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# PURPOSE

## The College of Policing seeks to procure the expertise of a potential provider with experience of strategy, prioritisation, performance management and the policing landscape. The requirement is to employ a strategy mapping methodology that identifies what the College and its key stakeholders perceive as priorities and key challenges for the organisation. A clear articulation of the findings of the methodology is also required.

# BACKGROUND TO THE CONTRACTING aUTHORITY

## The College of Policing is the professional body for policing. It has a mandate to set standards in professional development, including codes of practice and regulations, to ensure consistency across the 43 forces in England and Wales. We also have a remit to set standards for the police service on training, development, skills and qualifications and we provide support to help the service implement these standards. Further information is available on the College website: [www.college.police.uk](http://www.college.police.uk)

# Background to requirement/OVERVIEW of requirement

##  The College of Policing is a relatively new body which has now established itself in the policing landscape (in the judgement of the Home Affairs Select Committee). However the College operates in a complex stakeholder environment where it must respond and address challenges and priorities created by a range of actors including the Home Office, Police and Crime Commissioners, Chief Constables and the College’s wider membership (i.e. the policing workforce). In its initial phase, the College’s approach has been to define its work broadly under headings of knowledge, education and standards, accepting that the breadth of this vision will create competing priorities between standards/guidance creation, training delivery and building a policing evidence base.

## A new Chair of the College Board and Chief Executive Officer have both been appointed in the last three months and are of the strong view that in the next phase of its development the College must further reform its purpose, vision, structure and ways of working in order to build agility, capability and therefore ability to achieve its objectives in a timely and efficient manner.

## The stakeholder environment across policing creates an imperative for a collaborative approach to successful change management. For the College to fulfil its role as an engine of police reform it must achieve internal clarity on its direction, role and priorities and before successfully communicating that vision to partner organisations and front line policing. In order to achieve these goals, the College must employ a strategy mapping methodology that identifies what the College and its key stakeholders perceive as priorities and key challenges for the organisation. A clear articulation of the findings of the methodology is also required. The consultancy will deliver a strategic map which will describe the College’s vision, its delivery and how it will achieve value for money. In order to ensure clarity in the communication of the plan the methodology will distil various pieces of internal and external information into a schematic on a page. The consultancy will also deliver a transfer of knowledge to the College to ensure the process for embedding this strategic plan throughout the organisation is understood. This will include the identification of key performance indicators that will drive effective performance management and enable more efficient resource alignment against the strategic priorities.

## The delivery of this project will enable a clearer understanding and articulation of the College’s priorities, more effective performance management and efficient use of College resource. In turn, this will lead to more successful and sustainable sector led improvement in policing linked to a more collaborative approach to change management.

## Since its inception in 2013, the College’s areas of focus have been building the internal infrastructure of organisation, establishing itself within the policing landscape, and delivering essential work to support the policing profession. During its first year the College utilised consultancy services to deliver a specific change management programme centred around the transfer of responsibilities from predecessor organisations and the establishment of baseline functions for a new organisation, including its pay and reward framework (subject to a submission in 2014). This change management programme and the use of associated consultancy was completed by 2015.

## Following the establishment of the College, further work on developing the organisational strategy and vision has been delivered internally without consultancy support. A clearer articulation of strategic purpose and functions was undertaken in 2016. A core narrative was produced to describe the multiple priorities the organisation has pursued since its establishment. While providing a helpful starting point for additional consideration, the core narrative work did not seek to prioritise the organisation’s work but to assimilate all of the delivery into clearer description. This work has now outlived its usefulness and there is an urgent need to achieve shared clarity with stakeholders on a set of priorities which can inform resourcing decisions and performance management across the College.

# definitions

|  |  |
| --- | --- |
| Expression or Acronym | Definition |
| ALB | Arm’s Length Body |

# scope of requirement

## **Review of Documents:** high-level review of internal College and external documents relevant to the organisation’s strategy, purpose and prioritisation. These include the College’s Five Year Strategy, core narrative, business plans, the Workforce Transformation Narrative and concordats with other bodies. Many of these documents are available on the College’s website here: <http://www.college.police.uk/About/Pages/default.aspx>. Other external documentation will include the Policing Vision 2025, the NPCC/IOPC/HMIC delivery plans and the Strategic Policing Requirement.

## **Stakeholder environment**: assessment of the College’s stakeholders and their requirements and expectations of the College.

## **Prioritisation:** Review of current prioritisation of College activity and future requirements.

## **Best Practice Guide:** the inclusion of a “Best Practice” type guide that can be shared across the College for future development of the work.

## **Plan on page:** Distillation of work into a plan on a page document that can be shared internally and externally as part of presentations and through communication channels such as the College of Policing website.

# The requiremenT

## The Potential Provider will deliver a strategic map which will describe the College’s vision, its delivery and how it will achieve value for money. In order to ensure clarity in the communication of the plan the methodology will review various pieces of internal and external information including:

### High-level review of internal College and external documents relevant to the organisation’s strategy, purpose and prioritisation.

### Assessment of the College’s stakeholders’ requirements and expectations through stakeholder interviews and review of key stakeholder documentation.

### Current prioritisation of College activity and future requirements through assessment of business plans and expectations.

