



DPD (Data Platform Delivery) / EIM (Enterprise Information Management) Project

Project Name	DPD / EIM Project
Project SRO	Matt Stiff, Head of SP&I
Solution Delivery Lead/PM	Jamie Paul, Peter Shaw
A Business Case is used to document the justification for the undertaking of a project, based on the estimated costs (of development, implementation and incremental ongoing operations and maintenance costs) against the anticipated benefits to be gained and offset by any associated risks. The Business Case is developed in the Decide stage and refined in the Define stages. The Develop stage covers the approval and re-affirmation of the Business Case. The Business Case is reviewed and updated at the end of each management stage, and at the end of the project by the Declare stage. This business case is used for medium and large projects and is based on HM Treasury's Five Case Model.	
Author	Jamie Paul
Date	04/09/2025

1. Executive Summary

West Mercia Police is undertaking a strategic transformation in how it manages, governs, and exploits data to support operational effectiveness, public safety, and compliance. This business case outlines the rationale, scope, and investment required to continue delivery of the **Data Platform Delivery (DPD)** and **Enterprise Information Management (EIM)** projects as a unified programme.

The combined initiative will deliver a modern, scalable Police Data Platform that consolidates fragmented data sources, improves data quality, and enables advanced analytics. It will address longstanding challenges including siloed systems, manual reporting, and non-compliance with MoPI regulations, while laying the foundation for future capabilities such as predictive policing, automated reporting, and self-service analytics.

Key deliverables include:

- Deployment of a modern, fully supported, centralised **Data Warehouse** integrating Athena, Origin, and Safe datasets. It will be capable of integrating other core systems as required.
- **Remediation of legacy data** within the old, unsupported warehouse DWP2, enabling decommissioning of A2G and Blade processes. This work is essential in getting the data ready for potential move away from **Athena**.
- Establishment of a **Master Data Model (MDM)** and development of the Golden Nominal - key to improving the accuracy of operational data.
- Implementation of robust **data governance meetings** and quality controls aligned to the Future Operating Model (FOM).
- Delivery of **Power BI reporting infrastructure** and transition to BAU support.
- Strategic alignment with West Mercia's Data Strategy and national policing priorities.

The EIM workstream plays a critical enabling role, simplifying the technical landscape and improving compliance, while the DPD workstream focuses on building the analytical infrastructure and operational reporting capabilities.

This business case recommends continuing with the previously agreed delivery model but focusing dedicated resources on the warehouse build and deferring non-critical scope to future phases. This approach balances strategic ambition with operational feasibility, ensuring early value delivery while maintaining momentum toward long-term transformation.

This business case seeks an urgent decision on project resourcing to mitigate the risk of key delivery staff leaving WMP when their contracts end in September. Without prompt action, the project faces delivery delays, deferred benefits, and increased future costs.

2.Strategic Case

West Mercia Police relies heavily on data to make decisions, respond to incidents, and keep communities safe. But right now, the way data is stored and used is causing problems. Information is spread across different systems that don't talk to each other, making it hard to get a full picture of what's happening. Officers and staff spend too much time manually pulling together reports, and the force doesn't have the tools it needs to analyse data quickly or accurately.

This project will fix that.

By building a modern data platform, we'll bring all the key information together in one place. That means faster access to the facts, better decisions, and more time spent on policing rather than paperwork. It will also help us meet national standards for how data should be handled, including rules around privacy and retention.

The platform will support:

- **Improved performance** by pulling the data supervisors need to manage their teams into one place but with a golden thread to the data used at force level
- **Better crime prevention** by spotting patterns and risks earlier.
- **Smarter use of resources** by showing where help is needed most.
- **Improved public trust** through more transparent and accurate reporting.
- **Compliance with legal rules** like MoPI (Management of Police Information).

This isn't just a tech upgrade, it's a major step toward becoming a more efficient, data-driven police force. It will help us work smarter, respond faster, and make better use of the information we already have.

