

**Lincolnshire Police Programme**  
**Finance Development Plan - Project Initiation Document**

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## **Appendix A – Gantt Chart - Project Plan**



## **PURPOSE OF DOCUMENT**

The purpose of this document is to define the project, to form the basis for its management and the assessment of overall success.

### **1. BACKGROUND**

In September and October 2015 a self-assessment of the finance department was completed, this was overseen by CIPFA who completed the interviews and quality assured the results and scores of the self-assessment.

Out of the self-assessment an action plan was produced which outlined key areas for development and allocated Strategic Theme Sponsors for each area who would oversee the work and confirm the quality requirements and outcomes. The action plan was approved by the Performance and Delivery Board in January 2016.

This project has now been commissioned to deliver the actions described in the action plan, and the CIPFA review and action plan will serve as the business case for the initiation of this project.

As part of the development of the work areas and requirements workshops have been held with the strategic lead for each work stream and the relevant action owners. The following work streams were identified for progression within this project:

- Accountability
- Planning and Budgeting
- In year management
- Year End
- Systems
- Whole Finance Development

### **2. PROJECT DEFINITION**

#### **2.1 PROJECT OBJECTIVES**

The objective of the Project is to deliver the outcomes identified within the self-assessment action plan and to develop the finance service in accordance with the requirements of the strategic lead.

#### **2.2 PROJECT SCOPE**

Whilst the project scope was initially defined by the self-assessment action plan, development of this project has not been constrained by this. During the development of the requirements and actions for each work stream the working groups have been encouraged to identify additional activity not specifically captured in the action plan that might support the overall achievement of the outcomes and the development of the area.

#### **2.3 METHOD OF APPROACH**



This project will be delivered as a partnership project in recognition of the role of both G4S and Lincolnshire Police employees as strategic leads and action owners. Therefore reporting will be through the existing finance meetings and performance and delivery board.

The method of approach for the project will be that whilst the Strategic Theme lead will receive reports on progress and be involved in sign off arrangements and approvals of deliverables the action owners will take responsibility for their areas, and will co-ordinate the appropriate resources to ensure delivery.

A project plan will be maintained that records activity against all work streams, this will be maintained by the G4S PMO however it will be expected that action owners will provide updates on progress and deviations from the project plan.

Any changes to quality, cost or timescales will be identified by the action owner and discussed with the Strategic Lead prior to being escalated to one of the existing finance meetings.

### 3. WORKSTREAMS

#### 3.1. ACCOUNTABILITY

##### Action Plan Extract:

Specific issues to be addressed:

- i. Not all budget holders have a financial management objective within their performance objectives. **(A1)**
- ii. There is not a culture of consequences for mistakes or poor decisions that have financial impacts. **(A1)**
- iii. Not all budget holders and budget managers understand the scheme of delegation. **(A3)**
- iv. Centralised allocation and management of budgets such as staff budgets, constricts the ability to manage locally and deliver innovation that achieves increased value for money. **(A4)**
- v. Budget holders are not aware of financial policies and procedures that should govern their activity. **(A2)**
- vi. Lack of training for budget managers in what is their responsibility with regards to budget monitoring, forecasting, VFM, and over/under spending. **(A5)**
- vii. Roles and responsibilities across organisations and roles need to be defined to enable clear accountability. **(A1)**

Theme: Accountability		Theme Strategic Sponsor: Nancie Shackleton	
Ref	Action Required	Outcome	Action Owner
A1	Clarification of responsibilities and allocation of roles. Job description / Role description review to include financial competencies.	Ensure that competencies are recorded for all relevant roles, and that these are managed as part of the PDR process.	Steve Morley
A2	Development of the Finance Intranet presence with a dedicated area for budget managers providing key resources	Easier access for budget holders to resources, greater awareness of policies and procedures, including budget manager guidance	Angela Durham



A3	Budget holder and budget manager to receive input on the scheme of delegation	Increase budget holder awareness of scheme of delegation.	Sarah Parkinson
A4	Develop links between budget holders and those setting the budgets	Increase feeling of involvement and accountability for budget holders	Gillian Holder
A5	Conduct training needs analysis for budget holders.	Identify training gaps for budget holders, produce training plan to ensure all individuals are suitably skilled	Steve Morley
A6	Marketing of risk management processes and the assurance matrix across the organisation	Embeds the document within working practice across the organisation.	Dave Hull

### **3.1.1. WORKSTREAM OBJECTIVES**

The objective of the work stream is to ensure that financial competencies are recorded for all relevant roles, and that appropriate training is supported post holders in fulfilling their roles.

