



SERVICE DEFINITION  
POLICE & DEFENCE CLOUD  
TRANSFORMATION & CHANGE

# G-CLOUD 14

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**FRAMEWORK REFERENCE:  
RM1557.14**



Crown  
Commercial  
Service

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# 1. Introduction

## COMPANY OVERVIEW

Futures Cloud Service provides business and IT consultancy and project/programme delivery to public sector clients including Law Enforcement, National Security and Defence Sectors, local and central government, wider blue light services, education providers and the NHS. We enable Digital, Data and Technology projects and programmes including digital design and delivery, IT solution review, procurement and implementation across complex business areas including Law Enforcement, National Security and Defence with innovative and critical complex national regional and local projects and programmes.

We provide the expertise to review, procure, implement and develop safe and user friendly solutions – covering both technical and business change elements and bridging the gap between practice and IT.

Correct data configuration is essential for a mixed network of cloud and legacy systems to interoperate and communicate efficiently and securely. We provide critical resource to enable the implementation of the latest cloud technology and innovation - supporting public sector clients with digital transformation projects to optimise business productivity, performance and effective knowledge share to ensure effective implementation and mobilisation of services and new technology.

## WHAT THE SERVICE PROVIDES

Futures specialise in providing highly skilled and specialised SME's, through a national marketing lead network of independent contractors and consultancies into Law Enforcement, National Security and Defence services. This is to fill capability gaps, provide specialist guidance or deliver full programmes of work end – to end. Our SME's specialise in Digital Data and Technology, IT modernisation, big data and analytics, business improvement, change and transformation programmes. Our network of specialists are able to support Secure Government sectors with their technical and business change programmes as they strive towards the realisation of the National, local and regional based priorities, transformation and modernisation.

We carry out system reviews, options appraisals, business case development, IT procurement, workflow management, project planning and management, data migration, data transformation and reporting, solution and architecture design, implementation, risk assessment, configuration, testing, transition to BAU and post go live ongoing support. We also support on the business transformation and adoption pillar which works in synergy with any technology lead transformation.

We can run an entire project, or specific work streams, depending on the client requirement. Core areas of expertise include:

- DDaT
- ICT Infrastructure
- Digital Transformation
- Cyber Security & Digital threats
- Cloud computing (Azure, AWS, eCloud and Hybrid, Multi and Public Cloud)
- Big data, Analytics and Business Intelligence
- AI (artificial intelligence), data warehouses, lakes and data science
- Architecture (enterprise, solutions, technical, data, security, service, cloud)
- TOM design
- Estate Data Centre Migration
- Unified Telephony Communications & Network
- Siam & Multi Tower
- DevOps design and integration
- Business change and adoption
- Customer Journey and Service
- Redesign
- Agile processes & modern ways of working
- Operational criminal intelligence & investigations
- Forensics (digital & traditional)
- UX/UI creative & design
- Command and Control
- Records management Systems ERP

Futures seeks to use available technologies such as MS Teams, Zoom, GoTo Meetings and Screen, alongside Google+ and utilising suitable cloud based technology to drive improvements and enhancements to the customer service and experience.

## OVERVIEW OF THE G-CLOUD SERVICE

Our service includes a range of cloud based services to support public sector organisations to migrate from legacy systems to new cloud based technologies. We support organisations to set-up and maintain services, including new databases, operating systems, applications, servers and software. In particular this includes:

### **System review, options appraisal, business case development and procurement**

Futures deploy vendor neutral specialist consultants with a detailed knowledge of Police and defence sectors including operational and statutory requirements, available IT solutions to meet their needs including their strengths and weaknesses, and how to navigate complex procurement routes and frameworks. We ensure our clients are equipped with all the information they need to make informed decisions at evaluation stage, and have appropriate funding in place for implementation.

### **Implementation of Systems**

With most system implementations there are a number of common solutions on the market. Futures are able to provide Consultants with a working knowledge and experience of these systems, to allow our Clients to benefit from an instant impact as the Consultant. We are abreast of emerging technologies and work to ensure our Consultants are upskilled to adapt to any challenge a Programme may throw up. With the ability to provide single market leading specialists or whole team solutions, to deliver the whole implementation of the Programme Futures can deliver all level and sizes of Programmes.

