

REQUEST FOR DMPC DECISION – PCD 347

Title: Specialist Capabilities Programme Invitation to Tender

Executive Summary:

This paper requests approval for an Invitation to Tender (ITT) for continued consultancy support to the national Specialist Capabilities Programme, which forms part of the wider Police Reform work being undertaken by NPCC and APCC and which is overseen by the Police Reform and Transformation Board (PRTB).

Recommendation:

The Deputy Mayor for Policing and Crime is recommended to approve:

- An Invitation to Tender (ITT) for continued consultancy support to the national Specialist Capabilities Programme, which forms part of the wider police reform work being undertaken by NPCC and APCC and which is overseen by the Police Reform and Transformation Board (PRTB).
- The consultancy support will be contracted through Bloom for a period of 12 months at a cost of up to £600k, which will be fully funded by the Police Transformation Fund.

Deputy Mayor for Policing and Crime

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. Any such interests are recorded below.

The above request has my approval.

Signature

Sybil Henderson

Date

06/03/18

PART 1 - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DMPC

Decision required – supporting report

1. Introduction and background

- 1.1. In April 2016, the National Police Chiefs' Council (NPCC) embarked upon an ambitious national programme to consider options for the future delivery of specialist policing capabilities.
- 1.2. The purpose of the programme is to develop new approaches to the delivery of critical high-level police capabilities which are becoming more technical, specialised and expensive, as well as increasingly difficult to sustain and operate on a single force basis. The work is focused on creating the conditions for cooperation and coordination between forces. Fundamentally, 'networked policing' is the mechanism by which law enforcement in England and Wales will work more closely in a more coordinated way from a local to a national level, both internally within law enforcement and more widely with partners.

2. Issues for consideration

- 2.1. As a consequence of the annual funding cycle for Police Transformation Funding (PTF), this is the third invitation to tender (ITT) for continued consultancy support for the Specialist Capabilities Programme.
- 2.2. The proposal is for the resources required to be procured through Bloom Procurement Services on behalf of Metropolitan Police Service Commercial Services and supported by MOPAC, in line with the previous two procurements.

3. Financial Comments

- 3.1. The total cost of consultancy for this work will be between £450-600K and will be funded by the Police Transformation Fund. As with all PTF bids, ministerial sign off is awaited.

4. Legal Comments

- 4.1. The Bloom neutral vendor route represents a compliant route to procure the required services.

5. Equality Comments

- 5.1. There are no adverse equality or diversity implications associated with this recommendation.
- 5.2. The successful provider will be evaluated for an acceptable equality and diversity statement as well as their ability to meet the MPS requirements under the Equality Act 2010 as a supplier to MOPAC.

6. Background/supporting papers

- 6.1. Report

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOIA) and will be made available on the MOPAC website following approval.

If immediate publication risks compromising the implementation of the decision it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? NO

If yes, for what reason:

Until what date:

Part 2 Confidentiality: Only the facts or advice considered as likely to be exempt from disclosure under the FOIA should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a **Part 2** form – NO

ORIGINATING OFFICER DECLARATION

		<i>Tick to confirm statement (✓)</i>
Head of Unit: The Chief Finance Officer has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.		✓
Legal Advice: Legal advice is not required.		✓
Financial Advice: The Strategic Accountant in MOPAC has been consulted on this proposal.		✓
Equalities Advice: Equality and diversity issues are covered in the body of the report.		✓

OFFICER APPROVAL**Chief Executive Officer**

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Deputy Mayor for Policing and Crime.

Signature

R. Lawrence

Date

28/2/18



Specialist Capabilities Programme

February 2018

Report by Liam O'Brien, NPCC

EXECUTIVE SUMMARY

This paper requests approval for an Invitation to Tender (ITT) for continued consultancy support to the national Specialist Capabilities Programme, which forms part of the wider Police Reform work being undertaken by NPCC and APCC and which is overseen by the Police Reform and Transformation Board (PRTB).