### **3.1.2. WORKSTREAM DELIVERABLES**

This work stream has a number of interdependencies with other work stream deliverables which are shown in the project plan.

#### **3.1.2.1. Updated role profiles / PDRs**

Subject to the outcome of the national Police Officer Role description review (see section 3.1.3) PDRs for relevant staff and officer roles will be updated to record financial competencies. This will allow for monitoring of performance as part of the review cycle, but will also feed into the training plan for any individuals that are new to a relevant role.

#### **3.1.2.2. Finance Intranet Site**

The finance intranet site will be updated to provide key resources and points of contact. This will be informed by the development of t-Police reporting (S3) and work with budget holders and definition of roles and responsibilities (O1). A proposal will be documented and tested with key stakeholders to ensure suitability before the new site / pages are created.

### **3.1.3. INTERDEPENDENCIES**

In addition to the work stream interdependencies there is work ongoing nationally to standardised Police Officer role descriptions, timelines for this piece of work are currently unknown and this is likely to impact on the ability to achieve A1.

The inclusion of budget holders in budget setting and development of links between the two groups is captured by the activity relating to action I2,I1 and PB1. Therefore no further specific actions have been put forward for this area.

Development of the intranet presence is linked to understanding of roles and responsibilities and the development of reporting. These interdependencies are captured within the project plan.

### **3.1.4. PREDICTED RESOURCE DEMAND**



It is not predicted that dedicated resources are required for this work stream as much of the activity has already commenced.

### 3.2. PLANNING AND BUDGETING

Action Plan Extract:

Specific issues to be addressed:

- i. It is harder for budget holders to be held to account for budgets when they are imposed. (A4)
- ii. Financial consideration is often not given in initial stages of planning (unless under a project remit). (PB1, PB2)
- iii. There is budget guidance available on the intranet but it is not well known amongst budget holders. (A2)
- iv. Intended benefits resulting from projects are not perceived to be suitably tracked.

Theme: Planning and Budgeting		Theme Strategic Sponsor: Julie Wilkins	
Ref	Action Required	Outcome	Action Owner
PB1	Development of links between all Finance stakeholders – budget holders, management accountants, commercial partnership team, chief officer group.	Ensures advice is sought at the initial stages of planning, and the financial consideration are included in planning.	Julie Bratton
PB2	Development of benefits tracking within projects, Project reviews to include benefits tracking and results to be reported to PEEL board.	Increases the tracking of benefits from projects, so that lessons can be learned and that benefits are seen through to fruition.	Julie Wilkins
PB3	Improvements to the business case process, that ensures more input from finance at early stages.	Removes incorrect financial assumptions from project planning.	Julie Wilkins

#### 3.2.1. WORKSTREAM OBJECTIVES

The objective of the planning and budgeting work stream is to ensure that financial planning is considered at all levels of the organisation and that appropriate advice is sought in a timely manner in the development of projects and change initiatives. Also to develop budget management and the tracking of intended benefits, financial or otherwise.

This work stream will increase communication channels and ensure that budget holders, management accountants and the chief officer group are aware of key contacts and what considerations should be given to financial impact prior to commissioning work or undertaking projects.

This work stream will augment the work that is already ongoing in relation to the development of financial management and tracking within projects, ensuring that changes are embedded within the standard project management methodology. Ensuring that financial proposals are sound and have been considered with relevant stakeholders and that benefits are fully tracked.

#### 3.2.2. WORKSTREAM DELIVERABLES



#### 3.2.2.1. Updated business case template

The updated business case will template will ensure that detailed financial assessment is included as part of any business case that is prepared, and that the delivery of the benefits within the business case will be tracked throughout delivery.

#### 3.2.2.2. Paper on financial management benefit tracking

The paper of the approach to tracking benefits during the project lifecycle and following implementation will outline steps to be taken that will allow for a formalised approach to be utilised to record benefits in a consistent auditable approach.

#### 3.2.2.3. Communications re: business case process

Reaffirming the current business case process and the importance of ensuring that a business case exists before commencing work will ensure that decisions are taken based on the full suite of information being available and that the delivery of benefits are key to the decision making process and are reviewed throughout project delivery.

