

Nottinghamshire Police and Crime Commissioner

Notice of Decision



Nottinghamshire
POLICE & CRIME COMMISSIONER

Author:	John Posaner
Telephone number:	Ext 800 3406
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For Decision or Information	Decision
Date received*:	12.05.15
Ref*:	2015.26

*to be inserted by Office of PCC

TITLE: Regional IT Transformation Programme Resourcing

EXECUTIVE SUMMARY:

Approval is sought to convert the current Regional IT Programme Management Resource to a more cost effective function, hosted by Nottinghamshire Police. The service, dependent on skill set and a requirement to consider market allowances for expertise will employ up to.

1 x Programme Manager (2 year fixed term contract, with an option to extend further 12 months)
1 x PMO (2 year fixed term contract with an option to extend further 12 months)
Up to 4 Project Managers to be offered fixed term contracts (1-2 years with option to extend on a 12 month rolling basis but not beyond 3 years).

This would provide a total of no more than 6 staff with on costs not exceeding £260,832 pa.

The agreed 5 force funding formula would be used with the Nottinghamshire cost burden being £97,418 pa (Northants - £52,620, Leicester - £60,445, Lincs £28,105, Derbys - £22,243.) Continuing with the current model of delivery would cost Nottinghamshire Police £135,096, based on 227 working days per Officer.

Following this proposal and model will represents a revenue saving of £37,678 to Nottinghamshire.

This resource would continue to provide programme and project management and support to emerging and existing regional IT Transformation Projects across the region.

INFORMATION IN SUPPORT OF DECISION: (e.g. report or business case)

Business Case – approved in principle at four / two force on 23rd February 2015.

Business case approved locally at Force Executive Board 16th March 2015.

Is any of the supporting information classified as non-public or confidential information**?	Yes		No	X
If yes, please state under which category number from the guidance**				

DECISION:

Nottinghamshire Police and Crime Commissioner
Notice of Decision

Implement the proposed restructuring of the Regional IT Transformation Programme resources.

Approval for the budget stated to enable and initiate the team, to maximise return on investment and provide stability for the function.

OFFICER APPROVAL

I have been consulted about the proposal and confirm that the appropriate 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 Police and Crime Commissioner.

Signature:

Chief Executive



Date:

2nd June 2015.

DECLARATION:

I confirm that I do not have any disclosable pecuniary interests in this decision and I take the decision in compliance with the Code of Conduct for the Nottinghamshire Office of the Police and Crime Commissioner. Any interests are indicated below:

The above request has my approval.

Signature:

Nottinghamshire Police and Crime Commissioner

Date:

4/6/15

** See guidance on non public information

SU2.4 BUSINESS CASE



BUSINESS CASE (BC)

**Project: Regional IT Transformation Programme
resources**

Version DRAFT V0.1

Date: 24 February 2015

Author: W Henderson – IT Transformation Programme Manager

This paper can be published as it isn't restricted

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P2.4 Business Case Document – Regional IT Transformation Programme resources

1 Business Case History

Document: This document is only valid on the day it was printed.

Location: The document will be found within the Programme Management Office configuration library

1.2 Revision History

Revision date	Previous revision date	Author	Summary of Changes	Changes marked
			First issue	What do we mean here?

1.3 Approvals

This document requires the approval from the appropriate member of the Chief Officer Team.

Name	Title	Date of Issue	Version

1.4 Distribution

This document requires distribution to the business experts as follows: *Each of the below business areas must be consulted before the Business Case can be considered ready for submission to the programme board for approval. Please indicate feedback you have received, this will be captured on the Business Case feedback document.. Any additional names for consultation including operational staff should be added where appropriate.*

Name	Business Area	Signature Confirm Assessed (Comments at section 9)
Ronnie Adams	Commercial Director, Procurement	
Christi Carson	Head of Technical Infrastructure	
Paul Dudley	Business Benefits	
Keiley Freeman	Research	
Richard Hitch	Information Services	
Julie Mair	Organisational Development Manager	
Jackie Lloyd	HR	
Phillip Maddison	L & D	
	Finance Business Partner (for relevant Programme Board)	
	HR Business Partner (for relevant Programme Board)	
Paul Coffey	Head of Corporate Communications	

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P2.4 Business Case Document – Regional IT Transformation Programme resources

Tim Wendels	Head of Estates and Facilities Management	
Pat Stocker	Information Security Manager	

1.5 Programme Management Office:

DATE RECEIVED	PROGRAMME BOARD

P2.4 Business Case Document – Regional IT Transformation Programme resources

Business Case Document

2 Purpose

2.1

This business case will describe the resource requirements and business model for recruitment to a regional Project Management Office (PMO) function to support the delivery of the IT Transformation programme across the 5 forces within the East Midlands.

3 Background

3.1

Over a number of years discussions have been held across the region to design a programme of change to transform the way IT is managed to meet the challenges of significant budget cuts, improve the front line officer experience and reduce the current reliance on paperwork.

In January 2014 the forces gave authority to progress with a programme of change entitled IT Transformation Programme.

A group of staff have been contracted through various routes to initially support the design of the programme. Following sign off of the Outline Business Cases by the governance board in June 2014 a different resource group was bought in deliver against the strategy.

The majority of these resources are bought in via a Nottinghamshire HR contract to “buy in” contractor staff on day rates, all have been bought in via Reed Technology. The project management officer role has been recruited via an agency contract and currently works via Reed, with this role being appointed onto an A1 grade.