A. RECOMMENDATIONS – That the Deputy Mayor for Policing and Crime approves:

- An Invitation to Tender (ITT) for continued consultancy support to the national Specialist Capabilities Programme, which forms part of the wider police reform work being undertaken by NPCC and APCC and which is overseen by the Police Reform and Transformation Board (PRTB).
- The consultancy support will be contracted through Bloom for a period of 12 months at a cost of up to £600k, which will be fully funded by the Police Transformation Fund.
- Delegated approval to the MPS Director of Commercial Services to complete the contract award within the limits of this decision (i.e. to a maximum of £600k), once the Home Office have provided written confirmation of the PTF funding.

B. SUPPORTING INFORMATION

Background

In April 2016, the National Police Chiefs' Council (NPCC) embarked upon an ambitious national programme to consider options for the future delivery of specialist policing capabilities. The first tranche of work comprised two phases. Phase one developed the concept of 'networked policing' as well as the review of five specialist areas of capability.

The purpose of the programme is to develop new approaches to the delivery of critical high level police capabilities which are becoming more technical, specialised and expensive, as well as increasingly difficult to sustain and operate on a single force basis. The work is focused on creating the conditions for cooperation and coordination between forces. Fundamentally, 'networked policing' is the mechanism by which law enforcement in England and Wales will work more closely in a more coordinated way from a local to a national level, both internally within law enforcement and more widely with partners.

As a consequence of the annual funding cycle for Police Transformation Funding (PTF), this is the third invitation to tender (ITT) for continued consultancy support for the Specialist Capabilities Programme, each previous requirement having been initially managed through NEPRO, and subsequently Bloom Procurement Services, on behalf of MPS Commercial Services and supported by MOPAC.

The last ITT in 2017, set out three specific, as well as a general requirement for support to the programme as set out below;

- Development of Network Data Management Systems
- Support to develop Economic Modelling
- Provision of support to pilot Leadership Models
- Provision of Strategic Business Change Support

Whilst each requirement was specific in nature, the individual elements were incorporated into a single invitation to tender. Suppliers were asked to outline a proposed approach to the provision of support specifically setting out relevant experience of operating within and understanding of, the complex political nature of the national law enforcement landscape.

Current Position

The programme has operated with mix of core team staff working with existing consultancy support, NPCC portfolio leads, practitioner groups and regional collaboration teams in the development of programme recommendations. So far, nine capabilities have been reviewed and work to implement change across twelve project areas that comprise around £1.5 billion of police expenditure is underway. The capabilities have been examined through two stages of analysis and are now reaching the point of agreed implementation either as regional early adopter sites or as single pieces of change.

The programme has developed a capability development framework which provides a structured and repeatable approach to developing capabilities. Working with capability leads, the medium-term objective is to embed the framework and its constituent parts as business as usual activity. This will help to ensure the sustainability of the capability-based approach to leading change, past the life of the formal programme. A core element to improving how capabilities are developed and matured is the role of a capability lead. This role was supported by Chiefs' Council and the APCC and is being examined through a series of on-going pilots to review different leadership models. Three pilots will run for a period of two years from November 2017 to October 2019 and will be subject to initial review and evaluation in March 2019.

The programme has also acknowledged that a mature approach to payment mechanisms for the use of capabilities is vital if forces are to be incentivised to hold and develop capabilities and the service is to improve its resource utilisation. Economists have examined this issue through the lens of three policing examples; National Police Air Service (NPAS), National Ballistics Intelligence Service (NABIS) and the proposed Protected Persons arrangements. This experience has been combined with learning from other sectors. A resulting report identifies a series of overarching principles and learning points which are already being used to support individual areas of policing beyond the programme. As part of the ongoing work, guidance is being drafted which will provide forces and agencies, principles and options when developing and implementing future transactional costing models.

