

Approved By: Extraordinary Strategic Board	Classification of Paper: Not Protectively Marked
Report to PCC <i>IT Resourcing Position Jan 2017</i>	Report reference number PCC/001/17
Date of Decision 13 th January 2017 Date of Report 10 th January 2017	Area of County/Stakeholders affected IT Services
Title of report: Use of pay underspends	
Report by Rachel BINNS	
Enquiries to Rachel Binns, Jules Donald	

1. Purpose of report

To document the agreed change in use of force pay revenue spend for IT Services to source and fund external resource solutions to underpin & support the delivery of the IT programme.

2. Recommendations

Agreed use of up to £500k of IT pay underspends across 17/18 to support the hybrid in-house and outsourced IT resourcing model.

3. Benefits of Proposal

Decision Note linked to the report 'IT Resourcing Position Jan 2017 v0.2' discussed at the Extraordinary Strategic Board on 13th January 2017.

Benefits:

- Supporting the capacity of the IT department to deliver the agreed IT programme.
- Supporting the capability of the IT department by bringing in specialists within new technologies from the external marketplace. Buying in skill sets.
- Plugging gaps created by a high level of vacancies

Consequences of not proceeding:

Limited capacity from within IT Services to provide the full contingency of ICT development, support & extended services to both Essex Police and Kent Police.

4. Background and proposal

The IT Strategy and IT Restructure business case detailed a hybrid resourcing model that used contractors and suppliers more flexibly to provide discrete technical deliverables; exploiting technical expertise for specific purposes. Use of IT pay underspend will be used to fund specific technical 'resource driven' work packages to support the IT programme / organisational delivery.

The IT department has been running with a high vacancy factor for over 18 months. Pay Underspends were used in 15/16 and 16/17 to source additional resource-led work packages.

A force-change Restructure Business Case was launched in April 2016 – concluding in August 2016 with a 3 month notice period and 43 vacancies.

A significant recruitment campaign was launched in September 2016 and as of January 2017 only half of the vacancies have been filled – with applicants working their way through the extensive vetting processes of the organisations. Creating a continued period of time lag before the department can forecast a position of 'full' strength – taking us into 17/18.

Adding to the vacancy factor the department has had a number of resignations, redundancies, notification of retirement and internal IT job offers (moving vacancies around, not reducing the gap). The recruitment campaign continues into 2017 with extensive external job searches and a likely move to utilise specialist recruitment agencies.

Proposal: to continue to separate out IT Pay Underspends and use this funding to commission external resource-led outcome-led work packages to support the IT programme.

Consultation via: IT Steering Group, HR Services, CFOs, PCC Extraordinary Strategic Board.

5. Police and Crime Plan

Increasing efficiency through collaborative working and innovation: pulling in external private sector specialists for targeted / specific / defined pieces of work that add value and move on the technology-led operational projects.

SSD Business Plan - Customer first: Plan, manage and deliver infrastructure & Solutions projects. Utilising external resources increases capacity & capability of IT services to deliver the operational ICT requirements of the Force.

6. Police Operational Implications

[NOT PROTECTIVELY MARKED]

Impact of not proceeding is the impact on: 1) efficiency technology-led operational projects. 2) normal BAU service provision and increased time to resolve.

7. Financial Implications

IT Services is a collaborative department providing IT Services to both Essex Police and Kent Police.

The 17/18 Pay Budget for the department is circa £4.6m pa per Force

Given the level of vacancies, the number of job offers, projected vetting timeframes and forecasting the number of vacancies carrying through into 2017/18, a conservative estimate of the joint 'IT' pay underspend is £244k for the first 6 months of 17/18: equating to £122k per Force.

8. Legal Implications

9. Staffing and other resource implications

- Impact on Corporate Finance to: commit the finance, to recharge between Forces and oversee this separate spend profile.
- Impact on IT staffing to ensure spend is profiled, recorded, tracked, invoiced, goods receipted and recharged between Forces.
- Impact on IT managers to ensure outcome-led work packages and deliverables are clearly defined from the outset, overseen and delivered.

10. Equality and Diversity implications

11. Background papers



IT Resourcing
Position Jan 17 v0.2.

