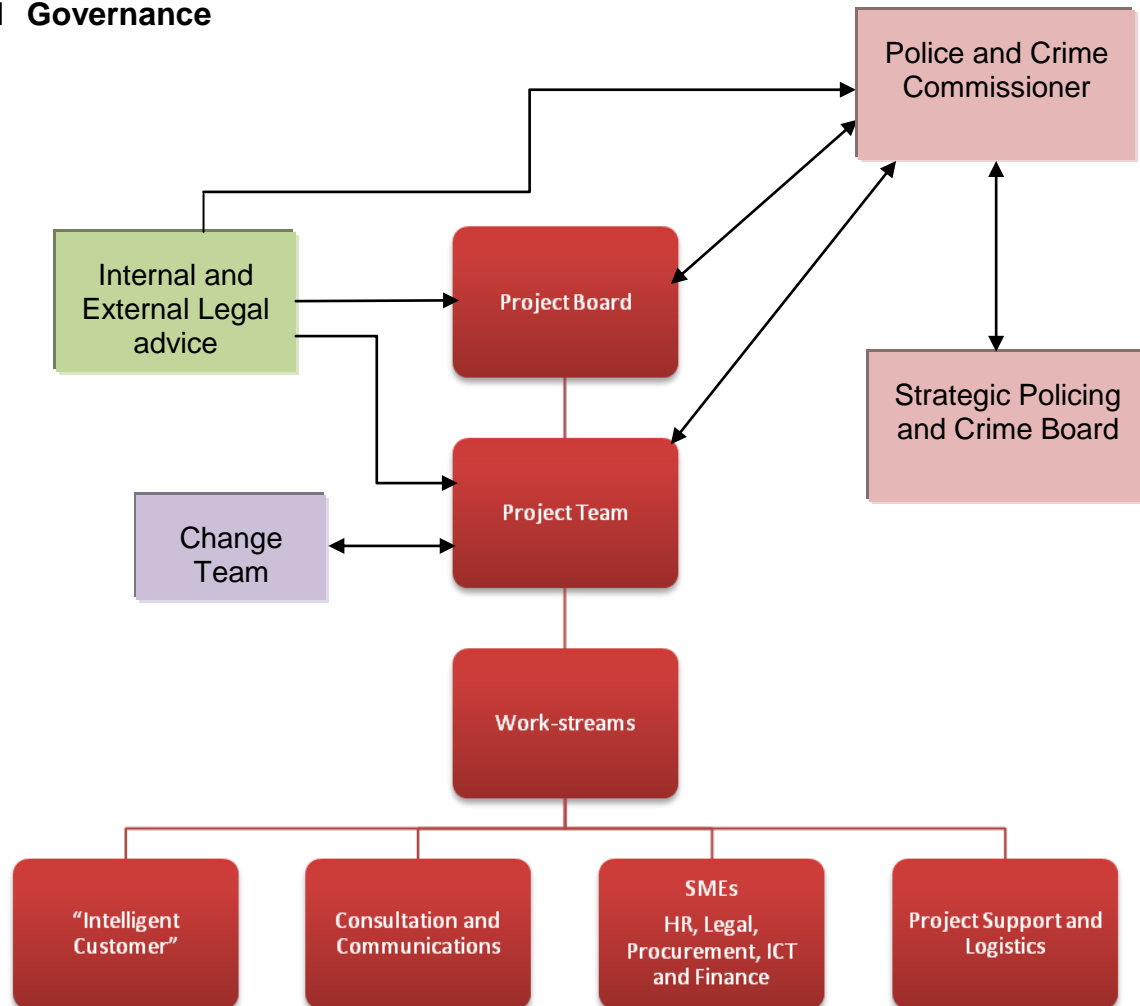
Activity	Stage/Deliverables	Start	End
Procurement	Issue OJEU Contract Notice	July-2013	July-2013
Procurement	Pre-qualification questionnaire (PQQ)	July-2013	Sep-2013
Procurement	Invitation to Submit Outline Proposal (ISOP)	Sep-2013	Nov-2013
Procurement	Dialogue	Nov-2013	Jan-2014
Procurement	Invitation to submit final tender	Jan-2014	Jan-2014
Procurement	Award of contract		Jan-2014

Running in parallel with the procurement is the creation of the WMP team that will work with the IIP once the contract has been awarded.