#### 3.2.2.4. Financial review embedded in project board governance

Embedding financial review within project board governance will support the control of finances and also will ensure that any identified cost benefits can be reforecast in line with any deviations to the project and can be considered against the initial business case.

### 3.2.3. INTERDEPENDENCIES

The development of links between finance all finance stakeholders has strong interdependencies with reviewing finance roles and responsibilities (Whole Finance Development -O1) and Clarification of roles and responsibilities (Accountability - A1).

### 3.2.4. PREDICTED RESOURCE DEMAND

It is not predicted that dedicated resources are required for this work stream as much of the activity has already commenced.

## 3.3. IN YEAR MANAGEMENT

### Action plan extract:

Specific issues to be addressed:

- i. There is a tendency for underspend, and a perceived lack of challenge from management accountants around this. Underspends are particularly unhelpful when bidding for additional funding. **(I1, PB1)**
- ii. Better profiling of budgets is required with better focus on year-to-date figures as they help provide assurance that the likely outturns are achievable. **(I1)**
- iii. There is too much focus on the extraction and reorganisation of data from t-Police rather than presenting this in a meaningful way to budget holders. This is compounded by the lack of suitability of the OBIEE dashboard. **(I3)**
- iv. Quality standards are not clearly defined within the G4S contract which has led to some tensions around the required outputs. **(O4 – Page 5)**



- v. Performance indicators are one sided, consideration could be given to reverse indicators that establish what is required from the Force / PCC to enable G4S to meet the requirements. *(Raised by CIPFA) (O5 – Page 5)*

Theme: In year management		Theme Strategic Sponsor: Tony Tomlinson	
Ref	Action Required	Outcome	Action Owner
I1	Ensure that forecast spend is accurately reflected, challenge where underspend is known but not reflected.	Reduction in underspends, more accurate forecasting.	Julie Bratton
I2	Cultural work with budget managers re: underspend and forecasting, and development of 'carry forward' policy.	Managers will not forsake VFM to spend money due to not wanting their budgets to be reduced.	Gillian Holder
I3	Engage with budget holders to establish training requirements and information provided.	Enhanced service to budget holders, less resource requirement to organise data resulting in more time for value adding activity. Standardised service	Julie Bratton

### 3.3.1. WORKSTREAM OBJECTIVES

To provide budget holders with the tools and training to enable them to ensure that they understand their planned spend and understand the carry forward policy and its effect on their business area.

### 3.3.2. WORKSTREAM DELIVERABLES

#### 3.3.2.1. Carry forward Policy

The carry forward policy will be included within the Financial Strategy and is a component of this document. The policy is subject to normal policy and strategic sign off arrangements which sit outside of the project's governance structure.

#### 3.3.2.2. Outturn vs. Forecast Summary

The outturn vs. forecast summary will be a briefing document that describes the forecast spend vs actual spend at various points throughout the financial year. This document is being prepared for Resource Governance in May 2016, following which it will be used to inform 1 to 1 meetings with budget holders and management accountants to develop more accurate forecasting and management of underspend.

#### 3.3.2.3. Training Needs Analysis for Budget Holders

Linking in to the training needs analysis being completed as part of the whole finance development work stream a specific plan will be put in place for budget holders. This will be comprised on an agreed set of training requirements, and a gap analysis for current role holders.

### 3.3.3. INTERDEPENDENCIES

This work stream has interdependencies with the agreement of roles and responsibilities, and also the development of reporting and building of links between the finance team and key stakeholders.

### 3.3.4. PREDICTED RESOURCE DEMAND



This work stream does not require dedicate resource and is an enhancement on business as usual activity.

### 3.4. YEAR END

#### Action plan extract:

Specific issues to be addressed:

- i. Accounts and audit should be completed earlier, allowing Finance staff more opportunity to focus on 'in year' budget management and other value added activity. **(Y1)**
- ii. Continuation of the progress made to provide the agreed information on time and in an accurate manner. **(Y1)**
- iii. Addressing issues with Final accounts working papers to ensure audit is completed without additional days requirement **(Y3)**
- iv. Implementing post-audit final accounts review to scope improvements needed for following year.