[NOT PROTECTIVELY MARKED]

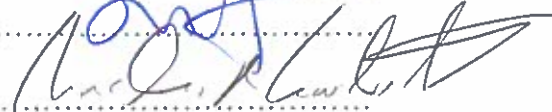
Report Approval

The report will be signed off by the Chief Executive and CFO and the PCC Solicitor where legal implications arise.

Chief Executive/M.O



Chief Financial Officer



PCC Legal Advisor

..... (As necessary)

Decision

I agree the recommendations to this report



PCC/Deputy PCC

Date signed 4/3/17

Location

I do not agree the recommendations to this report because

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.....
PCC/Deputy PCC

Date signed

Location

Publication

Reasons for non-publication (*state 'None' if applicable*)

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Signed/Print name

Report for publication	YES	<input type="checkbox"/>
	NO	<input type="checkbox"/>

If the report is not for publication, the Chief Executive will decide if and how the public can be informed of the decision.



Supporting policing in Kent and Essex

IT SERVICES

IT Resourcing Position 2016/17

January 2017

Summary

Paper outlining the Resourcing position of IT Services

- The Establishment & Vacancy Factor
- The Recruitment campaign
- What positions have been recruited to, to date
- Our Critical teams
- Other resourcing methods / solutions
- Time lag challenges of recruitment
- Use of Pay underspends to underpin technical work packages
- A Bid for 17/18 pay underspends

DECISION REQUESTED:

ITEM 6.4 PAGE 9

APPROVAL SOUGHT FROM THE PCC'S FOR formal approve use of IT pay underspends into 17/18: Conversion of Pay to Non-Pay budget.

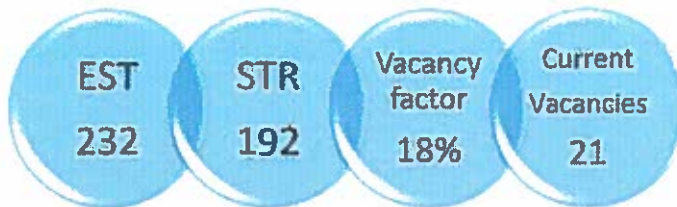
IT SERVICES

IT Resourcing Position 2016/17

January 2017

1.0 OVERVIEW

This report provides an overview of the resourcing position of IT Service; detailing the level of vacancies and the plans to resolve.



1.1 ESTABLISHMENT

The IT structure position post 1st November 2016 (new structure) is 232 FTE. This is the establishment of the core IT Services operating model – including Genesis, but does not include:

- Any non-established Force structures supporting the Athena implementation (Essex and Kent)
- ESCMP team – funded by the ESMCP programme
 - 1 Supt and 6 Staff
- Genesis Sgt posted to the AMO

The structure includes recent growth (10 FTE) to support the Mobile First programme. Growth that was agreed mid structure whilst the department was under a full review and going through a recruitment freeze.

1.2 STRENGTH & VACANCY FACTOR

The complete strength is 192 FTE. Most of the new IT Structure is based on full FTE positions. If there is a part-time member of staff in that post – we will be 'under strength' against budget – but this inflates the vacancy factor (18%) and the number of actual vacancies.

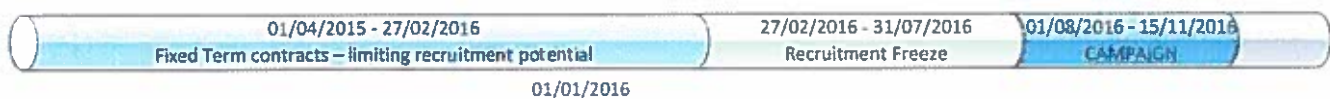
1.3 NUMBER OF VACANCIES



1.4 HOW LONG HAS 'IT' BEEN UNDER RESOURCED?

18 months or longer. The department has been struggling with around 30 -40 vacancies due to:

- Buoyant market place
- Offer of fixed term / short term contracts only
- Recruitment Freeze due to restructure
- Lengthy restructure – 45 days consultation followed by 8 weeks of internal recruitment & selection processes



01/04/2015

31/12/2016

2.0 RECRUITMENT CAMPAIGN

2.1 INTERNAL CAMPAIGN

Vacancies in the new IT Structure were opened up to all IT staff as part of the business case selection processes. (June to July 2016).