On 23 February 2015 the regional 4/2 force governance board approved a proposal to bring in a 3 year regional PMO resource with Nottinghamshire as the lead force for recruitment purposes.

4 Proposal with options & benefits/disbenefits & costs

The following proposal was put before the 4/2 force governance board:-

- provide a recommendation for the creation of a 3 year regional PMO function that will support regional and local IT transformation projects,
- describe the resources required to deliver against existing projects currently in delivery
- describe a core resource function that will meet existing and future challenges for regional IT transformation

- 4.1 Option 1 – Contractor staff** (sourced by a recruitment agency but resources work to their own Limited Company business model) This is the model that has been adopted through 2014/15 i.e. buy in contractor staff at day rates.

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Benefits

- Ability to flex the resource based on analysis of project scope and time line.
- Quick recruitment process – no lengthy HR processes with an ability to directly liaise with recruitment agencies
- Should a decision be made to not continue with any project contract resources can be ended quickly with no HR commitments i.e. redundancy etc.
- Contractor workers bring with them experience from other organisations which can add value to forces
- Financial benefits
 - Contractor workers do not get paid for days not worked i.e. bank holidays, annual leave and sick leave.
 - Day rates include all expenses and on costs for agency, therefore no travel expenses are incurred
 - Over time and TOIL is not accumulated i.e. day rates remain static irrespective of hours worked each week.
- Force establishment figures are not affected as contractor staff are not assigned to any department

Dis-benefits

- Contractor staff will look for their next contract within the final month of their committed contract, therefore, short term contracts of 3 – 6 months results in high turnover of staff resulting in inconsistencies against project delivery
- Internal resources suggest they are not being given an opportunity to develop and work on the more “interesting” regional projects

Financials 2015/16

Resource	Project	FTE	Annual Cost	Funding source
Programme Manager	Programme	1	£68,100	4 force regional funding
PMO	Programme	1	£24,075	4 force regional funding
Project Manager	DIR	1	£62,425	4 force Regional funding
Project Manager	Holmes	1	£62,425	5 force regional funding
Project manager	EMSIS	1	£62,425	2 force regional funding
Project manager	Agile Working	1	£72,640	4 force regional funding
Total		6	£352,090*	Notts - £135,096 Northants - £72,972 Leicester - £79,379 Lincs - £35,276 Derby - £29,367

*This figure assumes that all resources work 227 days per year, ie full year less bank holidays and 25 days leave. Should any additional days be taken then these costs would reduce further.

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P2.4 Business Case Document – Regional IT Transformation Programme resources

Option 2 – Secondment from East Midlands Forces

This model would bring seconded resources in from across the East Midlands Forces through advertisements and a competitive interview process. A lead force would need to be identified who would manage the process from start to end i.e. designing and grading job descriptions, advertisement, interview and appointment, finally to take responsibility for on-going HR management throughout the term of the contract.

Benefits

- Gives internal resources an opportunity to gain experience on regional projects
- Brings in resources who are familiar with force systems and processes
- Would be financially less expensive – the average cost of a Nottinghamshire Project Manager including all on-costs is approximately £39k.
- Potentially offers stability to resources who see a longer term commitment

Dis-benefits

- HR departments across Force are stretched with little resource available to manage the process
- Recruitment process can be lengthy which impacts upon ability to flex resource at pace
- Each force currently has significant ICT and project management resource pressures with minimal availability of resources who would be available for release into regional work.
- Secondments out of existing internal teams would also create vacancies within each Force that would have to be backfilled. This would require recruitment processes and additional costs to each Force. This could be an additional cost of c£100,000 due to short term day rate commitments
- Existing resource pools within each Force is much smaller than the large external pool of resources
- Some Force secondment policies will state that secondments should only last 2 years
- There is a risk that once a secondment has ended the substantive post is no longer available and therefore the secondee has to be put on the force "at risk" register
- Seconded staff will normally remain on their home force terms & conditions of employment which may result in a group of seconded staff having differing benefits packages i.e. annual leave entitlement.
- Travelling expenses will payable – this could be for additional costs due to move of location in connection with location of the regional PMO office plus travel costs between Forces.

Financials

Resource	Project	FTE	Annual Cost	Funding source
Programme Manager	Programme	1	£61,058	4 force regional funding
PMO	Programme	1	£25,730	4 force regional funding
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Budget for travel			£17,500	5 force regional funding
Total		6	£260,832	Notts - £97,418 Northants - £52,620 Leicester - £60,445 Lincs - £28,105 Derby - £22,243

This option will require an additional cost of c£100,000 across the region to cover the cost of "back filling" resources who could be seconded into the regional IT Transformation PMO function

*These figures are based on the average cost of employees within Nottinghamshire, including all on-costs (NI and pension) and so actual costs would be dependent upon the salary costs within the originating force.

P2.4 Business Case Document – Regional IT Transformation Programme resources

Option 3 – Fixed term contracts for 3 years

This model would be based on an offer of a fixed term contract into a Force for a 3 year period. This model would also require a lead force approach as noted in Option 2 who would manage the process from start to end i.e. designing and grading job descriptions, advertisement, interview and appointment, finally to take responsibility for on-going HR management throughout the term of the contract.