Theme: Year End		Theme Strategic Sponsor: Angela Durham	
Ref	Action Required	Outcome	Action Owner
Y1	Yearend processes to be completed faster, timeline to be created and agreed prior to yearend.	Finance staff more opportunity to focus on 'in year' budget management and other value added activity	Julie Bratton, Gillian Holder
Y2	Implement post-audit final accounts review	Identify improvements for the following year.	Julie Bratton, Gillian Holder
Y3	Better planning and accountability of year end working papers all working papers reviewed prior to audit	Creation of clear and accurate working papers to reduce audit time.	Angela Durham

#### 3.4.1. WORKSTREAM OBJECTIVES

The objective of the work stream is to standardise and streamline the year end process and working papers, so that the year-end process can be carried out more accurately and faster, reducing the amount of time that is spent on processing year end so that effort can be diverted to more value adding activity.

#### 3.4.2. WORKSTREAM DELIVERABLES

##### 3.4.2.1. Year End Plan

The year-end plan describes the key dates and deliverables for year-end activities from all parties. The document has already been agreed prior to commencement of this project.

##### 3.4.2.2. 2015/16 Year End Lessons Learned Report and Plan

The lessons learned report will capture any areas which have caused issues or where improvements could be made, this document is an internal document intended to inform the planning for year-end 2016/17 and as such does not require formal sign off but will be shared.



#### 3.4.2.3. 2015/16 Year End Audit Lessons Learned Report

Lessons learned from audit preparation and completion will also be documented to feed into future audit and streamline processes. As per the above this is an internal document intended to inform the planning and as such does not require formal sign off but will be shared.

#### 3.4.2.4. Year End Process Notes and 2016/17 Plan

The current process notes will be utilised in the 2015/16 year-end activities, any changes that are required to streamline the process will be made and this will be captured via the updated processes notes and the supporting year end plan, both of which will be approved by the Strategic Theme Lead.

### 3.4.3. INTERDEPENDENCIES

The timescales within this work stream are dependent on the activities described within the year end plan. This includes deliverables from both internal and external resources, and the achievement of the plan is dependent on all parties achieving the agreed timescales.

### 3.4.4. PREDICTED RESOURCE DEMAND

The resource impact of year end is significant but is part of the core business, the other project areas have been scheduled where possible to take account of the resources that will be heavily involved within this activity.

## 3.5. SYSTEMS

Specific issues to be addressed:

- i. Lack of automation between HR and Payroll. **(S1)**
- ii. Development of t-Police reporting, including identifying the information that is required **(S3)**.
- iii. Feeling that the system has not delivered the transformation anticipated. **(S2)**
- iv. Undertake review of current tPolice performance to ascertain effectiveness and establish if the perception of a lack of transformation is correct. **(S2)**
- v. Development of budget manager reporting from DMS **(I3 – Page 4)**.

Theme: Systems		Theme Strategic Sponsor: Fiona Davies	
Ref	Action Required	Outcome	Action Owner
S1	Review opportunities to update to the new payroll system.	Increased automation.	Angela Durham
S2	Undertake review of current tPolice performance and include 'clause 10 review' results.	establish if the perception of a lack of transformation is correct, develop an improvement plan or communications plan as required.	Elise McDade
S3	Development of t-Police reporting	Enhanced service to budget holders, less resource requirement to organise data resulting in more time for value adding activity.	Julie Bratton
S4	Development of purchasing management information, and development of savings targets	Greater in year management	Lisa Norton



### **3.5.1. WORKSTREAM OBJECTIVES**

To ensure that system processes remove dual keying wherever possible, reducing the potential for data inaccuracy and ensuring that opportunities to enhance system functionality through integration to payroll are identified and progressed at the earliest opportunity.

To review the current system against the planned deliverables as identified within Clause 10 of the contract and to ensure that plans or mitigation exist for any deliverables not yet achieved.

To deliver accessible standardised reporting through primarily automated reports that allows for outcomes and drivers to be fully understood, and to enable accurate forecasting and information that supports successful financial management.

### **3.5.2. WORKSTREAM DELIVERABLES**

#### **3.5.2.1. Payslips solution document**

The payslip solution will outline the technical solution to enable all Lincolnshire Police employees to receive electronic payslips. This will be presented on a standard briefing note template and will include reference to the number of individuals currently not in receipt of electronic payslips and any cost associated with implementing the solution.

#### **3.5.2.2. Clause 10 Review Document**

The clause 10 review document will outline any deliverables identified within clause 10 for the finance system (t-Police) that have not been achieved, and will identify where the technical solution has been delivered but other barriers have prevented achievement of the intended aims. The document will also include plans for achieving those deliverables, alongside recommendations for any deliverables identified that are no longer relevant.

