

Technology Task Force

1. Background

Following the election of the West Midlands Police and Crime Commissioner (PCC) on 22nd November 2012, the decision was taken to terminate the Business Partnering for Police (BPP) programme and the associated procurement consultancy support with immediate effect.

The PCC asked the Chief Constable to establish a Task Force to conduct a short exercise to explore ways in which the Force can innovate and offer a better service to the public; on the basis that core services involving the exercise of police powers and staff supporting such services are carried out by officers and staff under the direction and control of the Chief Constable. This analysis should include a comparison with other public sector organisations.

Without pre-empting the contents of the final report, the PCC has indicated that a key priority for action should be a technology driven solution enabling police officers and staff to work smarter and to achieve radical improvement in the service delivered to those that live and work in the West Midlands.

The Task Force will utilise the learning and experience of the BPP programme to explore how future work can make use, if possible, of the current legal framework; an approach viewed by the PCC as providing best use of public monies.

The Task Force will be supported by KPMG.

2. Purpose of this document

The purpose of this document is to describe how the Task Force will complete the exercise and to ask the PCC to approve:

- The procurement of consultancy services from KPMG;
- This document as the Terms of Reference governing the work the Task Force needs to carry out.

The procurement route will be a Government Procurement Service Multi-Disciplinary Framework Agreement (Ref RM353) by way of the single service provider option to a value of £98,000 plus expenses for 55 days effort.

3. Objectives

The Task Force will produce a report that sets out a range of options, all of which will be capable in some form of meeting the force's strategic, operational and financial imperatives, while remaining aligned with the aspirations and values held by the PCC and Chief Constable and seen as acceptable to the citizens of the West Midlands.

To achieve that aim, the Task Force will conduct a short 2-month exercise to:

- Agree with the PCC, the meaning and scope of Core Services and Support Services;
- Develop and apply a High, Medium and Low or equivalent rating system that objectively measures the criticality and benefit opportunities relating to Core and Support services;

- Baseline the capability and maturity of the in-scope services (e.g. not all core and support services can be analysed due to time constraints so a decision will be sought to agree a cut-off point);
- Baseline the capability and capacity of the Information Services (IS) function: ICT and Information Management;
- Cross reference the IS capability against the business priorities to check alignment and determine priorities (e.g. investment in new ICT must have a reference point and therefore linked to defined/agreed business outcomes);
- Baseline the capability and capacity of West Midlands Police ability to deliver change internally on its own;
- Assess the opportunities offered by collaboration with other police forces;
- Assess public sector best-practice and where practicable, extend this to look at other sectors;
- Engage West Midlands Police staff and members of the public in the West Midlands area to solicit their views and incorporate them into the options design stage where relevant;
- Provide an investment/benefit appraisal of each option covering start-up, design and build, implementation and ownership.

4. Deliverables

The key deliverable will be an options report that subject to approval will be submitted to the Police and Crime Commissioner by 23rd January 2013.

The proposed contents and format for the report can be summarised as:

- Ambition statement
- Strategic Intent
- Financial Context
- Background
- Scope
- Capability Assessment
- Engagement with members of staff and the public
- Options Analysis including costs, timescales and risks
- Governance

5. Ambition Statement

Our ambition is for the people of the West Midlands to have *"Pride in their local Police Service."* In support of this, our mission remains *"To serve our communities and protect them from harm"*. We want the public to be confident about our ability to continue to improve service delivery, at a lower cost and with maximum efficiency and productivity.

Local policing will remain the bedrock of our relationship with communities. We will be more open in our engagement, ensuring that citizens are as well informed as possible to participate in the continuing debate about their policing service. The seamless delivery of community engagement, response policing and problem solving will take place in a way that maximises our opportunities to work collaboratively with a variety of key partners to fight for victims of crime and be tough on the causes of crime and ASB.

We will continue to develop critical areas of policing that protect the public from harm. Where possible, these protective services will be visible to the public and delivered with increasing levels of interoperability regionally and nationally. Enhanced local democratic accountability will be balanced by stronger national policing structures, with West Midlands Police playing a full role in supporting this approach.

This ambition and mission will be enabled by fostering new relationships with:

Information: Transforming our access, collection, management and use of information is at the core of our ambition and mission. We will operate integrated systems, capable of managing the volume of information available from customers, partners, social media and traditional criminal intelligence sources. We will utilise algorithms that assess the threat of risk and harm and determine local priorities and allow processes to be automated. Information transformation will support better decision making at all levels, stronger relationships and improved outcomes.

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.

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 West Midlands Police values. There will be a continuing emphasis on empowerment; allied to this will be 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.

6. Scope

The BPP programme did not define scope in detail. It was precise in valuing the role of the constable and communications were very clear that operational policing activities would not fall in scope. Scope was intentionally left wide to allow innovation by partners towards outcomes.