## **Replacement of legacy systems**

Police and Defence sectors are on the journey to replace legacy based systems with modern Cloud based solutions, Futures have a proven track record across the Public Sector of delivering these bespoke Programmes on time and within budget. Futures have the ability to tailor the SME's provided (at all levels) to include relevant experience and the ability to work with in-house teams, to utilise local knowledge and allow us to efficiently extract all relevant data.

## **Programme, Project and Change Management**

We work with the client to effectively scope, plan and deliver system replacement programmes, using proven delivery methodologies. Business analysis, solution design, development and configuration. We help you capture your business requirements, improve processes and ways of working, and develop your chosen system to meet your needs. All configuration is fully tested and signed off by the client.

## **Data migration, design and development**

We work with clients to develop, agree and implement safe and effective data migration strategies using proven methodologies. Our consultants bring detailed knowledge of migrating from all listed legacy systems to new technologies, drastically reducing migration errors and improving data quality.

## **Testing**

All migrations involve a rigorous User Acceptance Testing programme. This is for both data and system testing. This is done in partnership by Futures and client staff and requires client sign off at agreed stages.

## **Performance reporting**

To benefit from new systems there must be effective performance reporting in place. We work with clients to identify reporting requirements, specify reports, and carry out the development using a range of reporting tools. We provide training, knowledge transfer and remote support to ensure the client can maintain effective reporting on project closure.

## **Knowledge Transfer**

Before, during or after an implementation we facilitate site visits to other clients to ensure other perspectives and lessons learned are considered. The benefits of system migration and business transformation will never be realised if the client's staff are not equipped to take ownership of the change. We ensure staff are able to build knowledge and capability alongside implementation teams.

Futures provide a comprehensive training programme for all users, IT staff and other stakeholders according to their level of need. This may be in the form of classroom training, e-learning, one on one support, remote support and floor walking. We suggest this support is used beyond go live to allow bedding in of the system giving users and other staff time to adapt and learn how to use and support the system safely.

All project documentation and user guides are stored and shared with the client. This includes documentation for all phases including planning, set-up and migration, configuration, testing, training and on boarding and continued support.

# 2. Data Protection

## INFORMATION ASSURANCE

Futures is registered with the ICO, our registration number is Z7983750.

Futures provides a high standard of security for all personal data operating to the equivalent of ISO27001 IT security standard whether it is stored electronically or in an alternative filing system.

The level of security applied to sensitive personal data is reviewed and monitored by auditors.

We carry out internal audits of all our systems and processes. Our Compliance team verify input data files against output data files to assess the integrity of the data, and check for inconsistencies.

The implementation of a single, integrated Management Information System supporting every aspect of contract delivery ensures consistent and controlled access to information. Our ISO27001 approach to management information and personal data will ensure that limits of authority and data transparency are managed effectively under this Framework.

For contracts which involve the processing of personal data, we set out, in each contract with suppliers, details of the nature, scope and duration of the data we're processing, the requirement to create and maintain records of processing activities and its compliance with GDPR.

We provide training and signposting to resources to ensure staff are aware of the changes brought on by the GDPR data privacy law and we remain compliant.

We ensure sensitive data transmitted over a public network (including the Internet, mobile networks or un-protected enterprise network) or to a mobile device is encrypted when transmitted.

We are Cyber Security Essentials certified which validates our existing systems. Our cyber security essentials certification scope covers the whole of the Network. The registration number is 2935.

## DATA BACK-UP, DATA RESTORATION AND DISASTER RECOVERY

Futures has a Business Continuity Plan to prepare the business to cope with the effects of an emergency. The objectives of the plan are to define and prioritise the critical functions of the business, analyse the emergency risks to the business and describe the systems and procedures in place to respond to issues and emergencies to maintain business as usual.

There may be instances where problems occur with our systems and if they were not attended to and resolved, there may be errors or systems may fail to work adequately.

We aim to restore normal operations as soon as possible following an incident. The key activities of incident management that we follow are:

- ♦ Incident detection and recording
- ♦ Classification and initial support
- ♦ Investigation and diagnosis
- ♦ Resolution and recovery
- ♦ Incident closure

A back-up database also exists to ensure all staff can continue to manage their personalised caseload should an IT issue prevail and affect main CRM, HR/Payroll and MIS reporting systems. Databases are backed-up and available offline; accessible by all colleagues to minimise disruption to business as usual.