As described in the paper on 12 January existing resources within the IT Transformation programme are primarily contractors bought in on a day rate business model. These resources would be offered an opportunity to either move to a fixed term contract, reduce the day rate to equate to the same cost as a fixed term contract or leave the team once their contract has expired. The programme manager role is currently on a day rate model, however, the day rate does equate to a similar rate as a fixed term contract, and therefore, it is proposed that this remains as is due to flexibility and consistency of delivery.

Through the regional PMO support all resources would be managed through an managed resource plan which would document days committed to each project to give visibility and auditability of resource commitments across the region.

This model will be planned to have been fully implemented by August 2015 which will allow recruitment to have taken place.

Benefits

- Stability of resources who are given commitments for 3 year contracts
- Provides a pool of resources who will flex between projects as they emerge from regional IT governance and who will also be able to support localised projects on a “call off” basis if regional work does not fully commit their time.
- Recruit from larger pool of external sources who will bring experience and knowledge into the organisation
- Would be financially less expensive – the average cost of a Nottinghamshire Project Manager including all on-costs is approximately £39k.

Dis-benefits

- Recruitment process can be lengthy which impacts upon ability to flex resource at pace
- HR departments across Force are stretched with little resource available to manage the process
- Travelling expenses will be payable – with a budget allocated to the PMO unit
- Employees who are given fixed term contracts longer than 2 years may be given automatic employment rights as permanent employees. This will therefore need to be considered when offering a 3 year fixed term contract
- There is potential (albeit small) for redundancy payments to be made at the end of the 3 year fixed term contract
- Experience has evidenced that this is seen as a “route” into a force i.e. take a fixed term contract and then apply for a permanent position once in force. This could result in a high turnover of staff

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P2.4 Business Case Document – Regional IT Transformation Programme resources

Financials

Resource	Project	FTE	Annual Cost	Funding source
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*These figures are based on the average cost of employees within Nottinghamshire, including all on-costs (NI and pension) and so actual costs would be dependent upon the recruiting force.

5 Recommendation

- **Option 3 – this option would**
- bring in stability of a core resource base of one programme manager, four project managers and one project management officer on fixed term contracts.
- These resources would support emerging and existing regional IT transformation projects and would be deployed into single force IT projects should there not be enough regional work to keep them fully deployed.
- Contracts to be offered of:-
 - 2 years – with option to extend for a further 12 months for the **programme manager**
 - 1 – 2 years – with options to extend on a 12 month rolling basis – but not beyond a full term of 3 years for the **project manager** rolls
 - The PMO resource currently working via Reed be moved onto a 2 year fixed term contract – with an option to extend for a further 12 months if required
- A core group as described above would deliver large regional IT transformation projects but would also have capacity to deliver smaller projects either regionally or locally within individual forces
- Should PIF Bids be approved for BWV, Agile Working, Digital Data Lab, EMSIS new resources identified within these bids be recruited to via fixed term contracts based on the resource requirements within each PIF bid.

6 Risks

- 6.1 There is a risk that there could be low or no applicants for the posts. The mitigation to this would be to extend existing contractor staff until vacancies are filled. This would however, significantly impact upon approved budget

P2.4 Business Case Document – Regional IT Transformation Programme resources

7 Timescales

- 7.1 The project will need to be planned and scoped with Nottinghamshire HR within their usual recruitment process. In order to support as a contingency agreement has been reached for the existing contractor staff to be extended within their existing business model until the end of August 2015.

8. Impact

HR (Business Partners):

Will need HR support to manage the recruitment process as well as being HR point of contact throughout contract periods.

L & D:

None

Procurement:

None

Information Services:

Minimal – setting up new user accounts

Estates:

None

Finance (Business Partners):

Minimal – support in management of regional budget

Information Management:

None

Information Security Manager:

Vetting of staff

Research:

None

Business Benefits:

None

Corporate Communications:

P2.4 Business Case Document – Regional IT Transformation Programme resources

None

9 Investment Appraisal

9.1

SU2.4 BUSINESS CASE



BUSINESS CASE (BC)

**Project: Regional IT Transformation Programme
resources**

Version DRAFT V0.1

Date: 24 February 2015

Author: W Henderson – IT Transformation Programme Manager

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Paul Dudley	Business Benefits	
Keiley Freeman	Research	
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P2.4 Business Case Document – Regional IT Transformation Programme resources

Business Case Document

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This business case will describe the resource requirements and business model for recruitment to a regional Project Management Office (PMO) function to support the delivery of the IT Transformation programme across the 5 forces within the East Midlands.

3 Background

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Over a number of years discussions have been held across the region to design a programme of change to transform the way IT is managed to meet the challenges of significant budget cuts, improve the front line officer experience and reduce the current reliance on paperwork.

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On 23 February 2015 the regional 4/2 force governance board approved a proposal to bring in a 3 year regional PMO resource with Nottinghamshire as the lead force for recruitment purposes.

4 Proposal with options & benefits/disbenefits & costs

The following proposal was put before the 4/2 force governance board:-

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Benefits

- Ability to flex the resource based on analysis of project scope and time line.
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- Should a decision be made to not continue with any project contract resources can be ended quickly with no HR commitments i.e. redundancy etc.
- Contractor workers bring with them experience from other organisations which can add value to forces
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Dis-benefits

- Contractor staff will look for their next contract within the final month of their committed contract, therefore, short term contracts of 3 – 6 months results in high turnover of staff resulting in inconsistencies against project delivery
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Option 2 – Secondment from East Midlands Forces

This model would bring seconded resources in from across the East Midlands Forces through advertisements and a competitive interview process. A lead force would need to be identified who would manage the process from start to end i.e. designing and grading job descriptions, advertisement, interview and appointment, finally to take responsibility for on-going HR management throughout the term of the contract.