Project Background

The need to modernise the force's approach to data and develop a modern, supported data platform was identified as part of the DST programme and assigned a capital budget of nearly £3 million. While the project was paused for a period while the greenfield environment was delivered it has been consistently recognised as critical and supported financially.

Scope of Work

What Will Be Delivered

The project will deliver a modern, centralised **Police Data Platform** that brings together key data from across West Mercia Police into one secure and accessible system. This includes:

PEEL 23-25 Area for improvement

The force needs to make better use of data and analysis to make sure it is operating efficiently and effectively

... The force needs to improve its collection and analysis of data so it can promote effective performance and productivity across the force.

- A fully functioning **Data Warehouse** integrating data from Athena, Origin, and Safe systems, capable of scaling up for other key systems in the future. This builds on the existing technical infrastructure already purchased and delivered earlier in the project.
- A suite of **Power BI dashboards and reporting tools** for operational and strategic decision-making. This will include self-service tools covering **call handling, custody, crimes, intelligence, workload, sickness** and many more - all the core data required to drive performance improvements. These will be further integrated to create bespoke tools to support things like Pacesetter, tasking, daily management and more.
- **Remediation of legacy data** in DWP2 to improve compliance and simplify the technical landscape prior to any potential Athena exit.
- A **Master Data Model (MDM)** to standardise and structure how data is understood and used.
- **Analytical record** built into the warehouse to support RRD processes without total data loss
- Complete migration of the force's mapping software **XD** and the intel analyst toolkit **iBase** to Greenfield as live foundational platforms. Including the integration of **Hopewiser** Address Search into the force's mapping software¹. Failure to migrate these systems will leave critical operational systems unsupported.
- **Governance meetings and quality controls** to ensure data is accurate, secure, and compliant reducing the risk of inappropriate use in future AI deployments.
- Transition of the platform and the embedded MIDT staff into **Business-as-Usual (BAU)** support.

Out of Scope

These items are acknowledged as part of the broader demand but will not be delivered in this tranche due to resource or funding constraints. Any future inclusion will require separate business case approval.

Technology and Platform Enhancements

- Upgrade **iBase** to Version 10
- Upgrade **XD** to Version 3.1
- **Enterprise Mapping Solution implementation** (covered in a separate business case)

¹ Requires security remediation.

- **Enterprise Search solution**
- **Data Science solution – Simpson proposal**
- **Origin – Phase 1B and 2 reporting**

Data Integration and Reporting

- Additional **iBase data feeds**
- **Data Lineage (Purview)** for cataloguing West Mercia data sources
- **Business Objects decommissioning**, which requires integration of several other data sources and further Power BI development

Key Products

Product	Description
Data Warehouse	Central repository for integrated data from core systems
DWP2 Data Remediation	Cleansing and removal of outdated or non-compliant data
Master Data Model (MDM)	Structured framework for consistent data definitions and relationships
Power BI Reporting Infrastructure	Dashboards and tools for analysis, performance tracking, and decision support
Data Governance Framework	Forums, policies and controls for data quality, security, and compliance
Golden Nominal & Data Dictionary	Unified view of individuals and clear definitions of data elements
BAU Transition Plan	Handover of platform to operational teams with support and training