From 1st August 2016 all the remaining vacancies (43 positions) were pushed through internal recruitment – across both Forces.

2.2 EXTERNAL CAMPAIGN

From 1st October 2016 all vacancies were advertised on the Essex Police and Kent Police websites with:

- a dedicated IT space
- the ability to accept CVs
- a social media campaign to launch the external campaign

COMPLETED	SCHEDULED
19 th October 2016. 28 days: IT Service 'multiple IT vacancies' advertised through on-line job boards Technojobs, Dice & Totaljobs.com	CW Jobs: On-line job board for 4 x senior engineer roles. Stack Overflow: programmers forum. Adverts for 2 x senior engineers.
Recruitment events. <ul style="list-style-type: none"> • Kent Police recruitment evening 12th October 2016 • Essex Police recruitment evening 20th October 2016 	Recruitment events. <ul style="list-style-type: none"> • Gravesend local community police recruitment evening 25th January 2017 • Essex Police recruitment evening 2nd February 2017
Social Media campaign for all IT vacancies October 2016	Social Media campaign targeted at individual IT vacancies starting mid-late January 2017
	Revamp of external police web site IT vacancy pages
	UNDER REVIEW :
	Linked In campaign
	Matrix / Recruitment agency for specific roles
	Specialist IT only recruitment evening

2.3 STATUS MID-JAN 2017

- Senior Project Manager
- Access Management Analyst
- Team Leaders; Commercial Apps & Network (2)
- Internal Development Manager
- PA to C/Supt / HOD (0.5)
- Network Solutions Designer
- Service Delivery Analyst
- Senior Applications Engineer (2)
- Project Manager
- Service Desk Analyst (3)
- PPMO Officer (1.38)

Internally
filled roles (15)



- Service Desk DAY & SHIFT - (5)
- EUC Support Team Leader (12 month contract)
- Applications Engineer ERP
- Resource & Comms Manager
- Senior Applications Engineer (2)
- Senior Server Engineer
- Software Developer
- PPMO Manager
- EUC Support Engineer
- EUC Field Operations Engineer (2)

Externally
filled roles (16)



- 21 VACANCIES STILL REMAIN
- 60 invites for interviews have been issued
- Interviews will continue to be scheduled

INTERVIEWS
(60)



2.4 SHIFTING POSITION

Of the 15 roles recruited internally, 7 of these have come from within IT Services: shifting vacancies with the current staffing levels rather than narrowing the vacancy factor.

Since 1st August 2016 there have been 3 resignations, 2 redundancies (falling out of the restructure) and 1 retirement notification.

The number of internal vacancies to recruit to is forever shifting: extending the breadth of the campaign.

2.5 RECRUITMENT POOLS

Our entry level roles in the Service Desk and Field Operations have a high turnover as staff move on (internally and externally) as they gather experience. The Service Desk in particular has around 4 campaigns a year. Given the level of investment & energy with this specific campaign arrangements have been made with HR Services to create 'successful pools' of applicants – where individuals have successfully passed the interview process, but the vacancies have been filled. Vetting the individuals and holding a list of applicants which can be drawn on when the next vacancy comes up (parameters have been set up with HR around acceptable timeframes & reviews).

2.6 CRITICAL AREAS



Service Desk

- 8 vacancies 36% team
- 6 appointments made but working through vetting/references etc
- IMPACT: Responsiveness of the first line of support for the Forces.

Server & Infrastructure	Commercial Applications	Senior Software Developers	Business Unit
<ul style="list-style-type: none"> •3 vacancies 28% team •IMPACT <ul style="list-style-type: none"> •Delivery of key force projects. •Focus on reactive service •Impact on 'on call' extended service (strain on existing resource) •ACTIVITY <ul style="list-style-type: none"> •9 CVs (small return) •7 interviews scheduled in January 2017. •Internal advert to be re-opened. •External via CWJobs in January 2017 	<ul style="list-style-type: none"> •4 vacancies 27% team •IMPACT <ul style="list-style-type: none"> •Delivery of key force projects. •Focus on reactive service •Impact on 'on call' extended service (strain on existing resource) •ACTIVITY <ul style="list-style-type: none"> •10 CVs (small return) •3 interviews scheduled in November. •Internal advert to be re-opened •External via CWJobs in January 2017 	<ul style="list-style-type: none"> •2 vacancies 27% team • IMPACT <ul style="list-style-type: none"> •Limiting development of new applications / SAP changes •ACTIVITY <ul style="list-style-type: none"> •0 CV's •Additional bid for use of an on-line programming community to advertise these roles. •External via Stack Overflow in January 2017 	<ul style="list-style-type: none"> •1 vacancies •IMPACT <ul style="list-style-type: none"> •Ability to track and monitor IT spend. Profiling forecast. Managing high spend with specific Suppliers. •Extended time frame with limited budgetary management - extends gap of •ACTIVITY <ul style="list-style-type: none"> •2 CV's •1 interview scheduled •Internal & external adverts placed •Internal discussions re financial support