As it enters its third year, the programme has reached an important stage where it is beginning to combine its two key areas of work in practical settings. For example; the TSU project is now operating under a new capability lead supported by the National Crime Agency, it is piloting a new data dashboard and will seek to re-think the business rules and governance through which it operates. All of these developments will operate within early adopter regions where, in the context of a new operating model the programme will seek to capture the benefits of the overall change.

New programme governance arrangements are also in place. Previous arrangements have been replaced by a Strand Oversight Board, considering the totality of Specialist Capability work and its relationship to the Police Reform and Transformation Board, as well as a Delivery Board which brings together Police and Crime Commissioners, and Chief Constables, Capability Leads, as well as key stakeholders, in a single group that represents forces and regions, in considering the implementation of programme changes.

1. General Requirement for Consultancy Support.

The NPCC now seeks continued general support from a supplier to build upon the successful progress of the programme to date. There will continue to be a requirement to address broader strategic issues which traverse both geographic and thematic areas such as governance and accountability as part of the work. The general continued requirement will be to help progress the developing framework and implementation model which blends strategic national top down conceptual thinking around networked policing, with effective implementation of recommendations at force and regional levels.

As with previous invitations the specific requirements as well as the continued underpinning support to the development of the programme workstreams are incorporated into a single invitation to tender. They are to a large extent requirements to provide continued support and to build upon each element of the programme.

This paper requests approval from MOPAC to publish an Invitation to Tender (ITT) for continued consultancy support to the national Specialist Capabilities Programme, which forms part of the wider Police Reform work being undertaken by NPCC and APCC and which is overseen by the Police Reform and Transformation Board (PRTB).

Commercial Strategy

The NPCC commissioned the MPS to manage the process of procuring consultancy support to the continued development of the programme. MPS Commercial commissioned Bloom Procurement Services to conduct a competitive tendering process.

The full Statement of Requirements (SoR) has been agreed and ten organisations will be invited to bid. The exercise will consist of a technical and commercial evaluation of bidder proposals through a robust and transparent process which will incorporate briefing sessions and presentations.

The tender evaluation criterion is based upon a 70% technical and 30% commercial basis. The quality criterion is sub-divided between experience (45%), proposed delivery (35%) and resourcing and quality assurance (25%).

Proposals will be evaluated by a panel consisting of NPCC strategic leads and Bloom procurement Services.

C. OTHER ORGANISATIONAL & COMMUNITY IMPLICATIONS

Equality and Diversity Impact (mandatory)

1. There are no adverse equality or diversity implications associated with this recommendation.
2. The successful provider will be evaluated for an acceptable equality and diversity statement as well as their ability to meet the MPS requirements under the Equality Act 2010 as a supplier to MOPAC

Financial Implications / Value for Money (mandatory)

1. The approach of the programme is predicated on the principle of increasing reliance on capability leads and reducing contribution from consultants. The programme was granted £3,000,420 from the Police Transformation Fund to support its work in 2017-18. Of this total £2,335,000 funded consultancy support.
2. For year 2018-19, the programme team is confident it can continue to progress and deliver its agreed objectives at a cost of £2,077,688. However, by drawing down on NPCC and APCC funds of £290,000 a reduced total bid of £1,787,688 has been supported by the PRTB. A significant percentage of the funding will be invested directly in support of capability leaders with reduced reliance upon consultancy support. Therefore the total cost of consultancy for this ITT will be between **£450-600K**. As with all PTF bids, ministerial sign off is awaited.