All data is backed up by an automatic IT back up system and the Management team ensure all data management policies with regard to security and confidentiality are followed and reviewed annually as minimum. Our back technology is Altaro, which takes a full image back up of all servers that is encrypted and saved offsite.

To help minimise the threat of viruses, we have resident anti-virus software installed (Sophos and Solarwinds). File scans on servers are performed on a regular basis.

Our systems have finite resources, such as network bandwidth, disk space and memory. Our demand for these grows over time, and, unchecked, may result in them not being able to operate effectively (i.e. they're too slow and keep crashing) and we may not be able to meet any future needs we have for them. We maintain a regular programme of capacity planning to ensure we always have available resources and can maintain full service continuity. We ensure specific client requirements regarding backup, restore and/ or recovery are considered and discussed as part of pre-contracting arrangements. We review our documentation for all aspects of IT, including:

- ♦ Key procedures;
- ♦ Training;
- ♦ Storage and the availability of information on sensitive systems/data (available to applicable staff only);
- ♦ Configuration of systems.

## PRIVACY BY DESIGN

Futures has implemented measures and procedures to adequately protect the privacy of individuals and ensure data protection is integral to all processing activities. This includes measures such as:

- ♦ Data minimisation;
- ♦ Pseudonymisation;
- ♦ Anonymization;
- ♦ Cyber security.

Futures process personal data in relation to its own staff, contractors and client contracts. As such, we are a data controller for the purposes of the Data Protection Laws and are registered with the ICO, registration number Z7983750.

We recognise and adhere to the new data protection legislation which came into force during 2018 under the General Data Protection Regulation (GDPR), the Data Protection Act (DPA) 2018 and the Law Enforcement Directive.

Our Information Security Policy details processes and procedures for keeping data secure. All staff receive Data Protection training and are required to adhere to unified standards, evaluated through checks at part of our staff review and performance management process.

We have never had a data security breach and pride ourselves on our track record of maintaining an exemplar record of data security.

In the unlikely event of a breach of security relating to data including unauthorised or unlawful processing; accidental loss, destruction or damage; theft; sale; or unlawful transfer of Personal Data, Futures will notify the customer in writing as soon as we are aware of any incident. We will investigate the incident and, where reasonably practicable and lawful, in co-operation with the customer, take appropriate and reasonable steps to manage the direct impact of the incident and minimise the likelihood of such an incident happening again. This will include complying with reasonable requests to implement appropriate technical and organisational security measures.

### **Privacy notices**

Where Futures collects personal data from the individual, Futures will give the individual a privacy notice at the time when it first obtains the personal data. Where Futures collects personal data other than from the individual directly, it will give the individual a privacy notice within a reasonable period after obtaining the personal data, but at the latest within one month. If Futures intends to disclose the personal data to a third party then the privacy notice will be issued when the personal data are first disclosed (if not issued sooner). Where Futures intends to further process the personal data for a purpose other than that for which the data was initially collected, Futures will give the individual information on that other purpose and any relevant further information before it does the further processing.

### **Subject access requests**

The individual is entitled to access their personal data on request from the data controller.

### **Rectification**

The individual or another data controller at the individual's request has the right to ask Futures to rectify any inaccurate or incomplete personal data concerning an individual.

If Futures has given the personal data to any third parties it will tell those third parties that it has received a request to rectify the personal data unless this proves impossible or involves disproportionate effort. Those third parties should also rectify the personal data they hold - however Futures will not be in a position to audit those third parties to ensure that the rectification has occurred.

Staff inductions includes a comprehensive introduction and overview of Information Security. Staff are given access to related policies and undergo training (online or face-to face) that includes EU General Data Protection Regulation (GDPR) laws and responsibilities (Inc. why the GDPR was developed; why all staff have a role to play within GDPR; How GDPR classifies personal data; What type of organisations GDPR applies to; What is considered a data breach and penalties for non-compliance).