2.6 NEXT STEPS IN THE CAMPAIGN

- Interviews with the shortlisted candidates.
- Continued pull in of external CVs shortlisting
- Recruitment adverts in 'Stack Overflow' to advertise the programming roles through a focussed on-line problem solving tech community.
- Recruitment adverts in CW Jobs to advertise critical roles.
- POSTIVE ACTION. Equality & Diversity

- Recruitment leaflets for reaching the local Sikh community at the Guru Nanak Gurburab (first Sikh Guru) festival. Sunday 20th November
- Recruitment event on 25th January 2017 in Gravesend city centre to extend interest into local BME communities
- **RECRUITMENT AGENCIES.** Possibility of using other specialist IT Recruitment agencies to target applicants. Requires:
 - A contract outside of the Matrix framework
 - Funding to pay commission for any successful applicants pulled in this way
- **Paid-For Social Media campaigns**
 - Facebook
 - Linked in

3.0 OTHER RESOURCING SOLUTIONS

3.1 CONTRACTORS

3.1.1 METHODS

IT Services has been using our Delivery Partner framework with Methods to contract specialist work packages that alleviate pressures on internal teams to provide all the services and ultimately to bridge the resourcing gap. The Delivery Partner framework has been used to bring in (list not exhaustive):

- A Database Administrator
- Technical Lead around the PSN co-ordination
- A wide variety of project managers
- A resource to complete technical procurement activities within ESCMP and Mobile First
- Assistance to complete the application packaging off Novell onto Microsoft
- Support in developing the Data Library and Back Record Conversion of Essex and Kent systems for Athena implementation
- Expertise to develop the technical designs and Business Cases to support the Infrastructure Modernisation programme

3.1.2 OTHER SPECIALIST OUTSOURCED SOLUTIONS

Other contractor contracts have been placed with specialist organisations to support strategic priorities supporting the delivery of IT provision:

- Software Licensing audit (Sharpe Pritchard)
- Email / network remediation work (Kemp & Core Azure)

3.1.3 NEPRO FRAMEWORK

Plans exist to contract into the North East Procurement Organisation (NEPO) framework for its 'vendor neutral' solution to procure professional services via NEPRO. NEPRO Ltd is the delivery partner of a public sector framework for buying professional services (without further procurement awards) across 19 categories including ICT. Providing alternative sourcing solutions for the force(s).

3.1.4 FUNDING

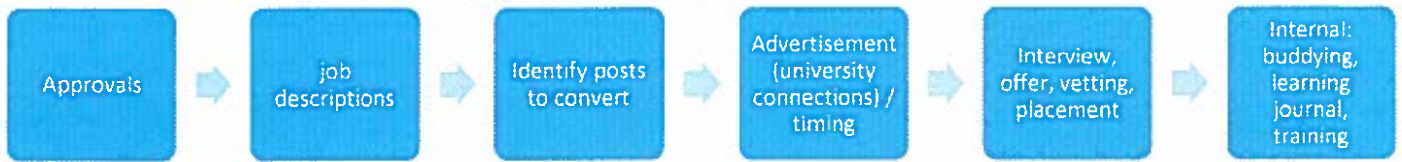
Funding streams have been identified from project bids, capital programmes and IT pay underspends.

3.2 GRADUATE & DEVELOPMENT PATHWAYS

3.2.1 University work placements. Two university work placements have been created from external funding for the Sea Eagle system – bringing in gap-year university students to support internal application developments. Their placement has been hampered by vetting and reference processes.

