



PRAGMATICS 3D

G-CLOUD 15

SERVICE DEFINITION DOCUMENT

Senior Officer Training

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LET US INTRODUCE OURSELVES

Pragmatics 3D is a dynamic project management consultancy specialising in serving the unique needs of UK law enforcement, emergency services, and the broader public sector. With a keen focus on efficiency and effectiveness, we simplify complex changes and ensure seamless project delivery with proportionate controls.

“ Our mission at Pragmatics 3D is to blend the agility and rapid decision-making required in large-scale crime investigations with the essential governance and control mechanisms inherent to project management. We bring structure, clarity, and transparency to the project management process. ”

Our Vision:

Recognising the diverse challenges faced by policing and the public sector, we specialise in providing swift project management solutions, mobilising quickly into complex projects when needed. At Pragmatics 3D, we excel at revitalising ongoing projects, offering expert assistance in replanning and exception management to ensure effective delivery. No matter the stage of your project, it's never too late to reach out to us for support.

Unlike large consultancies that often present challenges such as limited knowledge of policing, insufficient vetting, and generic project management approaches, we pride ourselves on our deep understanding of UK Policing and the Public Sector. **Our passion lies in leveraging this expertise to deliver outcomes that meet and exceed expectations efficiently and effectively.**

LET US INTRODUCE OURSELVES

Vetted

Every Pragmatics 3D resource is fully Vetted to NPPV3 & SC level

Cyber Security

We have achieved Cyber Essentials & Cyber Essentials Plus

Safe Communication

We have CJSW email accounts, providing our clients with confidence in communication

Operational Understanding

We understand Policing & Law Enforcement, both Organisationally and Operationally from tactical to strategic level

Terminology

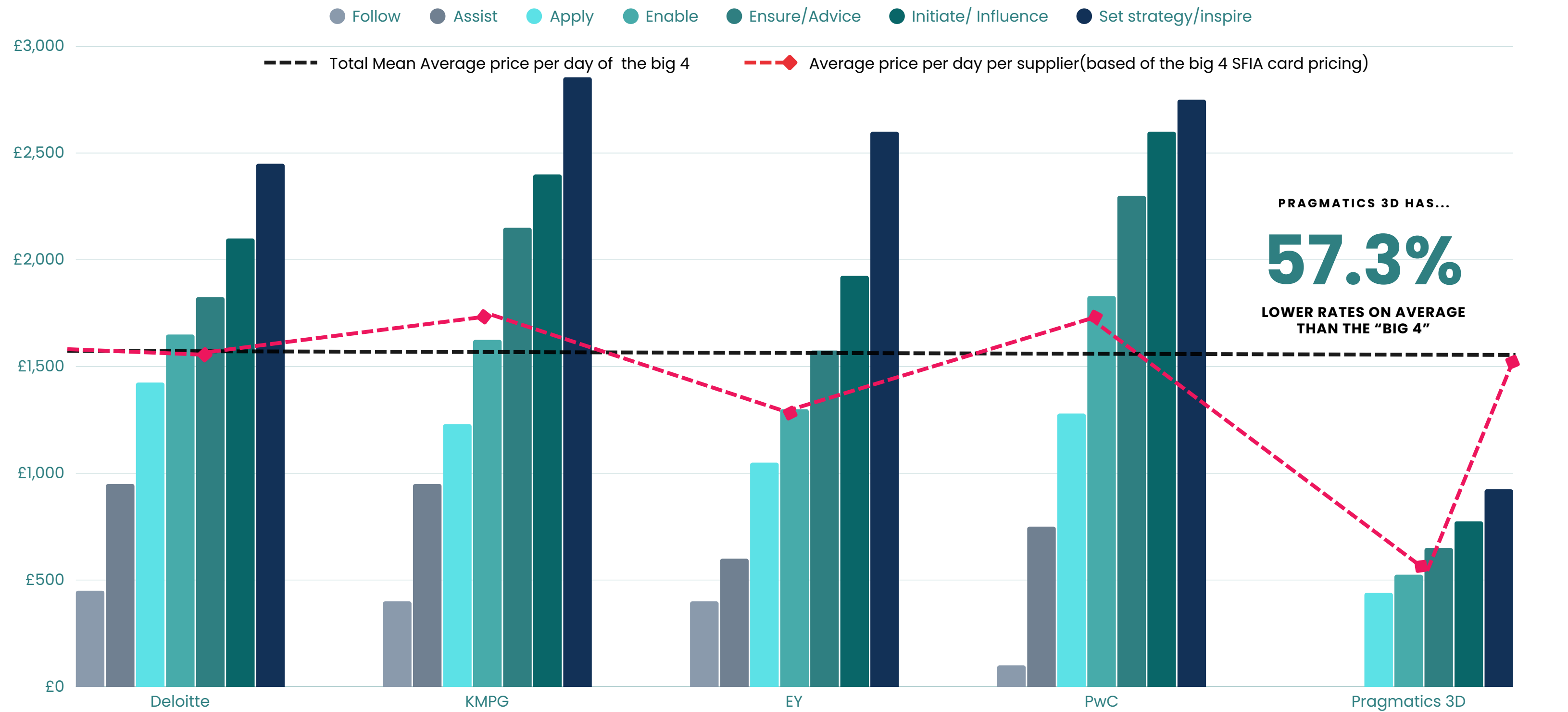
We know the terminology, the governance and the politics in public sector