Staff participate in training to understand the following:

- what is covered by data protection rules
- understand the additional measures required for sensitive data use
- recognise when, and for what purposes, staff / customer data may be used
- identify appropriate steps to help keep personal information secure
- deal with external requests for information, and understand the safeguards to apply
- understand the rights of individuals and third parties
- recognise and deal with a subject access request
- know what to do in the event of a data protection breach

This enables staff to be able to understand the organisation's policy and aims on personal data use, understand their individual responsibilities and know and apply the principles for data use.

## 3. Using the service

### ORDERING AND INVOICING

Futures has a simple and flexible ordering process that typically follows:

- 1) Initial request for quotation/information to Head of Police and Defence James Cottam **[james.cottam@futures.co.uk](mailto:james.cottam@futures.co.uk)**. This should outline the project requirements including desired timescales, technologies involved, deliverables expected and estimated budget. We will respond within 24 hours.
- 2) Follow up call/ meeting to refine client requirements, budget and timescale. This will be with a nominated Futures Account Manager, who will discuss the project requirements and refine the project brief.
- 3) Proposal from Futures to client detailing our offer and costs. This will include our recommended approach to deliver the service and detailed costings for delivery.
- 4) Follow up meeting(s) with Futures representatives to confirm offering. This may be in person, on the phone or via email to gain approval to proceed on the project.
- 5) Submission of final Work Order / call off contract to client for approval. This will be the contractual agreement to deliver the service.
- 6) Client raises purchase order and emails to **[accounts@futures.co.uk](mailto:accounts@futures.co.uk)**
- 7) Project to commence.
- 8) Futures invoice client via email at agreed intervals following authorisation that works have been delivered to agreed standard, in the form of client approved project highlight report. Typically this is monthly, or in line with agreed milestone payments as per Work Order. Standard Payment terms are maximum 30 days net of receipt of invoice.
- 9) If using third party contractors, Futures processes payments to contractors simultaneously on receipt of client approved project highlight report and contract invoice.

All invoices are checked by Finance and Compliance teams prior to processing. The team undertake a full and complete audit check of every invoice prior to payment ensuring expenditure is;

- ♦ Eligible and compliant;
- ♦ Apportioned correctly;
- ♦ Supported by 'auditable' evidence and processed within agreed response times

Submissions are verified, payment statements issued and payments made by BACS against certified invoices. Evidence of all expenditure including invoices and bank statements or equivalent to show payments are made is retained and stored appropriately per our Document retention policy and those of our funders.

Robust procedures are in place which clearly articulate how documents must be maintained, with specific coding and reference for each contract so that documents are maintained within customer files and can be easily and promptly processed and also retrieved for audit purposes.

We aim to treat all customers and suppliers fairly and make payments in a reasonable amount of time. In order to validate and promote good practice across the recruitment industry, we are signatories of The Prompt Payment Code (PPC). We have maintained this status since 2018.

## **AVAILABILITY OF THE TRIAL SERVICE**

Futures offer up to 1 day free consultation advice. This may be a meeting with key stakeholders to discuss plans, review project documentation or provide a system diagnostic.

To provide this service we simply need a high level overview of the client's aims, after which we will nominate a consultant best suited to the project requirement and arrange a call/meeting with the relevant client stakeholders. Following this meeting, we can on request provide a proposal on how we can add further value and associated costs.

## **ON-BOARDING, OFF-BOARDING, SERVICE MIGRATION, SCOPE ETC.**

Each new project will have its own Work Order, As an example, preparatory work may include:

- ♦ Detailed client briefings with the senior management team and other key stakeholders/partners
- ♦ Client meetings to agree key performance indicators and other metrics to measure and monitor the performance of the contract, risk exposure and mitigation, realised and net benefits and lessons learned

We will work in partnership to ensure the Work Order fully meets operational requirements and will provide an Account Manager and/or a project lead to work with the client throughout the project.

We are experienced at managing the transition between systems, reducing any downtime and managing any anxiety of staff. We manage this successfully using a four-part strategy, involving communications, training and knowledge transfer to staff, data quality improvement and cutover planning.

Regular reviews, as agreed and scheduled from the outset will be the mechanism to monitor project progress and performance. This may be underpinned by appropriate use of project management tools and reporting software suitable to the size, scale and complexity of the contract.

