

## **Police and Crime Commissioner for Surrey – Decision Making Record**

**Report Title: Programme Enterprise: Approval of Niche Business Case**

**Decision number: 025/2013**

**Author and Job Role: Alison Bolton, Chief Executive  
Ian Perkin, Chief Finance Officer**

**Protective Marking: Part One**

### **Background:**

On 9<sup>th</sup> April 2013, the Police & Crime Commissioner (PCC) made a decision to withdraw from the Siren IT programme (which was due to replace the Force's ageing Crime Intelligence System). Following operational advice from the Chief Constable and an independent report, the PCC recognised that the benefits of collaborative working with other regional forces were potentially so great that Siren, which did not offer the option of collaborative working, should be brought to an end. Colleagues were asked to examine the costs and feasibility of switching to the systems being implemented by other forces in the region.

### **The Business Case for Niche RMS**

Surrey Police colleagues have developed a business case which concludes that Niche RMS provides the optimal solution for Surrey in terms of cost, collaboration and functionality. The business case, received by the PCC at his May management meeting, proposes implementing the Sussex Police version of Niche RMS as a replacement for Surrey's Crime Information System and NSPIS Case System. Working with Sussex is consistent with the Force and PCC's strategic aim to pursue collaborative opportunities between the two forces.

Niche is an 'off the shelf' computer system and the Sussex version is constructed from selected components of those in use by 15 other forces. Two other south east forces – Hampshire and Thames Valley – also deploy Niche RMS.

### **Benefits**

The Force has identified a number of key operational and financial benefits of deploying Niche RMS, summarised as follows:

- A new system will mitigate against the risk of the current system failing
- Niche will deliver significant additional functionality over the legacy systems
- Sharing a system with Sussex will be a significant enabler to bi-lateral working
- The force would not be technically isolated in the south east region and could interface to other forces for more effective information sharing and action
- The system is tried and tested in 15 other police forces
- The total cost of system ownership and future development costs will be reduced because they will be shared with Sussex Police
- Both Surrey and Sussex have separately identified potential to release significant cashable and non-cashable savings and remove inefficiencies

## **Timing**

Niche will be implemented in a phased approach with the Crime and Intelligence modules first, followed by Case and Custody modules. The system is due to be delivered this financial year. These assumptions will be tested through the initiation phase.

## **Support**

It is intended to use PA Consulting Group for both implementation and executive support. PA Consulting has been supporting Sussex in the delivery of its Niche system. This approach is consistent with recommendations arising from a recent review of Siren and enables better alignment with the Sussex project approach.

The relevant departments in Surrey Police will, in the first instance, support external data hosting from Sussex Police. This will be followed within 12 months by a joint move to a full managed service. The Force has acknowledged that adequate resource must be made available to support the project. Surrey Police will also support the abstraction of operational users to attend training.

## **Assumptions, Constraints and Dependencies**

The PCC has been made aware of a number of assumptions, constraints and dependencies that could present a risk to the implementation of Niche.

## **Financial Appraisal and Procurement**

The PCC has received a detailed investment appraisal, details of funding sources and financial risks as part of the business case. The PCC has also been advised of the most appropriate route to procure the Niche RMS system and is aware of the risks and benefits of each option.

The capital requirement over five years (to 2017/18) is £4.1m and the revenue requirement is 0.5m. The breakdown of costs can be summarised as follows:

### Capital:

- Niche Software licensing costs, supplier implementation and development.
- ICT capital costs covering new infrastructure to enhance the Sussex solution and an upgrade to the network between the two forces.
- Team costs, relating to those individuals working solely on the implementation of the new system, including PA Consulting resources.

### Revenue

- On-going software support and maintenance costs charged by Niche.
- On-going costs of supporting the infrastructure, to Sussex for the first year, then for a hosted solution provided by a third party.
- On-going costs of resources to administer the system.
- Team costs for those administering the project and delivering training.

Contingency totalling 11% has been included in the Business Case.

## **Project Management and Governance**

This project will be managed under the existing Programme Enterprise structure with implementation support provided by PA Consulting Group. PA Consulting will

provide executive support to Surrey Police and also senior resources to perform most key roles on the programme team. This mirrors the approach used by Sussex and is considered to be the major factor that has reduced the time taken to implement the system. The project team will be working closely with the Sussex colleagues to ensure alignment with their Niche RMS implementation schedule.

The PCC has received details of the proposed internal governance arrangements which should provide financial accountability, project assurance, reporting lines and oversight. The Office of the PCC will continue to be represented at the Programme Board, and regular reports will be made to the PCC's management meetings.

### **Recommendation**

1. Surrey Police continues with Programme Enterprise with Niche RMS as the preferred option.
2. The Force engages formally with Niche to implement the Niche RMS solution.
3. The capital requirement (£4.1m) is met from current capital resources, and the revenue requirement (£0.5m) is met from reserves. The level of reserves held is currently above the 3% agreed strategy allowing a draw down.
4. The procurement standing orders tender requirement is waived in respect of the use of PA Consulting Group to provide executive and project support to the implementation, to the extent set out in the business case (circa £1m).

### **Police and Crime Commissioner Approval**

I approve the recommendation(s):

Signature: 

Date: 7<sup>th</sup> June 2013

All decisions must be added to the decision register.

## **Areas of consideration**

### **Consultation**

The business case has been reviewed by the Enterprise Programme Director, the Head of Force Improvement, the Chief Officer Group and the Capital Strategy Board, where the PCC's office is also represented. The PCC's Chief Executive and Chief Finance Officer have provided advice to the PCC.

### **Financial implications**

As per the report.

### **Risks**

As detailed in the report and the substantive business case. The PCC has received a separate briefing report on the options the risks and benefits of the various routes for procurement.

### **Equality, diversity and human rights**

None arising.