



WEST YORKSHIRE POLICE AND CRIME PANEL

15 December 2017

Response to the Police and Crime Panel Transformation Fund Scrutiny Review

1. Purpose

- 1.1 To provide a response to the review team's report and an update against the recommendations made.

2. Response to the scrutiny review report

- 2.1 I am pleased to note the review team's conclusion that "The review team welcomes the way in which the PCC has exercised oversight of the transformation fund and this leaves the review team with no concerns."
- 2.2 I also welcome the observation of the review that "The Review Team were reassured by the knowledge, understanding and enthusiasm shown by the project leads and sponsors. They have been able to demonstrate the benefits, planned and unplanned, that they are bringing to community safety outcomes in West Yorkshire. On the evidence provided, WYP has clearly benefited from its investment in new technologies which have helped the Force to remain as effective and efficient as possible in the context of significant budget cuts and an increasingly more challenging public safety and crime context."
- 2.3 The review team also raised some useful observations and recommendations for areas of improvement for which resulting actions are detailed below. I would like to take this opportunity to thank the review team for their work, the work of my office in supporting the oversight of the fund and the work of West Yorkshire Police in delivering the transformation.

3. Action Plan

- 3.1 The review team made a number of recommendations which have been incorporated into an action plan show at appendix A to articulate how they will be taken forward.

Appendix 1

Recommendation	Response	Action
<p><u>Recommendation 1</u> That the aims and objectives of any future funding programmes are clearly set out and documented prior to their final approval.</p>	<p>The Transformation Fund was unique in its approach of being a large scale targeted investment programme. Each individual project had a business case with the aims and objectives articulated. It is recognised however, that there was no overarching document that clearly showed the wider objectives other than those listed in the budget report. Whilst it is envisaged that moving forward investments will follow the embedded capital programme process with agreed business cases; if an investment approach was taken similar to the Transformation Fund an overarching document would be produced that set out clearly the wider objectives.</p>	<p>Where appropriate include an overarching document clearly setting out the wider objectives that each business case feeds into.</p> <p>Owner – Treasurer</p> <p>By When – as and when the need arises</p>
<p><u>Recommendation 2</u> That for any future funding programmes, realistic timescales are set for individual projects and for the programme as a whole.</p>	<p>The Transformation Fund was unique in its approach of being a large scale targeted investment programme. Each individual project had an indicative timeframe set at the point of approval. It is recognised however that when the overall fund was announced there was no overarching document that clearly showed the sequencing of all projects as they were at different stages of scoping. With limited implementation resources projects were then staggered. Allowing the programme to develop organically has led to what we believe is a much more successful outcome.</p>	<p>If we did repeat this kind of exercise we would seek to assess how projects were phased in line with resources and necessary sequencing to give a more realistic timescale overall.</p> <p>Owner – Chief Officer Team Lead</p> <p>By When – as and when the need arises</p>
<p><u>Recommendation 3.</u> That for any future funding programmes, robust governance arrangements are</p>	<p>Robust arrangements are now in place as recognised by the review and they will be utilised for all future substantial investment programmes.</p>	<p>No action required</p>

<p>agreed and documented at the outset of the programme.</p>		
<p><u>Recommendation 4</u> That for any new technology or digital-based project, due consideration should be given in the planning stage to the cultural and behavioural changes that will be needed to maximise the business benefits from such an investment.</p>	<p>Agreed. This has been recognised in the later projects within the Transformation Fund.</p>	<p>Consideration of cultural change needs to be incorporated within the revised business case template.</p> <p>Owner – Chief Officer Team Lead</p> <p>By When – End of December 2017</p>
<p><u>Recommendation 5</u> That for any significant future funding programme robust project management and reporting controls are put in place at the outset of the programme and that includes identifiable points where exit strategies are developed for any projects not achieving identified milestones or specified outcomes.</p>	<p>The Transformation Fund projects were predominantly capital investment projects whereby exit points would have been difficult to identify upfront.</p> <p>Testing did take place with payments withheld where it was assessed that equipment was not suitable for deployment.</p>	<p>Consideration of exit strategies to be included within the business case template.</p> <p>Owner – Chief Officer Team Lead</p> <p>By When – End of December 2017</p>
<p><u>Recommendation 6</u> That there is a full evaluation of the Transformation Fund and to identify the benefits the programme has secured.</p>	<p>Agreed. The requirement was identified by both the Chief Officer Team and the PCC.</p>	<p>Owner – Chief Officer Team Lead</p> <p>By When – End of 2018</p>