Resource requirements will be scoped in the original planning documents so there will be a clear timetable of support delivered. Once the new solution is live and operational and services have been provided, we will hold a project closure meeting to agree next steps, if any, or close the project.

Depending on the nature of the project we would often recommend follow up 'light touch' services for an agreed period to ensure services are being maintained. The cost of this depends on the level of support required. Please see our rate card for further information.

Where possible, we engage with programme/project, and other stakeholders as appropriate, post implementation and system integration. This may take the shape of advice, guidance and / or training and coaching support to guarantee full and optimum integration of the system.

Please see our rate card for full pricing details. Volume discounts can be discussed on a case-by-case basis.

## TRAINING

Futures can provide a comprehensive training offer to ensure clients are equipped and confident to use their new case management solutions.

Where a training need is identified, Futures will actively encourage and support this, making the appropriate adjustments to facilitate this and minimise disruption to business operations.

A variety of teaching and active learning methods will be explored to ensure the appropriate match and fit including self-directed learning, coaching, peer support, 1-1 training, floor walking support and user groups and allow for greater flexibility and ownership of the process.

Training may be online, or face to face, and flexible to operational constraints. We may also package together a bespoke training package to the client, incorporating a tailored programme of activity relevant to the stakeholder groups.

Training documentation e.g. manuals and guides can also be made available for self-directed learning.

## SERVICE MANAGEMENT

We discuss and agree set Service Level Agreements and Key Performance Indicators as part of each Work Order / Call-off contract.

As an example, in delivering similar programmes of size and scale we have implemented performance indicators relating to people, performance and process aspects including:

- Performance to profile (cost, quality, time, scope, impact, outcomes)
- Added Value
- Satisfaction

Service Level agreements and other measures may also be put in place to ensure timely and effective delivery of the project against core areas including:

- ♦ Risk exposure and mitigation
- ♦ Realised and net benefits and lessons learned
- ♦ Social value

Based on regular analysis of performance against SLAs and KPIs, the Account Manager may facilitate adjustments to help reduce risks, accommodate scope changes, or compensate for activities that have not occurred on schedule.

## **FINANCIAL RECOMPENSE MODEL FOR NOT MEETING SERVICE LEVELS**

We will agree and document any Financial Recompense Model as part of the Work Order / call off contract.

# **4. Provision of service**

## **CUSTOMER RESPONSIBILITIES**

We will discuss and agree customer responsibilities as part of the Work Order / call off contract. Typically the client would need to ensure access to all relevant stakeholders and provide the agreed technical environment for migration. They also have a responsibility to approve submitted project reports in a timely manner to allow for invoicing and contractor payments.

## **TECHINICAL REQUIREMENTS AND CLIENT SIDE REQUIREMENTS**

We will discuss and agree any technical / client side requirements as part of the Work Order / call off contract. Typically the client would need to provide security access to all required systems and ensure appropriate technical environment is established to allow services to commence without delay.

## **TERMINATION PROCESS**

The termination process is covered within clauses 8 and 9 of Futures' standard terms and conditions.

## **TERM AND TERMINATION**

**8.1** The Agreement shall come into force on the agreed Commencement Date and shall continue for a defined Term from that date, subject to the provisions of Clause 8 of the Agreement.

**8.2** Either Party shall have the right, subject to the agreement and consent of the other Party and exercisable by giving written notice to the other at any time prior to the expiry of the Term specified in sub-Clause 9.1 of the Agreement (or any further period for which the Agreement is extended) to extend the Agreement for a further period of one to twelve months.

**8.3** Either Party may terminate the Agreement by giving to the other not less than one month's written notice, to expire on or at any time after the minimum term of the Agreement (which shall be defined in the Agreement).

