



BRIEFING NOTE

WEST YORKSHIRE POLICE AND CRIME PANEL

15th July 2016

Transformation Fund

1. Background

1.1 The Police and Crime Commissioner and Chief Constable agreed in January 2014 to set up a £20m Transformation Fund established from a transfer from general balances that had accumulated from previous years' early achieved savings. Funding was allocated across ten key project areas. These projects are regarded as being key in transforming the organisation and having a significant impact on both the strategic priorities within the Police and Crime Plan and on critical operational and organisational matters.

1.2 Regular updates have been provided to the Police and Crime Panel giving details of the estimated capital costs and the ongoing revenue costs that are associated with each project. The updates have also included a brief narrative showing the progress for each project and an outline of the expected longer term benefits.

1.3 Following the previous update the Police and Crime Panel expressed a view that more detail should be provided regarding the process for ensuring the intended benefits of the projects have been realised. This report seeks to provide that information and to give an indication of the timeline of when the final reports for each of the projects will be completed.

2. Governance

2.1 Appendix A shows the process flow for investment decisions and the reporting of benefits realisation. Clearly there are many stages within the force project governance arrangement that are not included on this diagram that would be included in any organisation's project and programme governance arrangements. An example of this is the Digital Oversight Board chaired by the Chief Constable with OPCC representation that has been set up to ensure delivery of Digital Project Business Benefits.

2.2 The Joint Independent Audit Committee (JIAC) is also provided with regular updates on the transformation fund. The JIAC focuses on approvals and benefits realisation.

3. Benefits Realisation

3.1 As shown in the diagram at Appendix A there are a number of formal meetings where the Police and Crime Commissioner discusses business benefits and the community impact of Transformation Fund projects.

3.2 The Joint Executive Group meetings receive the initial business cases which are attended by all the OPCC Executive team. This enables the OPCC Executive team to discuss the proposals in detail with the presenter and the relevant members of the Chief Officer Team. Initial discussions will have already taken place by this stage, so the meeting is really to allow a more detailed presentation of the proposals and to give the Executive team the opportunity to challenge assumptions and the detail of the business case to inform the Police and Crime Commissioner's decision making. As projects are further developed more detail will be provided to the Joint Executive Group regarding benefits realisation.

3.3 In the interim, reports are taken to the Assets Board, chaired by the OPCC Treasurer, detailing the progress of the projects with interim reports on benefits realisation. The timetable for the more detailed reports is shown at Appendix B.

3.4 Examples of interim reports are shown at Appendix C and Appendix D which detail the progress for the Automatic Number Plate Recognition and Digital Interview Recording projects respectively.

3.5 Community aspects to the projects are discussed at the Community Outcomes Meetings at the initial stages of the projects and will be discussed in terms of community benefits in more detail at these meetings as the projects progress.

3.6 To date £8.7m has been spent from the transformation fund. Further updates will be provided to the Police and Crime Panel as the projects progress.