#### **3.5.2.3. Change Requests**

The standard change control template and procedure will be utilised, change requests will be documented for any areas where it is no longer felt that clause 10 deliverables are applicable.

#### **3.5.2.4. Reporting Options Proposal**

The reporting options proposal will be recorded on a briefing note template and will outline the reporting that can be achieved with the current configuration (chart of accounts etc.) within t-Police, and will outline the impact that current design decisions have on the ability to produce the reports required by budget holders. The report will include recommendations for the reporting levels and standard reports that can be produced and will consider a range of options. Some options may have cost associated and this will need to be progressed through standard change control procedures.

### **3.5.3. INTERDEPENDENCIES**

The development of the System has interdependencies with other areas of this project including the provision of information as part of the business case process and allocation of roles and responsibilities as both areas may impact on the reports that are required. The decision taken with regards to the system build as part of the t-Police implementation will also constrain the activity that can be completed without further input from the supplier.



The availability of key resources and their involvement in year-end activities etc. also impact on the delivery of this work stream and this is reflected in the project plan.

#### **3.5.4. PREDICTED RESOURCE DEMAND**

The development of reporting within t-Police will have a significant resource impact on the Reporting manager including the scoping and development of options. Following an agreement of a solution a further assessment of the required resources, including those provided by the supplier will be necessary, the PID will be updated at this time.

### **3.6. WHOLE FINANCE DEVELOPMENT**

#### **Action Plan Extract:**

<b>Theme: Whole Finance Development</b>		<b>Theme Strategic Sponsor: Julie Flint</b>	
<b>Ref</b>	<b>Action Required</b>	<b>Outcome</b>	<b>Action Owner</b>
O1	Session to discuss responsibilities and requirements between Force, G4S and OPCC finance.	Agreed responsibilities and requirements, improved satisfaction and greater clarification of aims and objectives.	Gail Bradshaw
O2	Training needs analysis for finance team / CPD	Ensures all individuals are suitably qualified and identifies any gaps to be addressed.	Angela Durham / Gillian Holder
O4	Definition of Quality Standards through review of contract. *	Agreement and clarification of outputs.	Gail Bradshaw / Angela Durham
O5	Review performance indicators with consideration to requirements from the Force/PCC to enable performance.*	Creation of a equitable service with clearer lines of accountability.	Gail Bradshaw / Angela Durham

\*Recommend as part of larger session.

#### **3.6.1. WORKSTREAM OBJECTIVES**

The objectives of the work stream are to come to a share understanding of roles and responsibilities across the finance function, underpinned by an agreed set of guiding principles and supported by appropriate quality standards. Achievement of the objectives will be secured by identifying training requirements for all roles and producing a plan to address any gaps.

#### **3.6.2. WORKSTREAM DELIVERABLES**

##### **3.6.2.1. Collated notes on responsibilities and requirements**

The collated notes from the review of materials in relation to responsibilities across the finance function will be utilised to inform discussion as part of a group session, allowing for a shared understanding to be gained. The notes should inform and encourage discussion as does not need to be a full extract of all mentions of the finance function within the contract.

##### **3.6.2.2. Group session proposal**

The group session proposal will be a brief overview of the intended session agenda, outcomes and membership. Approval for this will be sought from the Theme strategic lead.



#### 3.6.2.3. Outcomes of group session

The outcomes of the group session will be a set of agreed notes, part of the quality criteria for this is that it must contain the necessary detail to inform the dependent work in the Accountability work stream to ensure that financial responsibilities and appropriately recorded within individuals job descriptions and PDRs.

#### 3.6.2.4. Finance Guiding Principles

The finance guidance principles will be derived from the outcomes of the group session however this will be a more polished document that can be shared widely to offer clarification.

#### 3.6.2.5. Training Requirements

Based on the review of training offered by the college of policing and strategic command course along with best practice the proposed training requirements for both the finance team, and budget holders will be documented. This will describe the training that it is believed is required for each role, this will require agreement prior to the completion of the gap analysis that will inform the TNA below.

#### 3.6.2.6. Training Needs Analysis

The training needs analysis will be an assessment of the required training for each role and the individuals within those roles and the level of training they have received. This will allow for any training gaps to be identified. Whilst the training needs analysis is in scope further discussions will be required with regards to the progression of any training needs identified. This will also cover the required action within Accountability (A5).

#### 3.6.2.7. Quality Standards - Contract requirements

This is an extract of the relevant clauses from the contract that relate to quality requirements, once complete and considered alongside best practice this information will be used to inform the Quality Standards Proposal as described below.