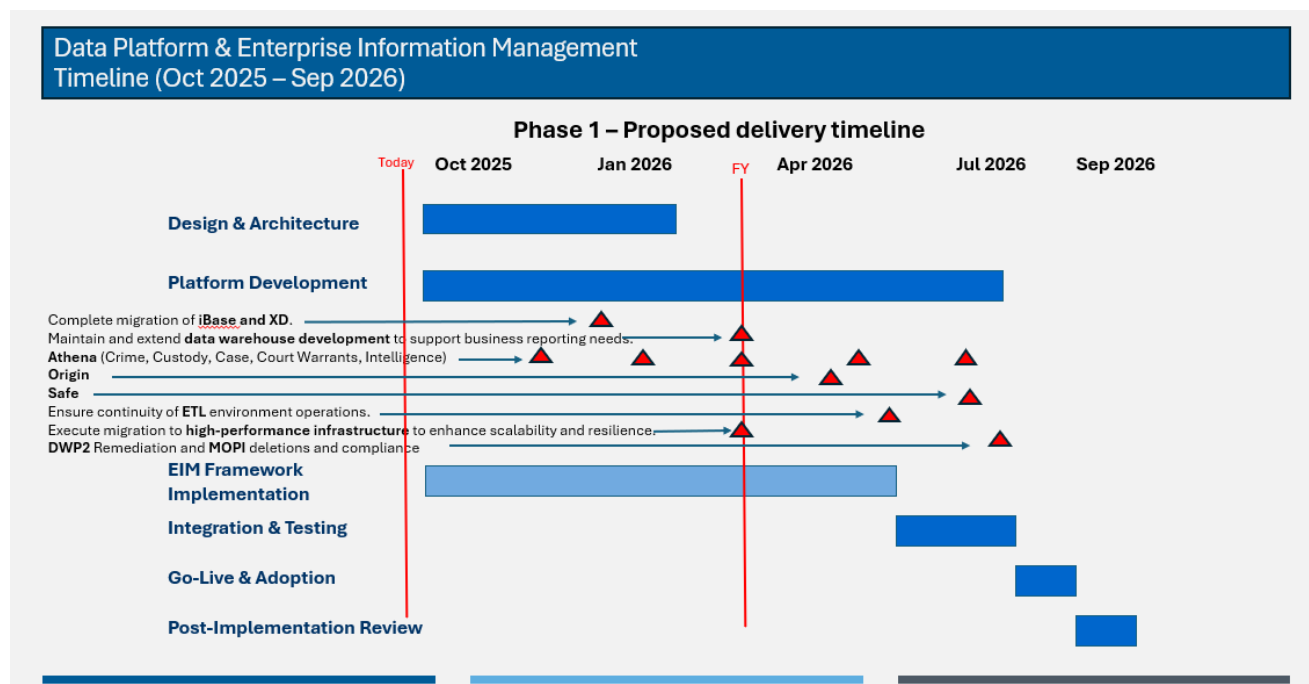
Key Milestones

Milestone	Target Date
Completion of iBase and XD migration to Greenfield	31/12/2025
Data Governance & Management FOM	31/03/2026
Power BI Framework Operational	31/03/2026
Master Data Model Live	31/03/2026
DWP2 Data Reconciliation Complete	31/03/2026
Reporting from new Data Warehouse Platform deployed	30/09/2026
MIDT Transition to BAU	30/09/2026

Although the fully integrated data warehouse will not be delivered until September 2026, the project has been structured around a series of key milestones that enable the business to realise value earlier. Specifically, the staged ingestion of core datasets (Athena, Origin, and SAFE) providing analysts with the foundational data required to begin producing reports in Power BI well in advance of the final release.

This phased approach ensures that actionable insights and reporting capabilities are delivered incrementally, generating measurable benefits and strengthening adoption throughout the project lifecycle, rather than waiting until the warehouse is fully completed.

The below demonstrates the different milestones up to September 2026 where we expect to be able to start realising benefits of the data warehouse.



Expected Benefits

- **Faster decision-making** through real-time access to reliable data. Potential to save an estimated £1.8m in officer and staff time through improved operational situational awareness and enhanced analytical capabilities.
- **Improved data quality and compliance**, especially with MoPI regulations. Reduction in manual error corrections saving up to £0.023m.
- **Reduced manual effort** in reporting and analysis. Improved efficiency and cost effectiveness using new tools to extract and analyse data, saving up to £0.047m.
- **Better resource allocation** based on accurate insights.
- **Enhanced public safety** through predictive analytics and early intervention.
- **Cost savings** by retiring outdated systems and streamlining reporting.
- **Increased transparency and trust** through better data governance.
- **Future-readiness** for national reporting standards and system upgrades

