

Transforming commercial outcomes for a major police forensics programme

Evolve Commercial provided expert support to an exceptionally complex change programme facing a series of difficult challenges:

- numerous competing stakeholders
- a demanding development pipeline
- ambitious timescales
- over-reliance on suppliers with poor foundational commercials
- a vague commercial architecture
- an ill-defined future support model

CONTEXT

UK Policing acknowledged the need for modernisation in its forensics to deliver a more efficient and effective service. The work to enhance this critical national capability through a major technology transformation programme, of which Evolve Commercial was proud to support.

BRIEF

Evolve Commercial was engaged to improve supplier contract governance and manage a suite of critical procurements that would support the transformation programme. All work had to remain compliant with Public Procurement Regulations, whilst providing better value, reducing risk and improving collaboration.

TOP FIVE BENEFITS DELIVERED:

Earlier identification and resolution of issues through enhance supplier governance

Management of the full tender process for the award of a new multi-million pound support solution

New multi-sourcing commercial model, leading to a more resilient and competitive supply chain

Exceptional service during the contract (as recognised by the customer)

Significant improvement in performance of critical suppliers



RESETTING THE COMMERCIAL MODEL

Evolve began by taking a detailed review of the commercial landscape to assess the key areas of risk and focus. We quickly realised that a full reset of the commercial model would need to be undertaken if the programme's ambitions were to be realised. We advised that a more pragmatic approach was required.

COMMERCIAL CHANGE PROGRAMME

We initiated an incremental change programme, implementing a commercial strategy to provide a far more commercially robust position. This involved:

- working closely with leadership teams to define OKRs;
- a detailed analysis of the extant supplier agreements to identify gaps and thereafter recommending revisions to mitigate commercial risk;
- consolidation of supplier contracts and, where necessary, managing the exit from contract no longer required;
- agreement of Memoranda of Understanding in a complex governance landscape to formalise the role of the various stakeholders to ensure its own financial standing;
- establishing revised government procedures;
- the agreement, implementation and management of the contract management process, including regular supplier management reviews and the introduction of qualitative and quantitative key performance indicators (KPIs) to accurately track performance and highlight emerging issues.

ADAPTING THE ITIL V3 FRAMEWORK

Evolve Service Design Experts, working closely with stakeholders, set about creating an adaptation of the ITIL V3 framework. The aim was to maximise value to the programme, by adopting best practices from ITIL V4 and the Government Digital Service Technology Code of Practice.

This approach enabled multi-sourcing for service delivery, continuous integration/continuous delivery (CICD) pipelines, DevOps and agile project management.

SUPPORT CAPABILITY SOURCING

We successfully led on all aspects of the tender process to find long term support capability, requirements definition and invitation to tender (ITT) creation, through to supplier onboarding and service transition. Our strategy was to source a high-calibre service and integration management partner to deliver the newly established capability - Technology Enhancement and Support service (TES) - a key deliverable for the programme.

This was supplemented by the creation of a more competitive vendor 'eco-system', ensuring capability and capacity in the supply chain, mitigating the risk of being locked in to any single vendor, and driving excellent through-life value for money.

CLOSING REMARKS

Delivering continuity of governance and a procurement framework in such a complex environment was a significant challenge.

What made it work?

- Firstly, and quite simply, our role as an invited expert, which positions us from the kick-off as unbiased and wholly objective for all stakeholders
- Secondly, our co-ordinated approach, which means we reach out to all relevant parties to get a true and detailed understanding of how procurements need to work for the best of all concerned
- And finally, our empathetic approach to relationship and stakeholder management enables us to successfully drive commercial performance across multiple stakeholders.