## This information will be distilled into a schematic on a page, which can be shared internally and externally.

## The Potential Provider will deliver a presentation of their findings, the draft report and schematic to the College’s Executive team in week 7 of the contract. The presentation will include a synopsis of their methodology, a discussion of key findings and recommendations for the Executive to embed the work within the organisation. The final report will be completed and produced by week 8 of this requirement.

## The Potential Provider will also deliver a transfer of knowledge to the College to ensure the process for embedding this strategic plan throughout the organisation is understood. This will include the identification of key performance indicators that will drive effective performance management and enable more efficient resource alignment against the strategic priorities.

# key milestones.

## The Potential Provider should note the following project milestones that the Authority will measure the quality of delivery against:

|  |  |  |
| --- | --- | --- |
| **Milestone** | **Description** | **Timeframe** |
| 1 | Provider to attend start up meeting at the College of Policing | Within week 1 of Contract Award  |
| 2 | Provider to submit project plan, report template and clearly identified deliverables | Within week 2 of Contract Award |
| 3 | Provider to report on progress against the deliverables; regularity to be defined by the College of Policing after discussion with the Potential Provider  | Weeks 2-6 of Contract Award |
| 4 | Provider to present draft report, schematic and key findings to the College Executive. | Week 7 of Contract Award (w/c 6 August 2018) |
| 5 | Provider to submit final report and schematic.  | Within week 8 of Contract Award (w/c 13 August 2018) |

#

# authority’s responsibilities

## The Chief of Staff is leading on this project for the College and will:

### Provide a pack of supporting materials to inform this work.

### Act as a conduit of communication with stakeholders as appropriate.

### Monitor progress and arrange regular meetings with the Provider.

### Ensure that the final report is reviewed and quality assured.

# reporting

## As outlined in the milestones, the Potential Provider will be required to submit a full project plan including clearly defined deliverables and timescales. Throughout the project the Potential Provider will be required to report progress against the deliverables; regular meetings will be discussed and agreed with the Authority.

# volumes

## Not applicable.

# continuous improvement

## A report detailing findings will be produced as part of the consultancy service. Benefits and lessons learned will then be taken forward by the Chief of Staff in conjunction with the executive team and CEO.

## The Potential Provider will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

## The Potential Provider should present new ways of working to the Authority during Contract review meetings.

## Changes to the way in which the Services are to be delivered must be brought to the Authority’s attention and agreed prior to any changes being implemented.

# Sustainability

## There are no sustainability requirements for this work.

# quality

## No specific quality accreditation is required for this work.

# PRICE

## Price must include all costs associated with project management, provision of expertise writing, production of presentation and material, travel expenses to main base locations.

## The budget available to complete this work is a capped cost of £80,000 excluding VAT although it’s hoped that the full amount will not be required to complete this piece of work.

## Prices are to be submitted via the e-Sourcing Suite Appendix E excluding VAT.

# STAFF AND CUSTOMER SERVICE

## The Authority requires the Potential Provider to provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service to all Parties.

## Potential Provider’s staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract.

## The Potential Provider shall ensure that staff understand the Authority’s vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

# service levels and performance

## The Authority will measure the quality of the Potential Provider’s delivery by: monitoring progress against the milestone dates, the project plan that will be supplied as set out in Section 7.1 and any associated and agreed Key Performance Indicators.

## Throughout the duration of the project, the College will oversee the project and ensure that it comes in on time or ahead of time and that knowledge is retained within the organisation.

## With regards to end of project exit or early exit, the Potential Provider will hand over all information gathered to the College of Policing who will use it to inform the next part of the project. Robust project management must be used throughout the project by the Potential Provider including a risks, issues and lessons learned log.

# Security requirements

## Subject to a risk assessment from the College, the Potential Provider’s staff who work on this contract may need to hold or be willing to undergo vetting to Non Police Personnel Vetting Level 2 through the College of Policing’s vetting process before the contract award.

# intellectual property rights (ipr)

## 18.1 The Intellectual Property Rights on all work undertaken under this contract, including to the project reports and any spreadsheets developed will be in line with the contracts standard terms and conditions.

# payment

## Invoices must be submitted quoting the valid Purchase Order and following instructions on the Purchase Order. Invoices can be submitted electronically to: payables@college.pnn.police.uk.

## Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables as stated in section 7.

## Before payment can be considered, invoices must include a detailed elemental breakdown of work completed and the associated costs.

# additional information

## There is no additional information for this requirement.

# Location

## The location of the Services will be carried out at the successful Potential Providers premises but with regular travel to College of Policing offices. The main base location will be at the London office 10th floor, River​​side House, 2A Southwark Bridge Road, London SE1 9HA. This will be for initial set up meetings and Contract review meetings. We will endeavour to use technology and dial in facilities where appropriate.

## The other office locations which the supplier may be required to visit will be:

## Leamington Ro​​ad, Ryton-​​​on-Dunsmore, Coventry CV8 3EN

## Central House, Beckwith Knowle, Otley Road, Harrogate HG3 1UF

## Priestley House, Priestley Road, Basingstoke, Hampshire, RG24 9NW

## Harperley Hall, Fir Tr​​​​​​ee, Crook, County Durham DL15 8DS

## The Potential Provider should include visits to the main base location within their pricing as part of their bid submission. Any visits to other sites listed other than the main base location will be based on Home Office travel and subsistence rates.