**8.4** Either Party may immediately terminate the Agreement by giving written notice to the other Party if:

8.4.1 Any sum owing to that Party by the other Party under any of the provisions of the Agreement is not paid within 30 Business Days of the due date for payment;

8.4.2 The other Party commits any other breach of any of the provisions of the Agreement and, if the breach is capable of remedy, fails to remedy it within 60 Business Days after being given written notice giving full particulars of the breach and requiring it to be remedied;

8.4.3 An encumbrancer takes possession, or where the other Party is a company, a receiver is appointed, of any of the property or assets of that other Party;

8.4.4 The other Party makes any voluntary arrangement with its creditors or, being a company, becomes subject to an administration order (within the meaning of the Insolvency Act 1986);

8.4.5 The other Party, being an individual or firm, has a bankruptcy order made against it or, being a company, goes into liquidation (except for the purposes of bona fide amalgamation or re-construction and in such a manner that the company resulting therefrom effectively agrees to be bound by or assume the obligations imposed on that other Party under the Agreement);

8.4.6 Anything analogous to any of the foregoing under the law of any jurisdiction occurs in relation to the other Party;

8.4.7 The other Party ceases, or threatens to cease, to carry on business; or

8.4.8 Control of the other Party is acquired by any person or connected persons not having control of that other Party on the date of the Agreement. For the purposes of Clause 9, "control" and "connected persons" shall have the meanings ascribed thereto by Sections 1124 and 1122 respectively of the Corporation Tax Act 2010.

**8.5** For the purposes of sub-Clause 8.4.2, a breach shall be considered capable of remedy if the Party in breach can comply with the provision in question in all respects.

**8.6** The rights to terminate the Agreement shall not prejudice any other right or remedy of either Party in respect of the breach concerned (if any) or any other breach.

## **9 EFFECTS OF TERMINATION**

Upon the termination of the Agreement for any reason:

9.1 Any sum owing by either Party to the other under any of the provisions of the Agreement shall become immediately due and payable;

**9.2** All Clauses which, either expressly or by their nature, relate to the period after the expiry or termination of the Agreement shall remain in full force and effect;

9.3 Terminations shall not affect or prejudice any right to damages or other remedy which the terminating Party may have in respect of the event giving rise to the termination or any other right to damages or other remedy which any Party may have in respect of any breach of the Agreement which existed at or before the date of termination;

9.4 Subject as provided in Clause 10 of the Agreement and except in respect of any accrued rights neither Party shall be under any further obligation to the other; and

9.5 Each Party shall (except to the extent referred to in Clause 6 of the Agreement) immediately cease to use, either directly or indirectly, any Confidential Information, and shall immediately return to the other Party any documents in its possession or control which contain or record any Confidential Information.

## 5. Our Experience

### PROJECT TITLE: TRANSFORMATION DELIVERY PARTNERSHIP

Securely bringing police technology into the modern age.

#### **The Background**

Futures was engaged by the Chief Information Officer at Northumbria Police in June 2021, furthering an introduction made by Futures' Policing Lead. The Force sought a provider to support the implementation, delivery and successful execution of their IT, digital and business change transformation programmes. The Force has a number of high-risk, business critical and large-scale programmes to deliver over the next three years including the decommissioning of their main operational system and replacing with cloud-based technology.

In addition, the Force is running an Office 365 programme in alignment with the National Enabling Programme standards, Intranet and Neighborhood Intelligence projects and the wider digital policing portfolio. The portfolio needs to be transformed into state-of-the-art technology; with efficient solutions and ways of working, bringing the force into the modern digital age. Northumbria Police required a trusted, capable delivery partner to support the seamless integration and implementation of this technology.

#### **Our Approach**

Futures tailored an approach to meet the key needs of Northumbria which focused on three main themes: access to specialist policing and wider public sector skilled resources, vetting resources and experts that were able to meet budget constraints alongside possessing best in class skills and knowledge.

In order to effectively govern and deliver large-scale business critical programmes it's critical to mobilise resources and establish controls from Day 1. From inception we worked closely with the Transformation Delivery Lead, CIO and internal teams to understand the transformation journey. This allowed us to supply and bring in specialist interim and contracting resources for

Northumbria Police with the right skill sets and clearances at the right times. From the outset, Futures were able to offer:

**Leadership and Management:** A programme of this scale requires a series of complex tasks to be delivered by multiple, interdependent work streams, at specified times. Our team were able to carefully plan and coordinate tasks and work orders so they were delivered on schedule and to pre-agreed standards.

**Proven Techniques:** Our team bring a wealth of tried and tested processes, tools alongside technical and industry experience to the projects. This meant that tasks were delivered efficiently and to a high standard.