#### 3.6.2.8. Quality Standards Proposal

The quality standards proposal will include a series of recommendations for ensuring that required quality standards are met, including version control, and thorough documentation of evidence.

#### 3.6.2.9. Quality Standards Implementation Plan

Once approved the quality standards proposal will be developed into an implementation plan (which will be merged into the Finance development plan once approved). This will include measures that will be taken to ensure that papers produced are suitably version controlled, utilise standard templates where appropriate and can be used to evidence what has been completed.

#### 3.6.2.10. Finance Performance Indicator Change Control

Following the review of performance indicators between the CPT and G4S Lead a change control will be produced to capture the outcomes, this will utilise the standard template and authorisation approach.

### **3.6.3. INTERDEPENDENCIES**

There is a strong interdependency between elements of this work stream and the Accountability work stream. Delivery of the training needs analysis as described at 3.6.2.6



will resolve the Accountability work stream action A5. The outcomes of the group finance session at 3.6.2.3 are a prerequisite for the action A1.

#### **3.6.4. PREDICTED RESOURCE DEMAND**

Development of this work stream will be managed without the necessity for additional resources, however this will impact on availability for other ad-hoc work.

#### **4. DELIVERABLES SUMMARY**

The embedded document below contains a summary of the deliverables from this project including the owners, approvers and reviewers for each deliverable.



#### **5. PROJECT EXCLUSIONS**

There is no budget associated with this project, and therefore before some areas can be progressed it may be necessary to reach agreement with regards to the associated costs.

#### **6. INTERFACES / DEPENDENCIES**

Many of the work streams within the project are interdependent; these links are detailed within the project plan and the work stream overview within this document. As part of the progression and the monitoring of the plan any identified impact on dependent areas will be flagged as soon as identified by the Project Manager.

#### **7. ASSUMPTIONS**

There is an assumption that the resources required to complete the actions identified will be made available and that the potential impact on resources is noted and provided for. Where external resources are required there is an assumption of resource availability which has not yet been confirmed and may impact on timeliness. Where this occurs it will be escalated through the governance structure as explained in section 14 of this document.

#### **8. PREDICTED RESOURCE DEMAND**

The project will be implemented alongside business as usual, this is reflected in the utilisation of the existing finance meeting structures to provide governance for the project, similarly whilst project management support will be provided the expectation is that action owners take the responsibility for the management and delivery of their areas including addressing any issues and/or exceptions. Whilst efforts will be made to continue business as usual the additional impact on action owners and their teams will be significant and may divert from other activities.

#### **9. SYSTEM REQUIREMENTS**

##### **9.1 Senior System Owner**



The system owners for t-Police will remain in place as the system is already live. The system owners from G4S are Head of HR and Head of Finance.

## **9.2 System Administrator**

The system administration requirements will remain in place as the system is already live, resource requirements for the system administration role will be communicated in advance to allow the departments to ensure that there is sufficient resilience to support business as usual and project activity.

## **10. SECURITY REQUIREMENTS**

### **Risk Management & Accreditation Documentation Set-**

#### **10.1 Is there a requirement for a RMADS to be completed?**

There is no requirement for an RMADS to be completed as part of the Finance Development work completed as both t-Police and Crown are already live and subject to accreditation arrangements.

#### **10.2 Is there a requirement for a health check to be completed?**

N/A

### **Privacy Impact Assessments**

#### **10.3 Is there a requirement for a PIA to be completed?**

No this has already been completed as part of the RMADs process.

#### **10.4 Equality Impact Assessments**

The t-Police system is already subject to an EIA.

## **11. PREDICTED TRAINING DEMAND**

The project scope includes the identification of training needs but does not include the training delivery at this time, however within a number of the work streams there is an indirect training that will be provided through the production of targeted communications and working closely between individuals, rather than a formalised training programme delivered by Learning and Development.

## **12. SERVICE DELIVERY IMPACT**

Service delivery impact should be minimal as business as usual will be maintained, however it should be appreciated that for the action owners a high proportion of their time will be spent on progressing these areas which may limit availability for other ad-hoc work.