3.2.2 Graduate Development pathway. IT Services is investigating and progressing a Graduate Development pathway. Converting existing established senior technical roles within appropriate teams, to a 'Graduate Trainee' position (of a lower grade). The funding differential being used to fund external training qualifications in the appropriate technologies in order to up-skill the trainees, whilst we benefit from tapping into a market of new and emerging skills set with the latest technical computing academic background.

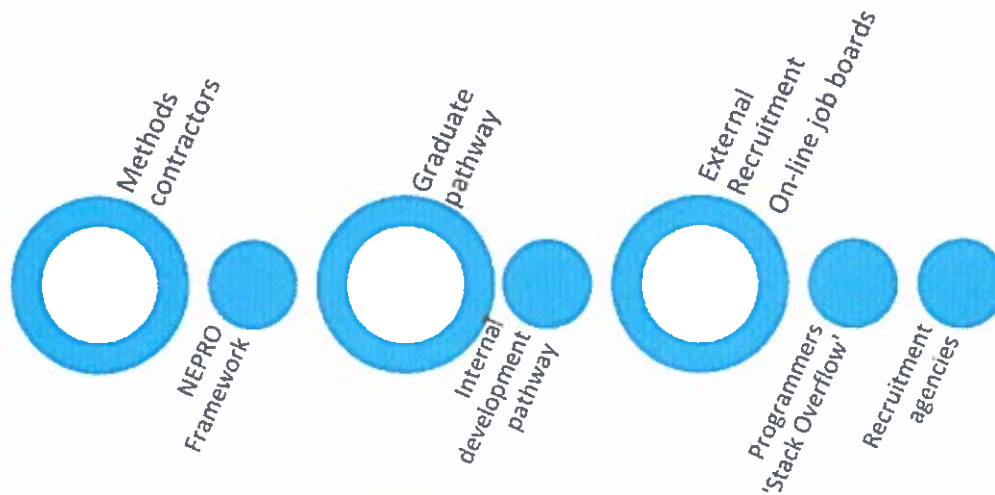
There are a number of activities to bring this idea into fruition:



3.2.3 Internal Development pathway. IT Services is investigating whether we have the capacity to convert a vacancy within a senior technical team (EUC Development) into a development role that would provide a short term secondment opportunity for junior staff.

The proposal would see the secondments undertaken on a rotation through the 'EUC Support Engineers' – exposing the 'junior' staff to the technologies, work strands and activities of the Development Team.

This would offer an internal development pathway specifically for internal staff, providing exposure and the opportunity to gather evidence to support future promotional aspirations, and supporting the lateral development of the mentors and coaches within the senior technical team. This development pathway scheme increases the resource capacity of the Development Team and means that the department wouldn't necessarily have to bring in lots of external staff to fill vacancies in the team, but move staff up through the teams providing opportunity for skills gain.



4.0 CHALLENGES

4.1 COMPETING CAMPAIGNS

The recruitment challenges are around the tactical activities. IT Services has a large recruitment campaign and therefore creates a large volume of activity for the IT managers, HR recruitment team and the Business Services team. The campaign is competing with police officer and PSCO recruitment as well as an increase in recruitment for other vacancies across both forces.

4.2 CAPACITY

4.2.1 Capacity impact on Business Services

The recruitment teams have a high level of demand and this is impacting on the pace of support in relation to completing:

- Eligibility tests
- Invites to interview
- Progress of vetting & references
 - Sending out of forms, chasing of returns
- Contracts, SAP structure changes
- Proactive communications about progress

4.2.2 Capacity impact in IT Services

There is limited capacity in IT to maintain the dedicated focus required to keep on top of the recruitment campaign, and to progress the additional work strands around use of recruitment agencies, NEPRO framework contracts, and graduate development programmes. Vacancies in the IT business unit are significantly impacting on the remaining capacity of the team to progress elements in an effective timescale.

4.3 RECRUITMENT GAP – WHEN WILL APPLICANTS START

If IT Services is successful in offering posts to applicants throughout November and December, there remains an average 3 month process before applicants would be able to start with us.



