



STRATEGIC POLICING AND CRIME BOARD
16 July 2013

DECISION

**WEST MIDLANDS POLICE AND CRIME COMMISSIONER:
TECHNOLOGY TASK FORCE - INNOVATION AND
INTEGRATION PARTNER**

PURPOSE OF REPORT

1. The purpose of this report is to ask Board to consider the recommended approach by the Technology Task Force to work with an IIP to deliver improved services to the public through enabling technology and use of information while meeting the financial challenges faced by the service.

BACKGROUND

2. The Commissioner has indicated that he intends to seek the views of the Board on any decisions that he intends to make. Attached to this report at **Annex A** is a copy of the draft decision report for consideration.
3. The attached draft decision report and supporting IIP Management Report make recommendations on which the Board are asked to comment upon.

RECOMMENDATIONS

4. The Board is asked to comment on the contents of this report.

Authors of the Report: Chris Sims, Chief Constable, West Midlands Police and
Jacky Courtney, Chief Executive, West Midlands Office for
Policing and Crime

**WEST MIDLANDS POLICE
AND CRIME
COMMISSIONER**

**NON-CONFIDENTIAL
NOTICE OF DECISION
0XX/2013**

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Title: West Midlands Police and Crime Commissioner: Technology Task Force - Innovation and Integration Partner

EXECUTIVE SUMMARY

On 14 February the Commissioner decided WMPCC 005/2013 (<http://www.westmidlands-pcc.gov.uk/transparency/record-of-decisions/2013/wmpcc-005-2013-technology-task-force/>) that the Technology Task Force should make recommendations to him on how the Commissioner and Chief Constable could work with an Innovation and Integration Partner (IIP) to enhance policing services delivered to the communities of the West Midlands.

This would be based on Options 3 and 4, as set out in the Technology Task Force Report:

- 3 - Change jointly-led with an IIP
- 4 - Change jointly-led with an IIP combined with the implementation and externalisation of ICT

Attached to this decision at Annex B is the report from the Task Force which makes the requested recommendations. The report describes the concept of an IIP, the scope, responsibilities, outputs and outcomes for an IIP, how the IIP relationship would be created and managed and some of the key commercial considerations and principles that might be applied during the procurement process and following any award of contract.

Details of the procurement documents: Official Journal of the European Union (OJEU) Contract Notice, Memorandum of Information (Moi) and Pre-Qualification Questionnaire (PQQ) will form part of a separate decision that will be considered by the Commissioner should he support the approach recommended by the Technology Task Force.

DECISION

I support the approach set out in the Management Report of the Technology Task Force attached as an Annex to this decision.

West Midlands Police and Crime Commissioner

I confirm that I do not have any disclosable pecuniary interests in this decision and take the decision in compliance with the Code of Conduct for the West Midlands Office for Policing and Crime. Any interests are indicated below.

Signature.....

Date.....

NON - CONFIDENTIAL FACTS AND ADVICE TO THE POLICE AND CRIME COMMISSIONER

The report, supporting document and recommendations form the basis of the decision.

INTRODUCTION AND BACKGROUND

The Challenge

West Midlands Police (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.

However, the challenge remains substantial for WMP. 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 WMP's partners across the public and third sectors 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 and key to this is the role of technology.

The concept of an IIP

In November 2012 the newly elected PCC asked the Chief Constable (CC) to establish a "Technology 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:** WMP 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 WMP to create an extended relationship with its customers and citizens;
- **Our People:** A smaller WMP workforce will be driven by core values and principles. There will be a continuing emphasis on empowerment, allied to the need for greater consistency of delivery and clearer accountability. WMP 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 WMP 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 WMP 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, the force 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 Innovation and Integration Partner.

The IIP will work as an embedded partner with WMP. It will play a critical part in helping us establish the future shape of the force and its operating model. The IIP will work in partnership with the Force to create a programme of change to deliver the future operating model. We will work together to identify innovative solutions to modernise the Force. The partner 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 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 Force 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
- Transforming the use of information and technology; this is seen as an early and critical area for the development of the force.

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);
2. Development of the change programme;
3. Commissioning Process;
4. Programme Management, Contract Management and Integration.
5. Creativity and Innovation
6. Developing the capabilities of WMP.

FINANCIAL IMPLICATIONS

Project Costs

The cost of the procurement process covering internal staff, contractors and ancillary costs is estimated to be in the region of £797,400. A breakdown of these is available in Section 6.3 of the IIP Management Report.

Commercial Arrangements and Evaluation

These are included in sections 3 and 4 of the IIP Management Report with reference provided to the approach being taken to the sharing of risks and rewards.

Scope and Value

The OJEU notice will state that WMP is seeking to procure an IIP for an initial 5-year period with a breakpoint during the terms 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 pre-qualification questionnaire (PQQ) stage.

Further detail on the scope is included at Section 5.1

Gateway Timetable

Gate	Description/Purpose	Milestone
0	Commissioner approval to issue OJEU Contract Notice	July-2013
1	PQQ evaluations report and recommendations for short-listing to move to Invitation to Submit Outline Proposal (ISOP)	Oct-2013
2	ISOP evaluation and recommendations for short-listing to move to dialogue	Nov-2013
3	Award of contract	Jan-2014

Please note that this is an indicative timetable and therefore may change

Details of the general timetable are at section 5.5.2 in the IIP Management Report

LEGAL IMPLICATIONS

The Commissioner has been provided with legal advice relating to the recommendations, Memorandum of Information (Mol) and Pre-Qualification Questionnaire (PQQ).

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The Commissioner has been provided with legal advice relating to the recommendations, OJEU Contract Notice, Mol and PQQ.

EQUALITY IMPLICATIONS

There are no direct equalities implications in the making of this decision. However as work is taken forward the Commissioner and Chief Constable will ensure that equalities issues are addressed and reported upon. The Commissioner and Chief Constable will continue their own regular engagement with Unions and Staff Associations.

Further details on consultation and engagement are at section 5.4 of the IIP Management Report

Schedule of Background Papers

Technology Task Force "IIP Management Report"

Public Access to Information

Information contained in this decision is subject to the Freedom of Information Act 2000 and other legislation. This decision will be made available on the Commissioner's website.

Draft decision