Benefit Name	Baseline	Target	Owner	
Mature data practices facilitate secure and efficient data sharing across different Police Forces and third party partners improving collaboration and co-ordination	3rd party shared data models = 0	3rd party shared data models = 5	Matt Stiff	31 December 2025
High data maturity enables the use of advanced analytics and artificial intelligence to gain insights from large datasets, which improve crime prevention and investigation efforts	PDS Data Maturity Assessment = 3	PDS Data Maturity Assessment = 4	Matt Stiff	31 December 2025
High data maturity ensures that data is accurate, reliable and readily available leading to better informed decisions and effective policing strategies	PDS Data Maturity Assessment = 3	PDS Data Maturity Assessment = 4	Matt Stiff	31 December 2025
Improved Public Safety	PDS Data Maturity Assessment = 3	PDS Data Maturity Assessment = 4	Matt Stiff	31 December 2025
Increasing the number of approved and published Power Bi dashboards from core systems and Power Applications within the Power Bi service model will	Published Power Bi dashboards = 12	Published Power Bi dashboards = 55	Matt Stiff	31 October 2025

A detailed assessment of benefits is available here: [DDP Benefits.xlsx](#)

3.Economic Case

Options

This table presents a comparison of two delivery options for the DPD/EIM project, highlighting their descriptions, advantages and disadvantages.

Option	Description	Pros	Cons
1. Continue with Current Hybrid Delivery (Recommended)	Commit to a Project delivery based on existing resource profile	Builds on existing progress. Lower cost. No procurement delays. Existing staff and processes are known and skilled to deliver strategic objective. Predictable long-term costs if workloads are stable. Strong integration with other on-prem systems.	Resource constraints. If an immediate decision on the future project is not resolved this may impact on current contracting resource and the project timescales. Risk of delays due to BAU conflicts
2. Stop All Activity	Cease all work on the warehouse and reallocate resources.	Frees up budget; Avoids short-term spending and further investment in potentially outdated technology	Loss of progress; Reputational risk; Strategic setback. No centralised source of truth for analytics. Harder to meet compliance, reporting, or audit requirements. Competitive disadvantage due to lack of data-driven decisions. Funding for MIDT resource will need to be absorbed by other Business areas.

A full life cost analysis has been undertaken to compare the cost and benefits of each option.

Below is a summary of this analysis. A discounted cash flow (DCF) has been applied that estimates the net present cost of an investment using its expected future cash flows.

Outline Business Case

	DCF	1.00	0.97	0.93	0.90	0.87	0.84	0.81	0.79	0.76	0.73	
	Total cost	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Net Present Cost
Option 1	£ 7,339,656	£ 3,049,165	£ 2,551,155	£ 217,417	£ 217,417	£ 217,417	£ 217,417	£ 217,417	£ 217,417	£ 217,417	£ 217,417	£ 6,958,213
Option 2	£ 19,978,653	£ 2,536,653	£ 1,938,000	£ 1,938,000	£ 1,938,000	£ 1,938,000	£ 1,938,000	£ 1,938,000	£ 1,938,000	£ 1,938,000	£ 1,938,000	£ 17,282,029

*The analysis above includes £1.9m worth of efficiency savings that will not be realised if West Mercia proceed with option 2. These savings however have not yet been identified as to whether then can be claimed as budgetary reductions or whether they are only increased efficiency and productivity.

Recent budget reductions have led to some reductions in data/ performance/ reporting resources across the force. The successful delivery of these changes is predicated on SP&I consuming the additional demand or successfully automating processes. SP&I will only be able to efficiently and successfully be able to absorb this demand if the specialist datasets these staff process are integrated into the central data warehouse supported by the relevant expertise to build self-service tools.