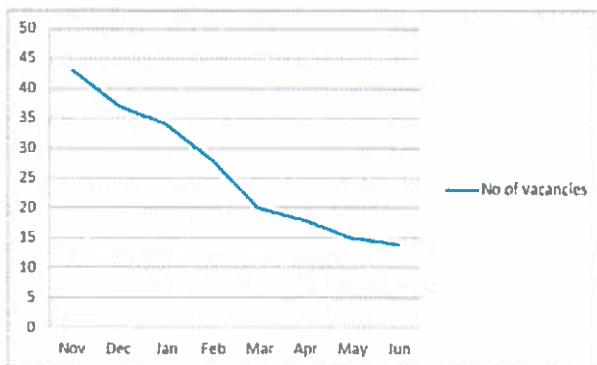
This results in applicants not be starting with us until **March 2017**. Continuing to place a strain on teams and impacting on the delivery of key technical projects.

Successful applicants from January will not start until April.

February applicants will start in May ...

As of January 2017 only a few applicants have started with the department, and as a result the department remains under capacity. We may have job offers out now – but the people will not be in place until the end of the financial year.

This will also result in further team / individual development time as they have organisational learning curve before they reach optimum effectiveness; impacting on line managers and colleagues as we build on team knowledge.



4.4 INTERVENTIONS

1. Weekly meetings with IT managers, Business Services and HR Recruitment team.
2. Mid-week progress checkpoints between Business Services and HR Recruitment team.
3. Proactive chasing by IT managers.

5.0 FUNDING

Additional funding is required to bring in specialist resource to plug capacity gaps.

Capital

IT Pay
Underspends

5.1 CAPITAL

Specific Force-led projects have been asked to include bids for project management. These project managers are generally sourced through external frameworks (Methods or Matrix) at day rates; an expensive commodity for the forces; but bringing in experienced specialist IT project managers that can pick up projects quickly and effectively.

5.2 PAY UNDERSPENDS

2015/16

In 2015/16 £777k was used by IT Services to underpin the IT resourcing position and fund technical resources to support Operational technology projects.

2016/17

A detailed analysis was completed at the start of the financial year to forecast IT pay underspends for the department. Using the old IT structure and forecasting the underspends based on existing vacancies, over £680k was identified as a (part-year) underspend, and a bid was made to use £534,320 to fund 'resource-led' technical work packages that provided capacity back into the department and supported delivery of the IT Programme.

Anticipated work packages at the start of the year included:

Work package type	Essex £	Kent £	JOINT £
Project managers	114125	101595	215720
Developers / Lotus notes	38500	38500	77000
OES support	35000	35000	70000
Licencing Audit	12500	12500	25000
Exchange (email)	44925	44925	89850
Application Support	10500	10500	21000
Database Support	17875	17875	35750
	273425	260895	534320

APPENDIX A details the actual spend profile as of 09th January 2016. The underspends have been used to fund resource led packages to support the Force in its delivery. A limited amount of this spend has been used to support the recruitment.

A bid is being made to use part of the remainder on training of staff within IT – in addition to the Force external training budget – as we have junior teams, with a changing technical landscape.

5.3 17/18 FUNDING PAY UNDERSPENDS BID

This paper looks to request a use of the 17/18 IT pay underspends budget to fund 'other' technical resource work packages as used for the last two financial year.

The CFO's and PCC's are asked to approve the continued use of the IT Pay Underspends to fund discrete technical 'resource driven' work packages to support the IT programme / organisational delivery.

6.0 RECOMMENDATIONS

OPTIONS

6.1 Formally delimit some IT posts to fund a separate contractor budget

- a. Review of vacant posts at the end of this specific recruitment campaign
- b. Concerns that vacant posts may still be in our critical areas
- c. Conflict with the proposal around Graduate Development positions
- d. NOT RECOMMENDED BY IT SERVICES

6.2 Formally reduce FTE of establishment of all part-time positions to fund a separate contractor budget

- RECOMMENDED – requires Corporate Finance to provide details pay budget information to map this out

- Will require a separate report detailing the exact amount.

6.3 Continue bidding for resource costs in capital bids for IT solutions.

- RECOMMENDED

6.4 Approve the continued use of IT Pay Underspends during 17/18.

- RECOMMENDED
- This will be a lot less than the funding used in 15/16 and 16/17
- Use of the funds is only agreed when the amount is identified
- The funding is moved into a separate cost centre to aid payment, tracking of spend and recharging between Forces

APPROVAL SOUGHT FROM THE PCC'S FOR option 6.4: formally approved the continued use of IT pay underspends into 17/18. Conversion of Pay to Non-Pay budget.