The PCC has stated that this breadth has created public uncertainty and is keen to make clear **“that those that deliver core police services, which encompasses staff and officers exercising police powers and the staff engaged to support those fulfilling those functions, remain under the direction and control of the chief constable”** and that **“that the priority for action should be a technology driven solution which enables police officers and staff to work smarter and to achieve radical improvement in the service delivered to those that live and work in the West Midlands”**.

The Task Force needs now to clearly delineate Scope which should involve an assessment of the organisation and categorisation into the following areas:

Core Service: Under the PCC definition where change would transform by public or private partners work but the operation of the service area is clearly under the direction and control of the Chief Constable. Core services are likely to be areas where “coercive” powers are exercised. The scope would identify modernisation outcomes for this area.

Support services: Provide important functions to enable the force’s operations but would fall outside the core definition. Change in this area could extend to greater involvement by public or private partners. The improvements sought in this area are primarily about improving / reducing costs and the staffing model would be examined only as a consequence of modernising the service not as a simple cost saving mechanism. The scope would identify modernisation outcomes for this area.

ICT / Information services: ICT and information is at the centre of the change vision as future capability is central to the modernisation of the force and better service. This area needs separate consideration to address the current technology state and the capability of the business area to deliver change. The area presents a burning platform now and change will be severely limited without good capability. The scope would identify current risks and modernisation outcomes for this area.

This scope should be completed by: 20th December.

This is an area that will require support from KPMG as this will need to be more than a simple classification of functions. The procurement to date had been aimed at outcomes and not overly prescribing the method. The PCC mandate re-frames this but it is important that this work does not overly constrain the solution sought.

KPMG will be asked to outline how they can support scope and assess ICT capability and risks and change capability and risks. This work should draw upon relevant work they have previously carried out in force.

7. Engagement

The options need to generate the vehicle for the future modernisation in an appropriate way for each area of scope. The existing procurement's suitability can then be gauged against these options. The options will need to ensure:

- The public's voice on service experience and aspiration for future service is heard. This work is being carried out under a project underway now called "Customer Journey" which will engage five hundred local people who have used our service. This will not require direct consultancy support from KPMG, but the report will need to draw from this work.
- The voice of staff is heard. Staff will have ideas on what, after considerable change is still inhibiting their ability to deliver. The staff engagement will have to closely reflect the shape of the scope. The time available will place some constraints on this area. There is limited time to engage and much engagement has been inherited from the BPP team. KPMG are invited to offer options to help with this requirement which need to be costed separately.
- Evidenced need: There will be immediate requirements around change, particularly ICT. These will need to be addressed. KPMG are asked to advise on how they can support this work which is has close relationships to issue outlined under scope.

8. Approach and Schedule

The approach will:

- Include the vision for change the force has and the PCC's aspirations for the Police and Crime Plan.
- Identify our **capability and capacity** to deliver the changes ourselves.
- Identify **other suitable delivery models** that may be appropriate in different parts of the scope. This will include continuance as public sector.
- Recognise the ability to actually specify costed solutions are limited by limited engagement. This will apply to all vehicles as a radical modernisation programme will not be able to anticipate the precise solutions across a long term strategy, but will be looking for flexible vehicles to do this.
- Identify areas that are **time critical**.
- Identify **the impact on the current procurement design**.

This final stage of the work will identify the range of vehicles for change.

The work will be split into a series of mini work-packages managed under the following sub-stages:

Week	Stage	Milestone	Description
1 – 2	Initiation	07/12	Develop terms of reference Develop 'Ambition Statement' Develop draft format/contents for report
3 – 6	Research & data collection	04/01	Appoint consultants Agree scope and approach Develop schedule Identify information sources and SPOCs Assign activities Schedule meetings & workshops as required Gather and collate data
7 – 8	Analysis & options assessment	18/01	Formulate options Draft report including peer review
9	Report	25/01	Final version/sign-off

- The periods for the 'research and data collection' and 'analysis and options assessment' stages may fluctuate depending on the volume of data sought and the availability of staff.
- Some of the activities (e.g. information workshops) will be optional depending on the initial assessment to determine what information will be required and the availability of staff to participate.