**Risk Management:** Replacing a legacy IT system and bringing in external SME resources exposes the organisation to a series of major risks, particularly during the transition period. Our experience meant we have been able to identify and anticipate risks and barriers, and mitigate them appropriately.

Futures tailored the service for Northumbria, allowing them freedom to outsource SOW (statements of work) and deliverables for different projects where certain skill levels were required.

Futures has many years' experience at managing successful programmes involving the transition between systems, reducing any downtime and managing any anxiety of staff. This is typically managed using a four-part strategy, involving communications, training and knowledge transfer to staff, data quality improvement and cutover planning.

Clear reporting, communication and governance arrangements allowed for early identification of potential risks and blockers. This enabled efficient and informative triage and control measures and by mapping the full transformation journey and creating a forecast, we were able to limit delays, reduce cost and ensure all deliverables were achieved on time.

Between Futures and the team we managed the budget, pinch points, resource constraints, individual plans, rolled into an overall delivery schedule, including dependency and cross dependency.

Vetting presents a major challenge when bringing in resources within tight timeframes. To combat this, Futures is able to tap into its niche resourcing model which focus on having a leading, best in class pool of vetted independent SME's to support police forces locally, regionally and nationally.

We also have relationships with a number of niche policing consultancies who specialise in the policing transformation pillars. Our focus on building strong, long-term relationships with clients and candidates alike allows Futures to retain connections and maintain this working model. Our access to the national premium vetting service means we can have our candidates vetted to NPPV3 Level within five to ten working days. All these components allow Futures to cut down the time of an individual getting on the ground, and we have successfully placed contractors within 24 hours, which is unprecedentedly fast within the police force.

## **Impact**

Northumbria Police Force has built a strong relationship with a reputable company who can deliver their projects and programmes.

Over the last four months, we have brought in over 35 SME's currently delivering the transformation portfolio. Some of the main focuses of the roles are programme and project management, integration architecture, business analysis, business systems analysis, data analysis, test analysis and senior development.

Through close account and relationship management we understand the key impact of the timeline and resource requirements on the Force; creating a bespoke and adaptable client led solution to mitigate potential risks.

Through such tested Account and Relationship Management skills we have embedded an agile operating model and open culture in the relationship with the Force to ensure success is upheld and maintained.

## SOCIAL VALUE

We are committed to creating a sustainable inclusive society actively managing our operations in ways which optimise our value to the communities in which we work.

We understand the contribution we can make to increasing social value through our own direct impact as an employer and have a social value policy which outlines our approach and actions. We regularly partner with our clients to deliver social value initiatives.

For example, we have identified the key aspects where we have a negative impact on the environment, namely: heating and cooling, travel, IT and paper; and we have systems in place to manage and reduce these impacts.

We monitor and appraise waste minimisation through recycling and reusing, and helping to reducing total carbon footprint by cutting down on resource use.

We are paper free, as far as possible and have targets in place to handle and store more documents electronically where appropriate and in line with regulatory compliance. We donate to the Woodland Trust, focusing investment in the areas we work, and partner with charity to coordinate the planting of urban trees in Local Authorities areas.

Other actions include promoting the use of public transport in the management /and delivery of our services, and working collaboratively with our public sector partners to support the delivery of their social value priorities.



# THE TECHNOLOGY CODE OF PRACTICE

We encourage our stakeholders, including suppliers, customers and partners to use the Technology Code of Practice for all technology projects or programmes.

We support the Code and work with our partners to:

- ♦ Make things accessible and inclusive. Making sure technology, infrastructure and systems are accessible and inclusive for all users.
- ♦ Consider using public cloud solutions first as stated in the Cloud First policy.
- ♦ Make things secure. Keeping all systems and data safe with the appropriate level of security.
- ♦ Make privacy integral. Making sure users rights are protected by integrating privacy as an essential part of systems.
- ♦ Share, reuse and collaborate. Avoid duplicating effort and unnecessary costs by collaborating across government and sharing and reusing technology, data, and services.
- ♦ Make better use of data. Ensuring data is used more effectively by improving technology, infrastructure and processes.



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# PROUD TO HAVE PARTNERED WITH...