## **13. INITIAL BUSINESS CASE**

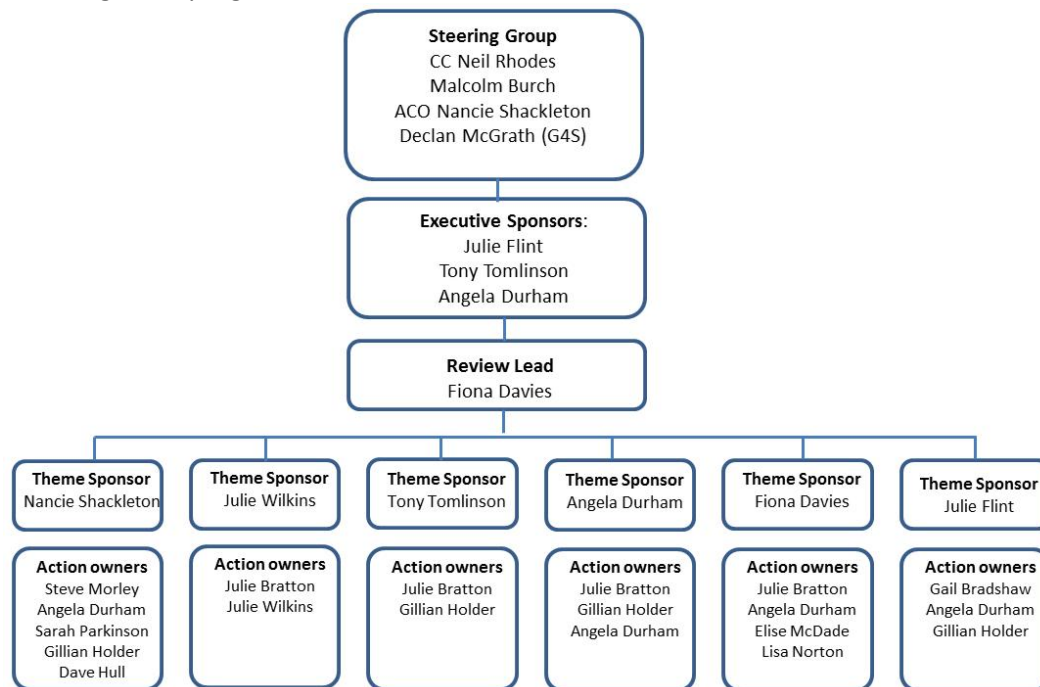
The results of the CIPFA self-assessment and the subsequent action plan will act as the business case for this project. As the report and action plan clear set out the intended outcomes / benefits from each action area, the findings from these reports have been



included within this PID where appropriate. Both documents have received sign off and approval from the Performance and Delivery Board.

#### 14. PROJECT ORGANISATION STRUCTURE

Due to the number of existing meetings between the Theme sponsors and Executive Sponsors a separate project board is not being established, and existing meetings will be used to govern progress.



The theme lead will engage with the action owners to ensure progress against the plan is achieved as required. The action owner will take responsibility for the delivery and management of any subtasks within their allocated action area. Project / programme support will be provided to ensure the plan is maintained and any exceptions are appropriately documented and escalated, however day to day management of the action will fall to the action owners.

#### **Programme Management Team :**

Elise McDade / G4S PMO – Project Manager

#### 15. COMMUNICATIONS PLAN

##### 15.1 Updates

Written updates will be provided to JIAC and the Performance and Delivery Board, verbal updates will be provided at existing finance governance meetings and a standing agenda item added to relevant meetings.

##### 15.2 Communications / Engagement Strategy and Plan



Should any work stream warrant communications a high level plan will be developed as appropriate and circulated to the strategic theme lead for approval prior to utilisation.

### **15.3 Exception Reports**

Should the project or any action area within the project fall outside, or be forecast to fall outside, its tolerances, the action owner should inform the strategic lead and the Project Manager who will support the action owner to raise an Exception Report. Exception Reports will be raised and distributed as soon as practicable after the exception occurs or is forecast (whichever is the sooner). As soon as an option within the exception report is accepted the Project Manager will complete an Exception Plan which will replace the current stage plan.

### **15.5 Project Risks & Issues**

Risks & issues should be raised as necessary and forwarded, in the first instance, to the Project Manager. The project manager will record these within the risk register and will raise to the strategic lead as required.

## **16 PROJECT QUALITY PLAN**

### **16.1 Project Assurance**

Assurance covers all interests of a project, including business, user and supplier. Responsibility for project assurance in each of these areas lies with the respective Project Board Members: i.e. the Project Executive, Senior User and Senior Supplier. In this case the project assurance and quality will be managed through the approvals requirements within each them and the sign off from the Theme lead to confirm completion.