Legal Implications (mandatory)

1. The Bloom neutral vendor route represents a compliant route to procure the required services.

Consultation undertaken (mandatory)

Key stakeholder engagement (up to what level)	Supportive / Supportive with concerns / Not supportive / Not affected
Sara Thornton	Supportive
Chris Sims	Supportive
Police Reform and Transformation Board	Supportive
Specialist Capabilities Oversight Group (representing CCs and PCCs)	Supportive
James Brown MPS Commercial	Supportive

Risk (including Health and Safety) Implications (mandatory)

1. Nil.

Real Estate and Environmental Implications (if relevant to the subject)

1. Not applicable

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Specialist Capabilities Programme

Statement of Requirement for Consultancy Support

February 2018

Introduction

In April 2016, as part of the broader police reform and transformation work, the National Police Chiefs' Council (NPCC) embarked upon an ambitious national programme to consider options for the future delivery of specialist policing capabilities. The first tranche of work comprised two phases. Phase one developed the concept of 'networked policing' as well as the review of five specialist areas of capability; Armed Policing, Major Investigation, Roads Policing, Surveillance and Technical Surveillance (TSU). Phase two continued the development of the networked policing concept, progressed the proposals of the phase one capabilities and reviewed two further specialist areas of capability; Cyber (dependent) as well as Intelligence, which has focused on; Receipt and Assessment, Open Source and Analysis.

Simply put, the purpose of the programme is to develop new approaches to the delivery of critical high level police capabilities which are becoming more technical, specialised and expensive, as well as increasingly difficult to sustain and operate on a single force basis. The programme is focused on creating the conditions for cooperation and coordination between forces. Fundamentally, 'networked policing' is the mechanism by which law enforcement in England and Wales will work more closely in a more coordinated way from a local to a national level, both internally within law enforcement and more widely with partners.

The work is predicated on the continued operation of existing police forces, with individual Chief Constables retaining operational independence, being held to account by a local Police and Crime Commissioner. The programme supports the development of 'planned interdependency' which enables forces, supported by existing national agencies such as NCA, College of Policing and NPCC, to deliver critical specialist capabilities to higher levels of efficiency and effectiveness whilst still supporting a local policing context.

Background

This is the third invitation to tender (ITT) for consultancy support for the Specialist Capabilities Programme. The previous requirement in early 2017, set out three specific requirements for support to the programme as well as a general requirement for underpinning support to the full time programme team. Whilst each requirement was specific in nature, the individual elements were incorporated into a single invitation to tender. Suppliers were asked to outline a proposed approach to the provision of support specifically setting out relevant experience of operating within and understanding of, the complex political nature of the national law enforcement landscape, a view on the priority of requirement(s) as set out, as well as a position on prioritisation of effort. Suppliers were asked to provide strong evidence where appropriate of technical experience and proven ability to successfully deliver and importantly, to describe how they would provide reassurance around an approach to providing a flexible and agile approach to resource provision and pricing.

The specific requirements as well as general requirement to provide underpinning support to the development of the programme workstreams as set out in 2017, are summarised below;

Development of Network Data Management Systems

Recognising the importance of reliable data to enable interoperability and facilitate the effective operation of the policing network by supporting decision making, there was a requirement for support

to the programme team, portfolio leads and practitioners regarding the collection and interpretation of data for management purposes. This was to include design, construction, piloting and evaluation of pilot activities to be used as proofs of concept and where appropriate, lead to broadening the application across other capability areas.

The support was to provide insight and evidence regarding single technology solutions to support an environment in which strategic leads would be able to make informed judgements regarding interventions and investment, as well as draw upon good practice from similar sectors.

Support to develop Economic Modelling

In order to understand how costs and benefits are shared across the network through established cross-force and regional arrangements, which may have already identified benefits in respect of some areas, in order to protect and sustain these areas of capability beyond geographic boundaries in the future, the programme sought support in undertaking analysis of models that could be used to sustain collaboration beyond force and regional boundaries.

The support required was to; provide strong evidence of understanding of financial and payment mechanisms within policing, an understanding of successful economic modelling options within other organisations and networks, as well as the development of proposals for the piloting, evaluation and implementation of economic models.

Provision of support to pilot Leadership Models

The programme had identified dedicated leadership for specialist capabilities within a networked policing model as critical to providing capacity to enable change. Support was sought to develop and assess through proof of concept, different models of capability leadership in order to test ideas and prove benefits. The requirement set out the need to provide evidence of understanding the current governance and leadership models across law enforcement generally and policing specifically. Suppliers were asked to provide evidence of having successfully worked with organisations and networks to develop successful leadership models and to support the design, criteria, evaluation and management of pilot activity.