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This option will require an additional cost of c£100,000 across the region to cover the cost of "back filling" resources who could be seconded into the regional IT Transformation PMO function

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5 Recommendation

- **Option 3 – this option would**
- bring in stability of a core resource base of one programme manager, four project managers and one project management officer on fixed term contracts.
- These resources would support emerging and existing regional IT transformation projects and would be deployed into single force IT projects should there not be enough regional work to keep them fully deployed.
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6 Risks

- 6.1 There is a risk that there could be low or no applicants for the posts. The mitigation to this would be to extend existing contractor staff until vacancies are filled. This would however, significantly impact upon approved budget

P2.4 Business Case Document – Regional IT Transformation Programme resources

7 Timescales

- 7.1 The project will need to be planned and scoped with Nottinghamshire HR within their usual recruitment process. In order to support as a contingency agreement has been reached for the existing contractor staff to be extended within their existing business model until the end of August 2015.

8. Impact

HR (Business Partners):

Will need HR support to manage the recruitment process as well as being HR point of contact throughout contract periods.

L & D:

None

Procurement:

None

Information Services:

Minimal – setting up new user accounts

Estates:

None

Finance (Business Partners):

Minimal – support in management of regional budget

Information Management:

None

Information Security Manager:

Vetting of staff

Research:

None

Business Benefits:

None

Corporate Communications:

P2.4 Business Case Document – Regional IT Transformation Programme resources

None

9 Investment Appraisal

9.1



East Midlands Police Collaboration

Derbyshire Leicestershire Lincolnshire Northamptonshire Nottinghamshire

Update Report

Title of paper	Update to resource paper		
SRO	ACC Torr – Nottinghamshire		
Board Date	23 February 2015	Date of Paper	19 January 2015
Author	Wendy Henderson	Author Role	Programme Manager

1. Purpose

At the 4 force governance board held on 12 January 2015 the board requested a paper to describe a 3 year resource plan and business model for a regional PMO function.

The resource described within this paper will propose a regional project management office (PMO) function to support the IT Transformation programme for a 3 year period. The proposed core resources that will sit within the regional PMO function will deliver against emerging and existing projects.

There is a strong dependency with any successful Police Innovation Fund (PIF) Bid as each bid does include resource requirements and the resources that are considered in this paper sit alongside and complement any resources that will be bought in via successful PIF bids.

This paper will build upon the paper provided on 12 January 2015 and provide the Board with 3 options for consideration and a recommendation. All forces have provided input to the paper with support from finance and HR specialists.

2. Board Action

For information/decision



East Midlands Police Collaboration

Derbyshire Leicestershire Lincolnshire Northamptonshire Nottinghamshire

3. Current position

Current position

Regional IT transformation PMO function

Governance in place across the East Midlands regarding IT transformation is supported by a regional PMO function. The resources within the PMO office have flexed based on the requirement of the programme i.e. early resources were bought in to support design and delivery of strategy at a higher cost, resources bought in to deliver against the strategy are at a much reduced cost. Project manager resources within the PMO function are bought in via a Nottinghamshire HR contract as contractor workers at day rates, the project manager officer role is an agency worker with a contract to Nottinghamshire force. These resources were recruited based on their previous experience of delivering large scale IT projects as this is a specific skill required for successful delivery within the IT transformation programme.

The existing resources manage a number of projects within the programme, normally one large project and one small project e.g. the project manager for DIR has also supported the SRO for TEDs. The benefits of the existing PMO function are being realised with localised IT systems being moved into single instances hosted regionally. IT teams across the region are building strong working relationships as they work together on regional initiatives. Building upon the EMPCT foundations best practice programme and project management principles are being applied which brings control and governance to project implementation.

As noted at the governance board on 12 January resource requirements for existing regional projects were documented for the financial period 2015/16. These resource requirements are based on projects that are currently in implementation and the new requirement to migrate HOLMES to V16 and move the hosting from Leicestershire Force to the National Unisys server.

Projects within the PIF Bid process for BWV, EMSIS, Agile Working and Digital Data Lab all have resource requirements identified.

Local PMO functions across East Midlands forces differ on a force by force basis. Below is the as-is position for each force:

Lincolnshire:

When Lincolnshire Force entered into the strategic partnership their PMO function was reduced to 2 project managers and 2 project support officers overseen by a manager, who also takes responsibility for other areas of the business, with G4S delivering some of the IT and Estate projects.

Lincolnshire apply a secondment model both for officers and staff and always have an operational 'business lead' in every project and, depending on the scale of the project, this may be on top of the day job or they may be extracted full time (as for regional Niche). In terms of other staff the force has offered 1 year secondments to support specific projects but not for PM or PSO roles due to the requirement for specific skills.

Leicestershire:

Have two project officers who are based in corporate services



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Nottinghamshire:

Nottinghamshire have a PMO function within their Corporate Services department. It consists of 1 Programme Manager, 4 Project Managers and 3 Programme Support Officers (of whom 2 are agency staff). The total staff costs for this function are approximately £270k p.a. including all on-costs.