Rachel BINNS – IT Business Manager

approved pay underspends
COMMITTED
UNDERSPENDS REMAINING

KENT	ESSEX
£273,425	£261,195
240,890	231,040
32,535	30,155

RTCW ref	Date	IT lead	Detail	Requirement timeframe	COMMITTED KENT	COMMITTED ESSEX
DP040d		Mandy Balns	OES	78 days at a cost of £450 dally & £380 dally	32370	32370
DP082	08-Jun-16	Fiona Brown	Project Manager for WorkForce Management	8 days over 6-8 weeks	6400	0
DP082a	08-Jun-16	Fiona Brown	Project Manager for WorkForce Management	6 days Oct - Nov 2016	4800	0
DP064c	08-Jun-16	Fiona Brown	Project Manager for LMS Learning Management System – sickness absence cover	25 days June- October	9375	9375
DP064d	12-Sep-16	Fiona Brown	Project Manager for LMS Learning Management System – sickness absence cover	Additional 8 days In October	3750	3750
DP064e	03-Nov-16	Fiona Brown	Project Manager for LMS Learning Management System – sickness absence cover	03/11/16 - 5 days	1875	1875
DP084	08-Jun-16	Fiona Brown	Project management for IdeaDrop (Essex)	1 day a week for 6 weeks	0	4800
DP084b	NEW	Fiona Brown	Project management for IdeaDrop (Essex) -2	TBA		4800
DP084c	05-Sep-16	Fiona Brown	Essex Staff Engagement & Ideas Platform	4-10 days @ £800 per day	4000	4000
DP081B	10-Aug-16	Fiona Brown /	Project manager for PSN - PSN Technical Support Extension - Jonathan Burley	16/08/16 to 31st October 2016 at £700/day (49 days)	17150	17150
DP081C	24-Nov-16	matt hyner	Project manager for PSN - PSN Technical Support Extension -SCOTT ADAMS	14/11/16 – 21/02/17 (days per week may reduce with time and extend	23100	23100
DP103	26-Oct-16	Fiona Brown	Project Analyst for PSN co-ordination	Caroline O extension of an additional day at a	11210	11210
DP065c/65d	5/16 and 14/0	Fiona Brown	Project manager for website	2 days a week for 8 weeks	8250	0
DP090	25-Jul-16	Fiona Brown	PM for Athena: cover for Athena Innovation and Data Library(Sept /Oct)	3 days a week for Sept & Oct 3 days for 9 weeks at £750 per day	16125	16125
		Fiona Brown	PMO handover for service continuity	Nov & Dec 2016	2590	2590
DP091		Alex Allen	Lotus notes migration	July	3300	3300
DP077	19-Apr-16	Tony Edkins	Database support 06/05-19/08 2016	May - August 5 days a week	17875	17875
DP077b & DP077c	03-Aug-16	Tony Edkins	Database support extension 25 days 03/08 PO 451013419 £13750 extension additional 35 days @£550/day £19250	August 2016 to 31st March 2016	16500	16500
DP087	24-Jun-16	Jules Donald	Sharpe Pritchard Software Licencing Audit	Qtr2	12500	12500
	18-Aug-16	Brian Jaggs	Risual Managed services - on boarding & premium support services		12850	12850
	18-Aug-16	Brian Jaggs	Risual Architect consulting services & expenses costs		4750	4750
	29-Sep-16	Jules Donald	Leadership overview		4000	4000
	13-Oct-16	Rachel Binns	Recruitment Media campaign	external campaign across internet & job boards	6045	6045
	13th Dec	Jules Donald	Sharpe Pritchard Novell settlement		454	454
	13th Dec	Jules Donald	Sharpe Pritchard Novell settlement		2657	2657
	29-Dec-16	Rachel Binns	CWJobs	recruitment campaign	1250	1250
	29-Dec-16	Rachel Binns	Stack Overflow	recruitment campaign	2714	2714
	29-Dec-16	Rachel Binns	Agency fees	Replacement IanR & Tony Edkins	7500	7500
	04-Nov-16	Fiona Brown	FCSMS consultancy - remediation work		7500	7500
					240890	231040