Provision of Strategic Business Change Support

Needing to navigate a complex stakeholder environment any supplier needed to have a strong understanding and recent experience of working within the national law enforcement landscape across a broad spectrum of capabilities. It was also emphasised that for anticipated benefits to be realised any approach would need to complement work within existing law enforcement change programmes.

The requirement for support to the main programme team required evidence of; a strong understanding of the Police Reform and Transformation Programme; insight, experience and knowledge of developing and implementing change effectively and efficiently across networks; relevant experience in delivering change with senior stakeholders and in networked organisations; an ability to add further definition and momentum to the existing programme; as well as an ability to work flexibly across each of the programme strands and supporting the coordination of the specific requirement areas.

Current Position

The Programme has operated with mix of core team staff working with existing consultancy support, NPCC portfolio leads, practitioner groups and regional collaboration teams in the development of programme recommendations. So far, nine capabilities have been reviewed and work to implement

change across twelve project areas that comprise around £1.5 billion of police expenditure is underway. The capabilities have been examined through two stages of analysis and are now reaching the point of agreed implementation either as regional early adopter sites or as single pieces of change.

The programme has also taken specific steps to support the 'networked policing' concept. In relation to data, the programme has identified disparate data as being a challenge to closer collaboration and networking between forces, created by a lack of standardised, accessible data and management information. To address this PCCs and CCs agreed to a pilot proposal to improve data and reporting across capabilities. The scope of this work is currently focussed on TSU, with two current live project work streams; a cross-regional standardised reporting prototype; as well as a strategic review to establish baseline of data and reporting maturity. The early positive outputs of this work have resulted in the capability leads for both armed policing and surveillance agreeing to broaden the data pilot work to include their areas.

The programme has developed a capability development framework which provides a structured and repeatable approach to developing capabilities. Working with capability leads, the medium-term objective is to embed the framework and its constituent parts as business as usual activity. This will help to ensure the sustainability of the capability-based approach to leading change, past the life of the formal programme. A core element to improving how capabilities are developed and matured is the role of a capability lead. This role was supported by Chiefs' Council and the APCC and is being examined through a series of on-going pilots to review different leadership models. Three pilots will run for a period of two years from November 2017 to October 2019 and will be subject to initial review and evaluation in March 2019.

The pilots underway include: enhanced support - a continuation of the current approach to leadership for many capabilities but with the provision of full time support roles to aid with coordination and progression of capability change priorities; National Agency, the appointment to a specified national capability lead role for policing and wider law enforcement from within the National Crime Agency (NCA), assessing the benefits of having a national agency in the coordination role; and a regional delivery model supported by limited full-time resource, but bolstered by the use of the national and regional working groups.

The programme has also acknowledged that a mature approach to payment mechanisms for the use of capabilities is vital if forces are to be incentivised to hold and develop capabilities and the service is to improve its resource utilisation. Economists have examined this issue through the lens of three policing examples; National Police Air Service (NPAS), National Ballistics Intelligence Service (NABIS) and the proposed Protected Persons arrangements. This experience has been combined with learning from other sectors. A resulting report identifies a series of overarching principles and learning points which are already being used to support individual areas of policing beyond the programme. As part of the ongoing work, guidance is being drafted which will provide forces and agencies principles and options when developing and implementing future transactional costing models.

As it enters its third year, the programme has reached an important stage where it is beginning to combine its two key areas of work in practical settings. For example; the TSU project is now operating under a new capability lead supported by the National Crime Agency, it is piloting a new data dashboard and will seek to re-think the business rules and governance through which it operates. All of these developments will operate within early adopter regions where, in the context of a new operating model the programme will seek to capture the benefits of the overall change.