Network

We have a broad network of vetted SMEs to assist in bespoke areas within the complex world of public sector and Policing

A COMPARISON OF DAY RATES BETWEEN THE "BIG FOUR" AND PRAGMATICS 3D

The table shows the SFIA rate card (Change and transformation) pricing for the big 4 from retrieved G cloud 14 applications (2024)



SERVICES OVERVIEW

At Pragmatics 3D, we pride ourselves on offering a suite of comprehensive services, tailored to meet the unique needs of the **Policing Sector** and the wider public sector. Our portfolio encompasses a range of capabilities spanning **Portfolio, Programme, and Project Management** (PPM), designed to empower organisations to navigate the complexities of **change** and drive impactful outcomes.

With a steadfast commitment to excellence and innovation, we leverage our extensive expertise to deliver tailored solutions that address the multifaceted challenges faced by our clients. Whether it's overseeing projects of varying scales, **establishing Portfolio Management Offices** (PMOs), or providing guidance on organisational change management, we stand ready to support Forces at every stage of their journey.

Through a **collaborative** and adaptive approach, we ensure seamless integration with our clients' teams, fostering a culture of continuous improvement and knowledge transfer. Our services are underpinned by a deep understanding of the **operational intricacies** of the Policing Sector, enabling us to deliver insights and solutions that drive sustainable growth and success.

In the following section, we delve into the details of the service you have selected, and provide an overview of other services we offer.

SENIOR OFFICER TRAINING



Service introduction

Effective project leadership at senior officer level is critical to delivering change in policing, yet many officers are asked to sponsor or lead complex programmes without formal project management training. Our Senior Officer Training service is designed specifically for Chief Inspectors and above, focusing on the practical skills required to act as confident project leaders and Senior Responsible Owners (SROs). Grounded in the realities of policing, our approach equips senior leaders with the tools to provide clear direction, proportionate governance, and effective oversight without becoming delivery specialists.



Service overview

Our Senior Officer Training service provides practical, policing focused development in project leadership, sponsorship, and governance. Delivered through a blend of facilitated workshops, classroom based training, and coaching style support, the service is tailored to the needs and maturity of each Force. We translate recognised best practice, including PRINCE2, MSP, and MoP, into clear, accessible leadership behaviours and decision making frameworks suitable for non practitioners. Using real policing scenarios, we focus on how senior officers set direction, challenge constructively, manage risk, and maintain grip on delivery while balancing operational responsibilities.



Service Benefits

- **Confident Project Leadership** – Builds capability in senior officers to lead and sponsor change effectively.
- **Proportionate Governance** – Encourages a culture of governance that is robust but not bureaucratic.
- **Policing Relevant and Practical** – Grounded in real operational and organisational policing contexts.
- **Framework Aligned** – Aligns to PRINCE2, MSP, and MoP without overloading leaders with methodology.
- **Flexible Delivery** – Blended training and coaching approach tailored to Force needs.
- **Stronger Sponsorship** and Decision Making – Improves clarity, challenge, and accountability at senior level.

All P3D resources are



NPPV3 vetted
and SC cleared



Extensive emergency
services knowledge



Cyber secure



Qualified project
management
practitioners



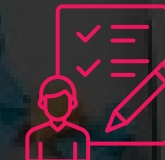
Other Services



Decommissioning of
OPCC's



Project Management



Free cloud change
assessment



Portfolio, Programme
and Project
Management Office
(P3O) Service



Portfolio, Programme
and Project
Management Office
(P3O) Service for policing



Operational Leaders
Project Management
Coaching, Mentoring
and Training



Assessment and
Quality Assurance



Project Management
Office (PMO) Service



PCC Portfolio,
Programme and
Project Management

For full descriptions of any of these services, please see the rest of the services on our [G-cloud 15 services page](#), where each service will have its own definition description document like the one seen for the service above.