Weighted Scoring Model

A weighted scoring model was used to score the available options and come to the recommended option. The scoring was based on the following criteria with the percentage weighting applied:

- Data Security & Privacy – 10%
- Time to Achieve Desired Outcomes – 35%
- Cost – 35%
- Medium Term Strategic Alignment – 10%
- Supportability & Knowledge Transfer – 10%

Below are the total scores and subsequent rank of each option.

Options	Option Name	Score	Ranking
<i>Option 1</i>	Continue with the building of the data warehouse utilising dedicated resource focussed solely on the delivery of the warehouse as a key strategic deliverable	65	1
<i>Option 2</i>	Immediately stop all activity on the warehouse and plans to build one. Align resource to other activity.	47	2

[Weighted Scoring Model Template DPD.xlsx](#)

Recommendation

Option 1, maintain the current team and focus all available internal and contractor resources on delivering the full scope of the Data Warehouse and EIM workstreams.

4. Commercial Case

The commercial case outlines the viability of the project from a procurement and resourcing perspective. At this stage, the DPD/EIM programme has been delivered primarily through internal staff and contracted resources, with no formal procurement activity undertaken.

Current Delivery Model

The project has utilised a mix of internal roles (Project Manager, Business Analyst, Data Engineer, ETL Developer) and vetted contractors to progress delivery.

All resources have the necessary skills and security clearance to undertake the work.

The Solution Architect role is currently being recruited to ensure technical oversight and continuity.

Commercial Risks and Considerations

- **Resource Gaps:** There is a recognised need for additional capacity, particularly in specialist roles. Without securing these resources, delivery timelines and quality may be impacted.
- **Procurement Dependencies:** Should the project pivot to outsourcing or cloud-based delivery (e.g., Microsoft Fabric), formal procurement processes will be required, introducing time, cost, and contractual complexity.
Future Scope Items: Components such as Enterprise Search and Mapping are dependent on the Data Warehouse and are unlikely to be delivered in the current financial year. These will require separate business cases and commercial engagement in FY 2026/27.
- **Strategic Direction:** A shift in strategic approach (e.g., cloud-first) could render existing on-prem investments commercially redundant, resulting in sunk costs.

Funding Approach

- The project is funded through capital borrowing, with detailed cost breakdowns provided for both DPD and EIM components.
- No commercial tenders have been issued to date, and all expenditure has been managed within approved financial envelopes.

Conclusion

The current commercial approach is low-risk and cost-effective, leveraging existing resources and avoiding procurement delays. However, future phases or strategic changes may require more formal commercial engagement, and planning for this should begin early to avoid disruption.

5. Financial Case

The Financial Case demonstrates that the project will result in a fundable and affordable arrangement. It summarises the overall capital and revenue affordability of the project, including any additional funding requirements.

Capital and Revenue Requirements

The financial capital and revenue investment required for the preferred option is presented below. There is currently £1.501m capital funding allocated in the capital programme for the DPD project with the project asking for a total of £1.649m. The increased costs cover the capitalisation of Digital Services resources; this equates to £0.44m. In addition, the revenue costs presented below have already been included within Digital Services 25/26 budget envelope.