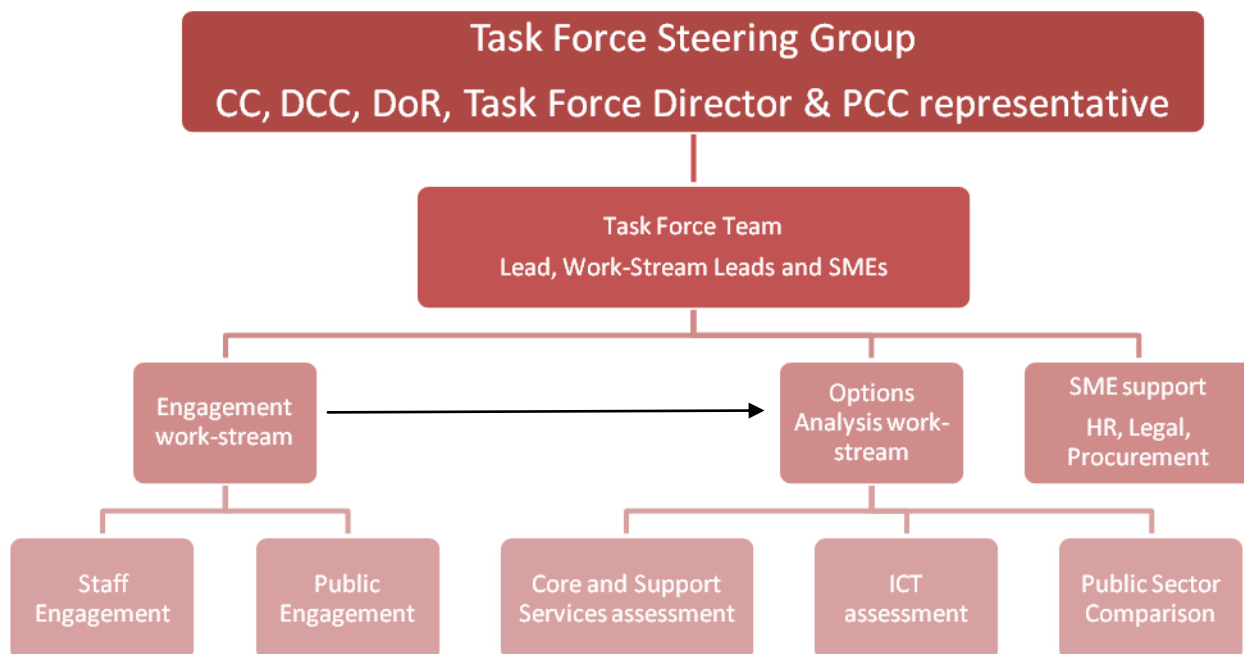
9. Consultants

KPMG will be approach on the following preferred supplier/framework contract basis::

- KPMG are available on a contractual framework which is vital given the limited time available to carry out this work. They have expertise in this area having previously tendered for the BPP programme.
- KPMG have carried out work with West Midlands Police as part of the change programme before. They have a very good grasp of the current force change programme and its limitations and ICT capability.
- KPMG have strong global police market experience and have good access to assess market appetite.
- KPMG have worked with a number of vehicles for change and will be capable of offering "vehicle neutral options".
- KPMG have a robust ICT capability to assure these aspects of the force's capability.
- The contract sought is simply to carry out the work of the Task Force and should the procurement proceed consideration will be given by the force and the PCC as to how the procurement should be supported.

10. Governance

The Task Force governance and team structure will be established during the initiation stage and the following is an indicative proposal pending sign-off.



Comments

- The work schedule will be split into a series of work-streams each led by a dedicated SPOC;
- The Engagement work-stream will feed into the Options Analysis work-stream which in turn, will be responsible for producing the final report;
- The 'Task Force Team' will meet on a weekly basis to review progress against the plan and report back to the Task Force Director who is a member of the Task Force Steering Group;
- It is recommended that a representative from the PCC's office is seconded onto the Task Force Steering Group and Team.

11. Constraints

The major constraints are:

- The time available (9 weeks) which might affect the depth and quality of the analysis and recommendations;
- The availability of business staff/users to provide the information required by the Task Force and/or participate in workshops designed to gather information and test findings/assumptions;
- The skills within the Task Force and the availability of staff due to current and planned absences;
- The Christmas and New Year holiday period.

12. Assumptions

The key assumptions are:

- The analysis can be completed on time and to a sufficient depth that will provide a meaningful final report;
- The business will be able to commit to the process;
- The information required by the Task Force is readily available/easily accessible;
- All relevant stakeholders including members of the public can be engaged during the time available;
- The Task Force can continue to engage bidders relating to BPP;
- The PCC will be in a position to make a decision at the end of the process.

13. Risks

The key risks are:

- Staff are confused by what the Task Force is trying to achieve so soon after BPP and the need for another set of consultants;
- Further The final report lacks detail because there is insufficient time available to complete the analysis to a meaningful level;
- The time constraints mean that the Task Force is unable to fully engage members of staff and the public to get their views;
- The bidders relating to BPP withdraw from any likely future procurement process;
- The information required by the Task Force for analysis purposes either doesn't exist or is not easily accessible;
- The business is unable to make staff available to collate/provide information;
- The 'customer journey' exercise will not have progressed to the point where it can provide meaningful information to the Task Force;
- Further engagement with BPP bidders gives the wrong impression and may impact any future procurement programme.

14. Dependencies

The key dependencies are:

- The PCC agrees the terms of reference;
- The Task Force can quickly reach agreement on the basic definitions (e.g. Core Services versus Support Services);
- The information required by the Task Force for analysis purposes exists and is made available in a timely manner;
- The business can provide the staff needed to assist the Task Force with the compilation of the report.

15. References

Document	Source
Modernising Policing Task Force Commission	Insp Jenny Williams – 2679
PCC Transformation Options Paper V1.0	George Beard – 2378
WMP and PCC Decision Session (22/11/12)	George Beard