In addition, there are 5 Project Managers and 1 Project Support Officer within the IS function, at an approximate annual cost of £250k including all on-costs.

Northamptonshire:

Northamptonshire Police does not have a formal PMO function in either ISD or the wider organisation.

The closest the force has to this function would be the Aspire Team that includes project managers, business analysts and Project Support personnel who are focused on delivering various business transformation projects but their portfolio does not cover all projects that are currently being delivered by the force. The Aspire Programme is now formally headed up by a Programme Manager.

In ISD have a pseudo PMO function in the Change Team. Our Technical Project Coordinator supports the temporary Head of IS in maintaining the department's project portfolio amongst other duties

Derbyshire

Derbyshire force has a PMO unit headed by a Business Change Programme Manager with 2 support officers, and 1 admin support officer.

This Unit takes responsibility for large business change programmes with the IT team managing most of its own projects.

Their recruitment model is fixed term contracts.

All forces across the East Midlands are currently delivering significant change programmes in response to efficiency drivers to meet funding cuts. Specialist resources in IT and programme/project management are fully committed into these programmes. This also has to be balanced with the need for IT resources to maintain existing systems and services to support front line policing.

4. Proposal

This proposal will **not** make any recommendations regarding each force's localised PMO function. It will, however;

- provide a recommendation for the creation of a 3 year regional PMO function that will support regional and local IT transformation projects,
- describe the resources required to deliver against existing projects currently in delivery,
- describe a core resource function that will meet existing and future challenges for regional IT transformation.



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4 Options appraisal

Option 1 – Contractor staff (sourced by a recruitment agency but resources work to their own Limited Company business model) This is the model that has been adopted through 2014/15 i.e. buy in contractor staff at day rates.

Benefits

- Ability to flex the resource based on analysis of project scope and time line.
- Quick recruitment process – no lengthy HR processes with an ability to directly liaise with recruitment agencies
- Should a decision be made to not continue with any project contract resources can be ended quickly with no HR commitments i.e. redundancy etc.
- Contractor workers bring with them experience from other organisations which can add value to forces
- Financial benefits
 - Contractor workers do not get paid for days not worked i.e. bank holidays, annual leave and sick leave.
 - Day rates include all expenses and on costs for agency, therefore no travel expenses are incurred
 - Over time and TOIL is not accumulated i.e. day rates remain static irrespective of hours worked each week.
- Force establishment figures are not affected as contractor staff are not assigned to any department

Dis-benefits

- Contractor staff will look for their next contract within the final month of their committed contract, therefore, short term contracts of 3 – 6 months results in high turnover of staff resulting in inconsistencies against project delivery
- Internal resources suggest they are not being given an opportunity to develop and work on the more “interesting” regional projects



East Midlands Police Collaboration

Derbyshire Leicestershire Lincolnshire Northamptonshire Nottinghamshire

Financials 2015/16

Resource	Project	FTE	Annual Cost	Funding source
Programme Manager	Programme	1	£68,100	4 force regional funding
PMO	Programme	1	£24,075	4 force regional funding
Project Manager	DIR	1	£62,425	4 force Regional funding
Project Manager	Holmes	1	£62,425	5 force regional funding
Project manager	EMSIS	1	£62,425	2 force regional funding
Project manager	Agile Working	1	£72,640	4 force regional funding
Total		6	£352,090*	Notts - £135,096 Northants - £72,972 Leicester - £79,379 Lincs - £35,276 Derby - £29,367

*This figure assumes that all resources work 227 days per year, ie full year less bank holidays and 25 days leave. Should any additional days be taken then these costs would reduce further.



East Midlands Police Collaboration

Derbyshire Leicestershire Lincolnshire Northamptonshire Nottinghamshire

Option 2 – Secondment from East Midlands Forces

This model would bring seconded resources in from across the East Midlands Forces through advertisements and a competitive interview process. A lead force would need to be identified who would manage the process from start to end i.e. designing and grading job descriptions, advertisement, interview and appointment, finally to take responsibility for on-going HR management throughout the term of the contract.

Benefits

- Gives internal resources an opportunity to gain experience on regional projects
- Brings in resources who are familiar with force systems and processes
- Would be financially less expensive – the average cost of a Nottinghamshire Project Manager including all on-costs is approximately £39k.
- Potentially offers stability to resources who see a longer term commitment

Dis-benefits

- HR departments across Force are stretched with little resource available to manage the process
- Recruitment process can be lengthy which impacts upon ability to flex resource at pace
- Each force currently has significant ICT and project management resource pressures with minimal availability of resources who would be available for release into regional work.
- Secondments out of existing internal teams would also create vacancies within each Force that would have to be backfilled. This would require recruitment processes and additional costs to each Force. This could be an additional cost of c£100,000 due to short term day rate commitments
- Existing resource pools within each Force is much smaller than the large external pool of resources
- Some Force secondment policies will state that secondments should only last 2 years
- There is a risk that once a secondment has ended the substantive post is no longer available and therefore the secondee has to be put on the force “at risk” register
- Seconded staff will normally remain on their home force terms & conditions of employment which may result in a group of seconded staff having differing benefits packages i.e. annual leave entitlement.
- Travelling expenses will payable – this could be for additional costs due to move of location in connection with location of the regional PMO office plus travel costs between Forces.