6. Project Implementation

The purpose of this section is to illustrate the project governance arrangements including key roles and responsibilities, and the procedures for reporting, change control and benefits management.

6.1 Governance



6.2 Key roles

Project Executive	Police and Crime Commissioner Bob Jones
PCC's Representative to Task Force	Deputy Police and Crime Commissioner Yvonne Mosquito
Senior User	Chief Constable Chris Sims
Senior Responsible Owner (SRO)	DCC Dave Thompson
Senior Supplier	Chief Superintendent Richard Moore
Project Director	Chief Superintendent Richard Moore
Project Manager	Christian Doherty
PCC Advisors to Task Force	Jacky Courtney, Chief Executive, West Midlands Office for Policing and Crime Mike Williams, Chief Financial Officer
Project Assurance	David Wilkin, Director of Resources Chris Price, Chief Information Officer
Legal	Tina Patel, Acting Deputy Director Joint Legal Services

6.2.1 Notes

- The WMP “intelligent customer” work-stream will design and establish a WMP function and team that the IIP will embed and work with over the lifetime of the contract;
- There will be a direct relationship between the Task Force and the existing WMP business change team and specifically the business and technical design authority. This is because of the need to ensure that post contract award, there is a smooth and orderly transition from the current change portfolio to the “new” change portfolio derived from the design of the operating model;
- Following the award of contract and the completion of the subsequent IIP design stage, the existing WMP business change team where relevant will be merged into the new WMP change team so that all change is governed and managed by a single function. The team will manage a single change plan and maintain one set of processes for managing the configuration of all change and the evaluation of new change requests.

6.3 Project Costs

The Task Force is forecasting an expenditure of £797,400 summarised as follows:

<u>TECHNOLOGY TASK FORCE BUDGET 2013-14</u>			
			2013-14
			ESTIMATE
			£000
<u>CORE TEAM COSTS</u>			
	POLICE		216.7
	STAFF		128.0
<u>NON-PAY COSTS</u>			
	33111	TRAVEL	2.2
	45214	LEGAL - OTHER	180.0
	45711	PROCUREMENT, COMMERCIAL & PROJECT CONTRACTORS	259.5
	45712	OTHER PROF SERVICES	5.5
	47110	ACCOMODATION	1.1
	47111	SUBSISTENCE	0.7
	47112	STAFF CONFERENCE FEES	1.5
	47114	HOSPITALITY	2.3
TOTAL ESTIMATED COST OF PROJECT			797.4

Legal costs assume an average run rate of £20,000 per month and are taken from the figures used on similar procurements of this scale and complexity. Until the procurement is underway, it is impossible to predict whether this figure is sufficient to cover legal costs. As with other projects, all costs will be reported on a monthly basis together with a reforecast of the project expenditure. In the event that the project forecasts an overspend, the Project Director will present a case to the Project Board and PCC for consideration/approval.

6.4 Reporting

6.4.1 *Project Board*

The Task Force will report progress to the Project Board on a monthly basis. The Board will be chaired by the Deputy Chief Constable (DCC) who will also act as the Senior Responsible Owner (SRO).

6.4.2 *Police and Crime Commissioner*

The Task Force will prepare reports and other documentation for the PCC and the Strategic Policing and Crime Board as required by the PCC.

6.4.3 *Change Control*

Following the baseline of the project schedule, any significant changes to scope, benefits, cost to deliver the project or schedule itself will be subject to change control and formally documented and approved. Where appropriate, key stakeholders will be informed.

Any significant changes will not only be documented within the Change Control process but those which materially affect project costs and benefits or timeframes may require the project to undergo further review by the Design Authority.

6.4.4 *Benefits Management*

The Task Force will follow WMP's Benefits Management strategy and the procedures defined by the Corporate Portfolio Management Office (CPMO) team.

This will include:

- benefit profiles created and maintained for each benefit;
- the Project Benefits Tracker maintained by the Project Manager;
- a Benefits Evaluation Report produced by the Project Manager post change implementation and at a time agreed with the CPMO;
- the transfer at project closure of the responsibility for benefits realisation to the Business Change Manager.