

Recommendation	Response	Action	Progress as at 30/6/2018
<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>We have yet to embark on another programme of this scale however we can confirm that under the new, recently introduced, West Yorkshire Police Portfolio Management Office (PMO) where all change programmes are coordinated, monitored and reviewed, proforma documentation at pre-project stage requires that the aims and objectives of any work be clearly set out and quality assurance by the PMO should ensure that they are sufficiently robust prior to approval and challenge by the OPCC.</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</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</p>	<p>We have yet to embark on another programme of this scale. However, the timeline will receive scrutiny by the West Yorkshire Police Portfolio Management Office (PMO) prior to further scrutiny by the OPCC.</p>

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	<p>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>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 agreed and documented at the outset of the programme.</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>As per December update.</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</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>The revised business case template includes a section on required cultural change which is challenged by the PMO structure, the Executive Change Board (including the Chief Officer Team and the OPCC Treasurer) and the OPCC.</p>

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<p>maximise the business benefits from such an investment.</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>A key aspect of the adoption of portfolio management is prioritisation of projects and the ability to control project start up by virtue of having only one route for commencement, coupled with a broader range of standard documentation and quality assurance by the PMO will make for more robust control. Constant re-assessment of the portfolio priorities means that exit strategies will be developed for all projects and those not achieving identified milestones or specified outcomes will be de-prioritised through the governance process. The OPCC will ensure that this is a reality prior to investment approvals.</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>	<p>The Post Implementation Review of the Transformation Fund is scheduled to commence in September and early preparatory work is ongoing now. The review will have input from the OPCC and will be presented to the PCC at a future Joint Executive Meeting in late 2018.</p>