		Year 1 2025/26	Year 2 2026/27	Year 3 2027/28	Total
Capital	Internal Solutions Delivery Lead	£ 66,148	£ 34,523	£ -	£ 100,671
	Internal Project Manager	£ 30,518	£ 8,350	£ -	£ 38,868
	Internal Data Architect	£ 47,400	£ 49,476	£ -	£ 96,876
	Internal Business Analyst	£ 72,472	£ -	£ -	£ 72,472
	Internal ETL Developer	£ 61,842	£ 32,275	£ -	£ 94,117
	Internal Data Engineer	£ 35,000	£ 31,314	£ -	£ 66,314
	Internal Data Base Admin	£ 58,947	£ 30,765	£ -	£ 89,712
	Data Analyst	£ 123,715	£ 24,461	£ -	£ 148,176
	Business Analyst	£ 65,040	£ -	£ -	£ 65,040
	Data Engineer	£ 133,650	£ 81,222	£ -	£ 214,872
	ETL Developer	£ 118,540	£ 82,043	£ -	£ 200,583
	Solutions Architect	£ 89,280	£ 98,451	£ -	£ 187,731
	Power BI Developer	£ 48,575	£ -	£ -	£ 48,575
	Power BI Developer	£ 106,516	£ 72,642	£ -	£ 179,158
	Geo Spatial Analyst	£ 53,394	£ -	£ -	£ 53,394
Total Capital including Interest		£ 1,111,037	£ 545,523	£ -	£ 1,656,560
Revenue	Azure Usage	£ 500	£ 515	£ 523	£ 1,538
	Internal ETL Developer	£ -	£ 32,275	£ 66,097	£ 98,372
	Internal Data Engineer	£ -	£ 31,314	£ 64,128	£ 95,442
	Internal Data Base Admin	£ -	£ 30,765	£ 63,003	£ 93,768
	Premium P1 Capacity	£ 36,128	£ 37,212	£ 37,790	£ 111,130
Total Revenue Including interest		£ 36,628	£ 132,081	£ 231,540	£ 400,249
Total Cost		£ 1,147,665	£ 677,604	£ 231,540	£ 2,056,810

Note: The Enterprise Search (Genie replacement) and Mapping components are excluded from this year's spend and will be considered in future capital bids.

Funding

The capital elements of the project are expected to be funded through bank loan; the below table details a 10 year repayment cost with annual interest applied.

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	
Year	1	2	3	4	5	6	7	8	9	10	11	12	Total
MRP	£ -	£ 111,104	£ 165,656	£ 165,656	£ 165,656	£ 165,656	£ 165,656	£ 165,656	£ 165,656	£ 165,656	£ 165,656	£ 54,552	£ 1,656,560
Interest	£ -	£ 57,107	£ 79,436	£ 70,922	£ 62,407	£ 53,892	£ 45,378	£ 36,863	£ 28,348	£ 19,833	£ 11,319	£ 2,804	£ 468,310
Total Amount Payable	£ -	£ 168,211	£ 245,092	£ 236,578	£ 228,063	£ 219,548	£ 211,034	£ 202,519	£ 194,004	£ 185,489	£ 176,975	£ 57,356	£ 2,124,870

At this stage none of the financial savings highlighted in the economic and strategic cases can be included as a contribution to capital (RCCO), it is however recommended that the force continues to monitor the efficiency savings created by the project outputs to determine if any budgetary savings can be attributed to the contributions to capital.

Affordability and Value

The recommended option represents strong value for money by:

- Leveraging existing resources and avoiding procurement delays.
- Delivering foundational infrastructure that supports future capabilities.
- Reducing long-term costs through consolidation and automation.

The financial plan is aligned with strategic priorities and ensures that West Mercia Police can deliver a scalable, compliant, and future-ready data platform within previously allocated budgets.

6. Management Case

The Management Case sets out how the DPD/EIM project will be delivered successfully, ensuring that the intended outcomes are achieved within time, cost, and quality constraints. It outlines the governance, delivery approach, resource plan, risk management, and post-implementation arrangements.

Project Governance and Assurance

The project will operate under a formal governance structure with clearly defined roles and responsibilities:

- **Senior Responsible Owner (SRO):** Richard Muirhead
- **Senior Supplier:** Simon Bennett
- **Project Executive:** Matt Stiff, Head of SP&I
- **Project Managers:** Jamie Paul and Peter Shaw
- **Delivery Leads and Technical SMEs** across Athena, Origin, and Safe domains

Governance will be supported by regular reporting to the Change and Transformation Board, The Tech Tower and Project Boards via milestone tracking, and gateway reviews. A final closure report will be submitted upon completion.