East Midlands Police Collaboration

Derbyshire Leicestershire Lincolnshire Northamptonshire Nottinghamshire

Financials

Resource	Project	FTE	Annual Cost	Funding source
Programme Manager	Programme	1	£61,058	4 force regional funding
PMO	Programme	1	£25,730	4 force regional funding
Project Manager	DIR	1	£39,136	4 force Regional funding
Project Manager	Holmes	1	£39,136	5 force regional funding
Project manager	EMSIS	1	£39,136	2 force regional funding
Project manager	Agile Working	1	£39,136	4 force regional funding
Budget for travel			£17,500	5 force regional funding
Total		6	£260,832	Notts - £97,418 Northants - £52,620 Leicester - £60,445 Lincs - £28,105 Derby - £22,243

This option will require an additional cost of c£100,000 across the region to cover the cost of “back filling” resources who could be seconded into the regional IT Transformation PMO function

*These figures are based on the average cost of employees within Nottinghamshire, including all on-costs (NI and pension) and so actual costs would be dependent upon the salary costs within the originating force.



East Midlands Police Collaboration

Derbyshire Leicestershire Lincolnshire Northamptonshire Nottinghamshire

Option 3 – Fixed term contracts for 3 years

This model would be based on an offer of a fixed term contract into a Force for a 3 year period. This model would also require a lead force approach as noted in **Option 2** who would manage the process from start to end i.e. designing and grading job descriptions, advertisement, interview and appointment, finally to take responsibility for on-going HR management throughout the term of the contract.

As described in the paper on 12 January existing resources within the IT Transformation programme are primarily contractors bought in on a day rate business model. These resources would be offered an opportunity to either move to a fixed term contract, reduce the day rate to equate to the same cost as a fixed term contract or leave the team once their contract has expired. The programme manager role is currently on a day rate model, however, the day rate does equate to a similar rate as a fixed term contract, and therefore, it is proposed that this remains as is due to flexibility and consistency of delivery.

Through the regional PMO support all resources would be managed through an managed resource plan which would document days committed to each project to give visibility and auditability of resource commitments across the region.

This model will be planned to have been fully implemented by August 2015 which will allow recruitment to have taken place.

Benefits

- Stability of resources who are given commitments for 3 year contracts
- Provides a pool of resources who will flex between projects as they emerge from regional IT governance and who will also be able to support localised projects on a “call off” basis if regional work does not fully commit their time.
- Recruit from larger pool of external sources who will bring experience and knowledge into the organisation
- Would be financially less expensive – the average cost of a Nottinghamshire Project Manager including all on-costs is approximately £39k.

Dis-benefits

- Recruitment process can be lengthy which impacts upon ability to flex resource at pace
- HR departments across Force are stretched with little resource available to manage the process
- Travelling expenses will be payable – with a budget allocated to the PMO unit
- Employees who are given fixed term contracts longer than 2 years may be given automatic employment rights as permanent employees. This will therefore need to be considered when offering a 3 year fixed term contract
- There is potential (albeit small) for redundancy payments to be made at the end of the 3 year fixed term contract
- Experience has evidenced that this is seen as a “route” into a force i.e. take a fixed term contract and then apply for a permanent position once in force. This could result in a high turnover of staff



East Midlands Police Collaboration

Derbyshire Leicestershire Lincolnshire Northamptonshire Nottinghamshire

Financials

Resource	Project	FTE	Annual Cost	Funding source
Programme Manager	Programme	1	£68,100	4 force regional funding
PMO	Programme	1	£25,730	4 force regional funding
Project Manager	DIR	1	£39,136	4 force Regional funding
Project Manager	Holmes	1	£39,136	5 force regional funding
Project manager	EMSIS	1	£39,136	2 force regional funding
Project manager	Agile Working	1	£39,136	4 force regional funding
Budget for travel			£17,500	5 force regional funding
Total		6	£267,874	Notts - £99,889 Northants - £53,955 Leicester - £62,518 Lincs - £29,268 Derby - £22,243

*These figures are based on the average cost of employees within Nottinghamshire, including all on-costs (NI and pension) and so actual costs would be dependent upon the recruiting force.

5 Recommendation

Option 1 has been discounted due to cost

Option 2 has been discounted based on conversations with HR specialists

- **Option 3 Recommendation:** this option
- would bring in stability of a core resource base of four project managers and one project management officer on fixed term contracts. The programme manager role would continue to bring consistency and continuity of delivery.
- These resources would support emerging and existing regional IT transformation projects and would be deployed into single force IT projects should there not be enough regional work to keep them fully deployed.
- A core group as described above would deliver large regional IT transformation projects but would also have capacity to deliver smaller projects either regionally or locally within individual forces
- A lead force is identified who will then work with the regional PMO function to recruit future resources via fixed term contracts. For example, should PIF Bids be approved for BWV, Agile Working, Digital Data Lab, EMSIS new resources identified within these bids be recruited to via fixed term contracts



East Midlands Police Collaboration

Derbyshire Leicestershire Lincolnshire Northamptonshire Nottinghamshire

6 Next steps

- Work with the agreed lead force to begin the recruitment process
- Engage with the current contractor staff to exit them from the regional PMO team at a point no later than August 2015 – this will ensure consistency and continuity to some of the existing projects in flight i.e. DIR