The Project will follow the plans and products included within it, the RACI matrix will include details of sign off procedures and quality assurance for all products.

### **16.2 Product Quality**

All products must meet the Acceptance Criteria set out in their respective Product Description, or through achieving the appropriate approvals as documented in the deliverables matrix at section 4.

## **17. INITIAL PROJECT PLAN**

### **17.1 Project Prerequisites**

The plan has the following prerequisites:

- The project scope and deliverables are agreed as per this document.
- Adequate resources will be made available to run the project
- Adequate resources will be made available to deliver the project's products
- Decisions will be taken in a timely manner, and any impacts on the project aims or objectives will be fully understood.

### **17.2 Planning Assumptions**

It is assumed that the action owners and strategic leads will remain on the project until it's conclusion, although the roles will not be full time abstractions from core duties it is essential that resources are made available as required in the project plan. Any changes to key roles and responsibilities has the potential to impact on the delivery timescales.



Requirements and time frames for external resources and external deliverables are included within the plan based on a best guess; any deviation following supplier engagement will be escalated through the project governance.

Approval time frames are based on assumptions regarding availability and timely reviews.

Plans have been submitted to all key stakeholders for review prior to inclusion within this document, however changing priorities may impact on delivery timescales, and this will be managed through the project governance.

Where interdependencies exist it should be noted that delays in one area may impact upon multiple areas of delivery, this will be monitored by the Project Manager and escalated as required.

#### **17.4 Project Plan**

Attached at appendix A is the Gantt chart.

The project plan has been split into the different action areas and interdependencies between areas clearly articulated within the Gantt chart. The work streams described in section 3 of this document should be viewed as a narrative which describes the outcomes and aims of the actions as listed in the plan.

### **18. PROJECT CONTROLS**

#### **18.1 Management by Exception**

PRINCE2 applies the concept of 'management by exception'. At any point the board will be able to elect to return to a standard management by exception approach. That is, having approved a Stage Plan with the Project Manager, the Project Board is kept informed by reports during the stage. There is no need for 'progress meetings' during the stage unless the situation deviates from the plan. The Project Board knows that the Project Manager will inform them immediately if any exception situation is forecast. The project team will await instruction from the board to determine when this approach can be used.

#### **18.3 Project Management Office**

Ordinarily the PMO has control on a day-to-day basis within a stage and can make adjustments as long as the stage and project stay within the tolerances defined by the Project Board and the adjustments do not change the Business Case. For the purposes of this project the action owners will have the day to day responsibility and will highlight any changes to the plan to the PMO for documentation, re-planning and identification of any impacts.

#### **18.4 Project Tolerances**

There are no set tolerances for this project, all exceptions will be reported to Strategic Lead and Executive sponsors as required.

	BUDGET	TIME	QUALITY
TOLERANCE			

### **19. EXCEPTION PROCESS**

Exceptions within each work stream will be reported to the Project Manager, should this impact on further areas of project delivery the plan will be reforecast and the Project Manager will raise an Exception Report. If the full details of the exception are not known this



will be a verbal report until such a time when further details can be used to create a written exception report. Exception Reports should be raised and distributed as soon as practicable after the exception occurs or is forecast (whichever is the sooner).

If appropriate an Exception Report will be followed with an Exception Plan, which will replace the current stage plan.

## **20. RISKS AND ISSUES**

Risk Owners are responsible for monitoring the specific risk(s) allocated to them and initiating the response set out in the Risk Log. Any change in the risk should be reported to the Project Manager and the Programme Management Officer (who will update the Risk Log).

Risks and Issues that are defined as RED (High impact / High probability) will be raised as a matter of routine at the relevant meetings.

### **Response to Risk and Issues**

Responses to individual risks are set out in the Risk Register, which includes guidance on the scoring matrix used for the project.

## **21. CONTINGENCY PLANS**

### **21.1 Change Control**

Once the Project Initiation Document has been approved any further changes will be subject to Change Control.

Requests for Change should be forwarded, in the first instance, to the Project Manager. The Project Manager will review the PID and update prior to the commencement of a new stage. Updated versions of the PID will be issued to board members for review when changes are made that impact on the deliverables, project scope or project controls.

### **21.2 Contingency Budget**

No specific contingency budget has been allocated to this project.

## **22. Appendices**

Appendix A – Gantt Chart