New governance arrangements are also in place. Previous arrangements have been replaced by a Strand Oversight Board, considering the totality of Specialist Capability work and its relationship to the Police Reform and Transformation Board, as well as a Delivery Board which brings together Police and Crime Commissioners, and Chief Constables, Capability Leads, as well as key stakeholders, in a single group that represents forces and regions, in considering the implementation of programme changes.

General Requirement for Consultancy Support.

The NPCC now seeks general support from a supplier to build upon the successful progress of the programme to date. There will continue to be a requirement to address broader strategic issues which traverse both geographic and thematic areas such as governance and accountability as part of the work. The programme will need to continue to balance the challenging political and operational overlap and ultimately will only progress with the support of Chief Constables and Police and Crime Commissioners as well as government departments. Therefore part of the general continued requirement, will be to help progress the developing framework and implementation model which blends strategic national top down conceptual thinking around networked policing, with effective implementation of recommendations at force and regional levels.

As with previous invitations to tender for support to the programme, the specific requirements as well as the continued underpinning support to the development of the programme workstreams, are incorporated into a single invitation to tender. They are to a large extent requirements to provide continued support and to build upon each element of the programme, which are set out below;

Requirement 1: Support to the Development of Network Data Management Systems

Phase one of the programme identified disparate and non-standardised data as being a challenge to closer collaboration and networking between forces. PCCs and Chief Constables agreed to a pilot proposal to improve data and reporting across capabilities. The scope of the work is currently focussed upon TSU and is in the process of being broadened to include the areas of Surveillance and Armed Policing. The programme has developed an approach which includes two project workstreams;

- **Prototype** – A cross-regional standardised reporting prototype which is currently being piloted
- **Strategic Review** – Undertaken to establish a baseline of data and reporting maturity to include recommendations for improvements to enable consistent, cross organisational reporting.

The programme requires consultancy support which is able to build upon the approach and methodology already adopted. The deliverables for Requirement 1 within this engagement process are;

	Deliverable	Performance Criteria	Milestone Date
1.1	Based upon the evaluation and agreed recommendations of the data pilots, an agreed plan which sets out; <ul style="list-style-type: none"> Options to broaden and roll out for further capabilities which are aligned to the network strategy and objectives. Plan to include details of associated changes needed for the network to use data and management information effectively to support decision making. 	100% compliance to timescale and criteria set out.	Agreed detailed plan within one month of evaluation report which is expected in March 2018
1.2	Based upon agreed recommendations and plan to broaden to include further capabilities, the provision of; <ul style="list-style-type: none"> Support to the roll out of approach to sustain and support its progression, to include technical and analytical capability. 	100% compliance to timescale and criteria set out.	Support to be provided on a call-off basis based upon specific focussed requirements. This will be delivered before March 2019

Requirement 2: Support to Develop Economic Modelling.

The programme has examined how costs and benefits are being shared across the network through the lens of a number of nationally delivered policing services as well as learning from other sectors. An initial report has identified a series of overarching principles and learning points which will be included in a formal user guide for policing when considering economic and costing models. The programme requires continued consultancy support which is able to build upon work completed to date to deliver formal user guidance for economic and costing models which will;

- Support the programme and capability leaders in testing principles within real delivery scenarios

The Deliverable for Requirement 2 within this engagement process is;

	Deliverable	Performance Criteria	Milestone Date
2.1	To support capability lead(s) within up to three agreed capability areas, to establish initiate and develop agreed pilots, working and engaging with relevant forces and regions. Each plan to include; <ul style="list-style-type: none"> evaluation and monitoring criteria interim and final reporting proposals as well as fully costed implementation options. 	100% compliance to timescale and criteria set out.	Initiation of pilots at a date to be agreed not before May 2018

Requirement 3: Support of Pilot Leadership Models

As outlined above, a core element to how the programme will support the improvement in how capabilities are developed and matured is the role of a capability lead. This role was supported by Chiefs' Council and the APCC. It is currently being examined through a series of on-going pilots to review different leadership models. Three pilots are currently underway and will run for a period of two years from November 2017 to October 2109. The pilots underway are:

- Enhanced Support – Surveillance; a continuation of the current approach to leadership for many capabilities but with the provision of full-time support roles to aid with coordination and progression of capability change priorities
- National Agency - TSU; the appointment to a capability lead role by the Head of TSU in the NCA, assessing the benefits of having a national agency in the co-ordination role
- Regional Delivery – Open Source; supported by one full-time resource, the capability lead will look to bolster the use of national and regional working groups to understand how more task-focused group activity might support capability development.

The pilots have already been established and will be subject to initial review and evaluation in March 2019.

The deliverable for Requirement 3 within this engagement process is:

Deliverable	Performance Criteria	Milestone Date
3.1 Delivery of evaluation report <ul style="list-style-type: none">• outlining evaluation of pilots• setting out benefits of pilots• making implementation recommendations for future leadership models which will include scale and likely future costs Making proposals and recommendations for implementation.	100% compliance of deliverable to timescale and to criteria set out within the deliverable	Delivery of evaluation report. April 2019

Requirement 4: Provision of Strategic Business Change Support

The programme is navigating a complex stakeholder environment. The supplier will need to have a strong understanding and recent experience of working within the national law enforcement landscape across a broad spectrum of capabilities. The supplier must be able to provide evidence of successfully operating and delivering within this or similar environments. To ensure that anticipated benefits are realised, it is critical that the continued approach and method adopted by the programme is both compatible with and complementary to work already underway within existing national law enforcement change programmes and relevant NPCC Business areas. The continued intent of the programme in the way it operates is to continue to reduce core programme and consultancy costs in order to be able to increasingly invest in support to capability leads.

From April 2018 the central programme team will operate with reduced dedicated resource and will require a supplier to provide proportionate dedicated specialised programme management support. The programme will also wish to retain an ability to call on specialist change advice when appropriate.

As the programme enters its third year, based upon progress across a number of areas it is also likely that opportunities for further investment will become apparent. These could for example, be concerned with extending current work, such as the data or leadership pilots, the inclusion of new capabilities to be reviewed or further support in relation to economic modelling options. For example, a current portfolio lead may wish to adopt the approach and methodology of the programme capability development framework, including leadership model, for their capability. Likewise policing may propose that a further capability area, such as Kidnap and Extortion, is examined through the same programme review and analytical process, to the point of agreed recommendations and implementation. Suppliers would be asked to provide an approach to costing the broadening of such activities in order to allow decisions to be made in terms of future investment.

There will also be a need to prioritise areas of activity and work plans in support of capability leads in developing and delivering agreed capability strategies and annual plans which will require future investment. This might for example be something like providing support for the early scoping or feasibility of Surveillance command platforms, in a similar way to which the programme has already approached Roads Intelligence or the Receipt and Assessment of Intelligence. The support would not extend beyond this into any design phase. Should work progress beyond the feasibility stage and support was required, this would almost certainly be subject of separate tender process. Suppliers will be asked to set out proposals in terms of an approach and methodology in identifying, prioritising and aligning activity in considering opportunities for further investment. This will include advice in relation to identifying appropriate support required for specific packages of activity.

Any at present, unspecified projects as referred to above, which are identified and supported through investment, and which require specialist support, would still be subject to a costed proposal and would require approval through the existing programme governance structure and managed through a contractual change control mechanism. It is accepted that within the overall provision of strategic business change support these are unknown requirements. Therefore suppliers are asked as part of any bid, to provide a core project 'rate card' setting out the range of staff grades and costs which one might reasonably expect to form part of a blended team.