7 Financial implications 1.4.15 – 31.3.18

Budget position for 2014/15

The budget assigned for the financial year 2014/15 has an under spend of £60,000. It is proposed that should the board give agreement to the recommendation then this under spend be committed against Year 1 costs – thus reducing year one costs from £297,279 to £237,279

Resource	Project	FTE	Year 1 – 1.4.15 - 31.3.16	Year 2 - 1.4.16 - 31.3.17	Year 3 - 1.4.17 - 31.3.18	Funding source
Programme Manager	Programme	1	£68,100	£68,100	£68,100	4 force regional funding
PMO	Programme	1	£25,370	£25,370	£25,370	4 force regional funding
Project Manager	to be allocated across projects	4	£193,603	£156,544	£156,544	4 force Regional funding
Travel			£10,206	£17,500	£17,500	
Total		6	*£297,279	£267,514	£267,514	

Year 1 costs are slightly higher due to retention of the existing contractor staff during the transition period of the recruitment process. Also retaining existing contractor staff to ensure consistency during delivery of projects currently in delivery phase i.e. DIR and PINS.



East Midlands Police Collaboration

Derbyshire Leicestershire Lincolnshire Northamptonshire Nottinghamshire

Travel costs are lower in Year 1 as expenses are not payable to contractors on day rates and so expense claims will only start at the point of transfer to fixed term contracts.

At this present time it is unknown what the project profile would be for the next 3 years so it has been assumed that all costs would be shared across the members of the 4 Force Governance Board (based on the funding formula). Should Derbyshire become involved with any projects, or any other changes occur to the forces involved in the projects, the costs would be adjusted accordingly. This is currently a worst-case scenario for the 4 forces.



FOUR FORCE COLLABORATION GOVERNANCE BOARD
MONDAY 23 FEBRUARY 2015
1430 hours
LEICESTERSHIRE POLICE HQ

ATTENDEES:

Leicestershire

Simon Cole [Chair]
Simon Edens
Sir Clive Loader
Paul Stock
Wendy Campion

Chief Constable
Deputy Chief Constable
PCC
CEO
Note taker

Lincolnshire

Nancie Shackleton
Heather Roach

Assistant Chief Officer
Deputy Chief Constable

Northamptonshire

Martin Jelley
Gary Jones
Adam Simmonds
John Neilson

Deputy Chief Constable
Head of Finance and Asset Management
PCC
Strategic Resources Officer, OPCC

Nottinghamshire

Sue Fish
Simon Torr
Paul Steeples

Deputy Chief Constable
Assistant Chief Constable
Head of Business and Finance

EMSOU

Rob James

Communications Officer

- 1 **APOLOGIES:** Neil Rhodes, Malcolm Burch, Adrian Lee, Paddy Tipping

As CC Cole was returning from the opening of Loughborough Police Station DCC Edens welcomed every to the meeting.

- 2 **MINUTES FROM MEETING HELD ON 12 JANUARY 2015**

Agreed as accurate.

- 3 **ACTION UPDATES FROM MEETING HELD ON 12 JANUARY 2015**

The following was noted:-



- Helen King had met with Wendy Henderson and this was a separate paper on the agenda. Wendy Henderson was ensuring she met with IT leads at Forces.

All others actions were either completed or would be covered in the meeting.

4 ICT UPDATE

4.1 IT Update Paper

ACC Torr referred to a paper previously circulated. There were two issues he wished to raise more in depth from within the report (i) Gazetteer and (ii) PSN:-

Gazetteer – ACC Torr stated that a regional Gazetteer was required for Niche. Northgate's Compass Gazetteer was accepted as the product for the solution, however, this had not been budgeted for. The requirement was for £125,000 of resources to deliver this. Everyone agreed in principle that this needed to be done.

ACTION: After discussion ACC Torr was requested to work up a costed business case and circulate for final PCC decision and decision logging.

PSN – This item had been discussed at the Regional Conference Call last Friday. ACC Torr outlined opportunities for future revenue savings of £200,000/year with an initial outlay now of around £32,000/Force. The ultimate goal was to reduce the number of networks across the Region. This commitment was agreed in principle as it enabled the Region to make choices in due course.

ACTION: After discussion it was agreed that ACC Torr would produce a briefing to PCCs for formal sign off.

4.2 Resource Paper

Thanks were expressed for the amendments made to this re-submitted resources paper.

Discussion took place. Option 3 was proposed within the report and this was agreed.

5 INNOVATION FUND UPDATE

It was felt helpful that the document circulated had all the innovation bids together in one document. Feedback on the bids would not be received until March.

ACTION: It was requested that this paper be brought back in March and that a column be added which illustrated if the bid was a 2 Force/3 Force/4 Force collaboration project. DCC Edens to feed back to C/Supt Pandit.



6 CRIMINAL JUSTICE – NICHE

6.1 CJ ICT Update

Nancie Shackleton provided a verbal update on how Niche training was going in Leicestershire; which seemed to be going well. A Niche East Midlands Detailed Design was to be signed off at the February Programme Board.

Nottinghamshire and Northamptonshire Project Teams were in place.

6.2 Appendix A – General Incident Modules

Reference was made to the paper circulated.

As this was part of 3 innovation bids submitted it was agreed to hold off until the outcome of the bids was known.

6.3 Appendix B – De-Duplication Business Case

6.4 Nancie Shackleton referred to a paper circulated prior to the meeting in relation to the setting up of a de-duplication team to work on the Niche system to stop duplicated entries. Discussion took place around staff “getting it right first time” but a number of historic data quality issues highlighted within the report for each of the regional forces highlighted the risks and issues of doing nothing. The setting up of this De Duplication Team was agreed.