Project Management Approach

The project will be delivered using a hybrid approach:

- **PRINCE2® methodology** for structured project control
- **Agile sprints** for iterative development and user feedback
- **KeyedIn® PPM tool** for portfolio tracking and reporting

The delivery will follow four phases:

1. **Mobilisation** – Team setup and architecture confirmation
2. **Foundations Build** – Infrastructure, pipelines, and governance
3. **Initial Use Cases** – Priority dashboards and reporting tools
4. **Expansion & Optimisation** – Additional data sources and automation

Resource Plan

Delivery will require a mix of internal and external resources:

Outline Business Case

- Internal: Data Engineers, ETL Developers, Power BI Developers, DBA
- External: Contractors for specialist roles and consultancy
- Recruitment: A Solution Architect is being onboarded to lead technical design

Resource alignment is critical. Existing staff must be dedicated to the project to avoid delays caused by competing BAU demands.

Risk Management

A live risk register is maintained and reviewed weekly. Key risks include:

- Loss of key resources or contractor knowledge
- Delays due to BAU conflicts or funding constraints
- Strategic shifts (e.g., cloud-first) impacting current delivery
- Compliance risks if MoPI and governance standards are not met

A formal change control process and escalation route are in place to manage issues.

Business Readiness and Change Management

- Training plans are in place for Power BI and governance tools
- SMEs will support validation, testing, and user acceptance
- Governance structures will transition to BAU under the SP&I Centre of Excellence

Benefits Realisation and Evaluation

Post-implementation, the platform will be supported by Digital Services.

A detailed benefits realisation approach will be developed for each benefit and these will be centrally tracked:

Benefit	Likely approach to monitoring
Reduction in manual reporting.	• Power BI usage metrics • Staff surveying including some use of time in motion
Improved access to operational intelligence	• The number of accessible systems within the platform • Staff surveying
Faster incident and investigation insights	• Staff surveying

A final evaluation will assess delivery against strategic objectives and inform future phases.

7. Appendices

Weighted Scoring Model

Options	Option Name	Score	Ranking
<i>Option 1</i>	Continue with the building of the data warehouse utilising dedicated resource focussed solely on the delivery of the warehouse as a key strategic deliverable	104	1
<i>Option 2</i>	Immediately stop all activity on the warehouse and plans to build one. Align resource to other activity.	35	2

[Weighted Scoring Model Template DPD.xlsx](#)

2023-25 PEEL Inspection – Full AFI wording

[West Mercia PEEL Assessment 2023–2025 - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services](#)

Area for improvement - The force needs to make better use of data and analysis to make sure it is operating efficiently and effectively

The force has a clear governance structure and holds effective executive meetings. The force has access to performance data such as response times and call answering times. This data can be presented to the workforce in an accessible way using Power BI products.

But some data is manually drawn from systems, which takes hours of staff time that could be better used elsewhere. And this process is vulnerable to user error, which can affect the accuracy of the information leaders receive. This means senior leaders aren't always able to hold managers to account for their teams' performance. As a result, some **officers** and **staff** aren't clear what is expected of them.

The force needs to improve its collection and analysis of data so it can promote effective performance and productivity across the force.

8. Document Control

Document Purpose			
A Business Case is used to document the justification for the undertaking of a project, based on the estimated costs (of development, implementation and incremental ongoing operations and maintenance costs) against the anticipated benefits to be gained and offset by any associated risks. The outline Business Case is developed in the Decide stage and refined in the Define stages. The Develop stage covers the approval and re-affirmation of the Business Case. The Business Case is reviewed and updated at the end of each management stage, and at the end of the project by the Declare stage. This business case is used for medium and large projects and is based on HM Treasury's Five Case Model (Green Book).			
Document Version			
Version	Author	Date	Summary of change
0.1	Jamie Paul	03/09/25	Revised v0.1 Draft to incorporate both DPD/EIM
0.2	Jamie Paul	03/09/25	Revised v0.2 following review by D&I Board and Cost and Benefit Analyst