The programme requires consultancy support to the core programme team as well as capability leads which is able to;

- Demonstrate a strong understanding of the Police Reform and Transformation Programme as well as relevant national transformation and change priorities across law enforcement including internal national agency transformation programmes.
- Provide insight, experience and knowledge of developing and implementing change effectively and efficiently across networks, to include experience in delivering change with senior stakeholders within networked organisations
- Demonstrate an ability to add further definition and momentum to the existing programme recognising the strategic intent and direction of the programme in terms of enabling the network to sustain the benefits the programme seeks to realise.
- Provide reassurance regarding ability to work flexibly across each of the programme strands, supporting the coordination of the specific requirement areas

The deliverables for Requirement 4 within this engagement process are:

Deliverable	Performance Criteria	Milestone Date
<p>4.1 To create an agreed resource and engagement plan which, based upon core programme and network resource clearly sets out;</p> <ul style="list-style-type: none"> • Approach and inputs regarding support to programme, including specialised programme management support • Will include resource profile and requirements clearly setting out who shall be responsible for each activity. 	<p>100% compliance of deliverable to timescale and to the criteria set out within the deliverable.</p>	<p>Resource and engagement plan within one month of contract award. Starts 2nd April 2018 – ends 1st May 2018</p>
<p>4.2 A programme management plan setting out an agreed approach which includes;</p> <ul style="list-style-type: none"> • High level activities and milestones showing deliverables. • Setting out a robust flexible approach to the provision of appropriate support to existing thematic leads and practitioners. • The plan will set out who will be responsible for each activity 	<p>100% compliance of deliverable to timescale and to the criteria set out within the deliverable.</p>	<p>Plan to be agreed within one month of contract award. Starts 1st April 2018 – ends 1st May 2018</p>
<p>4.3 Based upon agreed plans which will be subject to review by the programme leadership team;</p> <ul style="list-style-type: none"> • To provide on-going support to core programme team to maintain manage and coordinate programme deliverables 	<p>100% compliance of deliverable to timescale and criteria set out within deliverable</p>	<p>Support required to be subject of periodic review by programme leadership team. Starts 1st April 2018 – ends 31st March 2019</p>
<p>4.4 To create an agreed approach and methodology to;</p> <ul style="list-style-type: none"> • costing the extension of network activities in order to support decision making around potential future investment • prioritise and align areas of activity within work and capability plans which will require further investment, to include advice on appropriate technical support required. 	<p>100% compliance of deliverable to timescale and criteria set out within deliverable</p>	<p>Initial plan to be agreed within one month of contract award. Plan to be subject of periodic review by programme leadership team</p>

The service provider will be required to deliver a clear plan setting out the proposed approach and methodology which will consist of an assessment of the support required, as well as proposals regarding the flexible and agile approach to resourcing, staged activity and pricing required by the programme, as the work migrates from its current ways of operating through to steady state police led business as usual activity.

Timescales and Pricing

This tranche of work is in essence a continuation of current and planned programme activity for which support is required, will commence on 1st April 2018 and run for a 12 month period. All deliverables are to be completed within this period. Suppliers are to note this procurement covers all aspects of the Statement of Requirement and to consider all aspects of the work as part of a single bid.

The programme requires tenderers to provide details of the proposed staff grade, mix and proposed numbers of days per grade detailed within specified work packages (deliverables) to deliver the requirements.

Security and Vetting

Proposed members of the bidder's project team will ideally already be cleared to SC level or to NPPV2 level however if not, they must be eligible to undergo vetting.

Skills and Experience

The following consultancy skills and experience set is required within the delivery:

- appropriate qualifications with experience and evidence of successful delivery in economic modelling, organisational design, development and implementation;
- change management skills including understanding of the specialist policing context, understanding methodologies for staff engagement and consultation to ensure the progression of the project with identified timescales;
- business analysis skills, including process mapping as well as experience of successful development and build of technical tools and dashboards, to enable data to be used and analysed locally to nationally to support decision making
- successful project and programme delivery experience in a specialist policing environment

Pricing

Bids received in response to the requirement will only be considered if within the range of £450,000 and £600,000.