6.5 Nancie Shackleton confirmed that discussions had taken place around Derbyshire possibly joining in with Niche, she had provided some costings to Terry Neaves for his consideration. If they did wish to join they would do so after Nottinghamshire.

6.6 Nancie Shackleton circulated a one page document which she planned to forward onto Zoe Billingham as a case study for interoperability; this was agreed.

ACTION: Nancie Shackleton would liaise with Rob James in Comms.

6.7 It was noted that this was an excellent example of joined up working and a number of colleagues would need to be formally thanked for their efforts and this included Nancie who had worked tirelessly taking this forward.

7 DETENTION OFFICERS

CC Cole confirmed that Nottinghamshire were not engaging until 2016. Leicestershire and Northamptonshire had engaged and Sir Clive Loader confirmed he had signed the



agreement off today which would mean moving to the G4S supported approach as per Lincolnshire.

8 FINANCE REPORT AND APPENDICES A TO I

Gary Jones referred to the paper which had been circulated.

It was noted that ongoing monthly meetings have been arranged with key leads in each Force to enable a fuller understanding of the status of the programmes. Redesign of the Finance Report was ongoing to give transparency on the financial position of each programme.

8.1 Developing the Market for IT Projects and Services

Gary Jones introduced Ray Tomkinson and a colleague who had attended for this item. He referred to a paper circulated prior to the meeting around developing the market for information technology procurement across the East Midlands.

Discussion took place. Feedback was positive, however, the role of EMSCU was raised and the fact that Leicestershire were not part of EMSCU and Derbyshire were not present at this meeting. It was also noted that Leicestershire procured IT equipment to EMSOU.

ACTION: It was felt a way forward may be around Gary Jones doing some work with IT and Procurement, linking in with Ian Fraser and Tim Glover from Leicestershire and also making contact with Derbyshire.

9 COMMUNICATIONS

Rob James gave an oral update on communications since the last meeting. There was a mix and match of draft press releases being prepared around the Innovation Fund bids, a release on Niche benefits and been prepared along with an update for officers and staff on ICT transformation.

10 ANY OTHER BUSINESS

- Frequency of meetings – CC Cole stated that a good discussion had taken place and decisions had been made, however, he felt consideration was needed as to whether meetings were still required monthly. **ACTION: CC Cole to suggest possible options to CCs/PCCs.**
- CC Cole stated that this was Martyn Jelley's last meeting and thanked him, on behalf of everyone, for his hard work and wished him well for the future.



11 DATES OF FUTURE MEETINGS

19 March 2015 – 2.30pm – 4.30pm – Main Conference Room, Leicestershire FHQ – **it was agreed to retain this date and if it clashed with Chiefs Council then DCCs would take the Chair.**

13 April 2015 – 2.30pm – 4.30pm, Main Conference Room, Leicestershire FHQ

18 May 2015 – 3.00pm – 5.00pm, Olympic Room, Leicestershire FHQ

11 June 2015 – 2.30pm – 4.30pm, Olympic Room, Leicestershire FHQ

13 July 2015 – 2.30pm – 4.30pm, Olympic Room, Leicestershire FHQ

18 August 2015 – 2.30pm – 4.30pm, Olympic room, Leicestershire FHQ

14 September 2015 – 2.30pm – 4.30pm, Olympic Room, Leicestershire FHQ

19 October 2015 – 2.30pm – 4.30pm, Main Conference Room, Leicestershire FHQ

16 November 2015 – 2.30pm – 4.30pm, Main Conference Room, Leicestershire FHQ

8 December 2015 – 2.30pm – 4.30pm, Olympic Room, Leicestershire FHQ



**TWO FORCE COLLABORATION GOVERNANCE BOARD
NOTTINGHAM/NORTHAMPTONSHIRE**

MONDAY 23 FEBRUARY 2015

LEICESTERSHIRE POLICE HQ

DCC Fish Eyre welcomed everyone to the two Force Collaboration meeting.

The minutes of the 23 February meeting were agreed.

A PBS

Reference was made to the update document circulated prior to the meeting. DCC Fish gave an update of where PBS was at the current time. No appointment had been made so it was necessary to go out to the market for an individual who would shape and influence the PBS change. The timescales would be around 4-6 weeks. CC Lee/CC Eyre and Mr Tipping were keen to move this forward as quickly as possible to retain momentum around the development of PBS. The fragility of the team was felt to be a risk across the PBS teams.

A senior stakeholder event on Wednesday was still planned in and this may add some stability.

It was noted that the broader regional work being undertaken by DCC Edens around future collaboration work had heightened anxieties further. DCC Jelley felt that it was necessary to reiterated to staff that this was early scoping work.

DCC Jelley stated that he believed a communication was being circulated tomorrow to senior staff around PBS; he requested this be a joined up approach.

B MFSS

Paul Steeples circulated a programme update as at 20 February.

MFSS was at a critical stage for go live on 30 March. . Teams were working hard and extra staff had been drafted in. A COT decision would be made on Friday/Monday to make a final decision, however, the concern of not making the 30 March deadline was this may cause further slippage. PCCs had been kept informed.

DCC Fish wished DCC Jelley for the future and thanked him for all his support.