PROJECT FRAMEWORK: METHODOLOGY

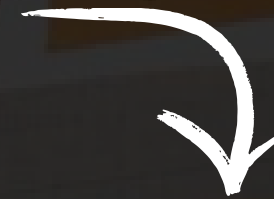
D ISCOVER

- Seek to understand the organisation and context of our engagement.
- Initial discovery is focused around working with clients to ensure our proposals and service will deliver required outcomes.
- Review of activity already completed by the client to utilise where possible, reducing duplication and resulting in a more efficient service offering.
- We tailor our project management style and approach to suit the organisation and type of change.



D EVELOP

- Engage with key resources and develop and refine options, to ensure buy-in from resources and foster positive working relationships.
- We are expert in creating options for discussion and development where there is a broad and undefined scope, and use a range of cloud based applications under our P3O to achieve this.



D ELIVER

- Using a blend of project management styles and cloud-based solutions.
- Offering both Waterfall and Agile project management services.
- Ensuring honest and open dialogue throughout delivery, and utilise cloud-based planning tools to ensure that project progress is maintained.
- Ensure delivery occurs at pace and achieves required quality outcomes.

THE P3D WAY



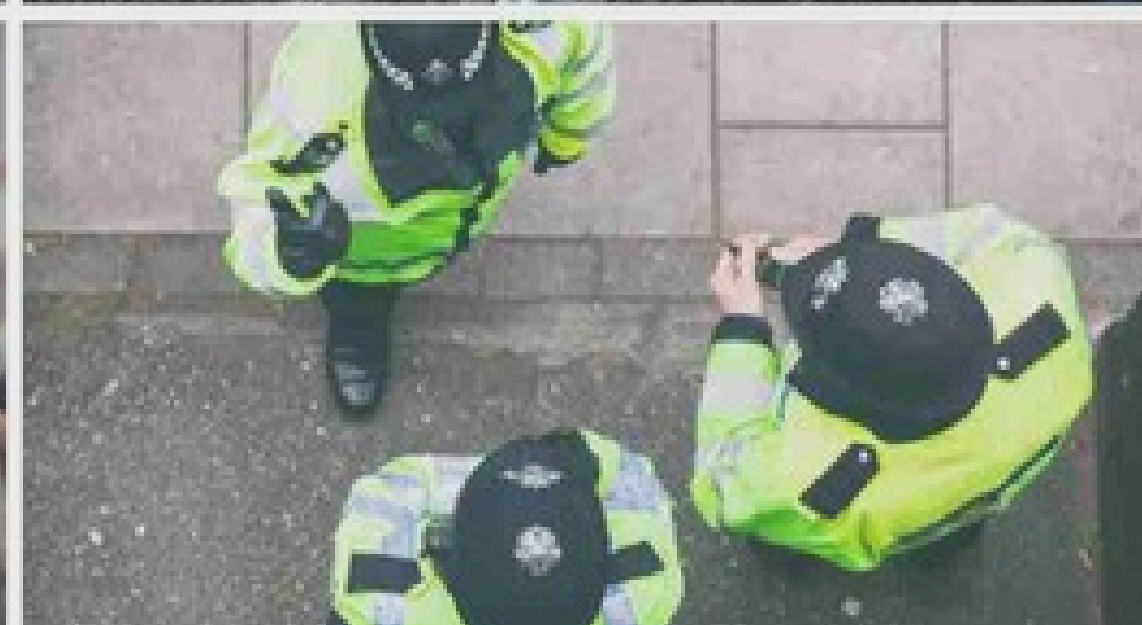
PROJECT FRAMEWORK: THE P3D WAY

The Pragmatics 3D way: Pragmatics 3D's approach is grounded in **effective and efficient project** management, which adds value and removes bureaucracy without sacrificing control. We take pride in our **extensive policing expertise**, and recognise that project and change management doesn't sit in isolation and needs to be aligned to the culture, priorities and vision of the Force / Organisation, promoting a sense and culture of **accountability**. To ensure our services always align with client requirements, we adopt the following approach:



SECTORS

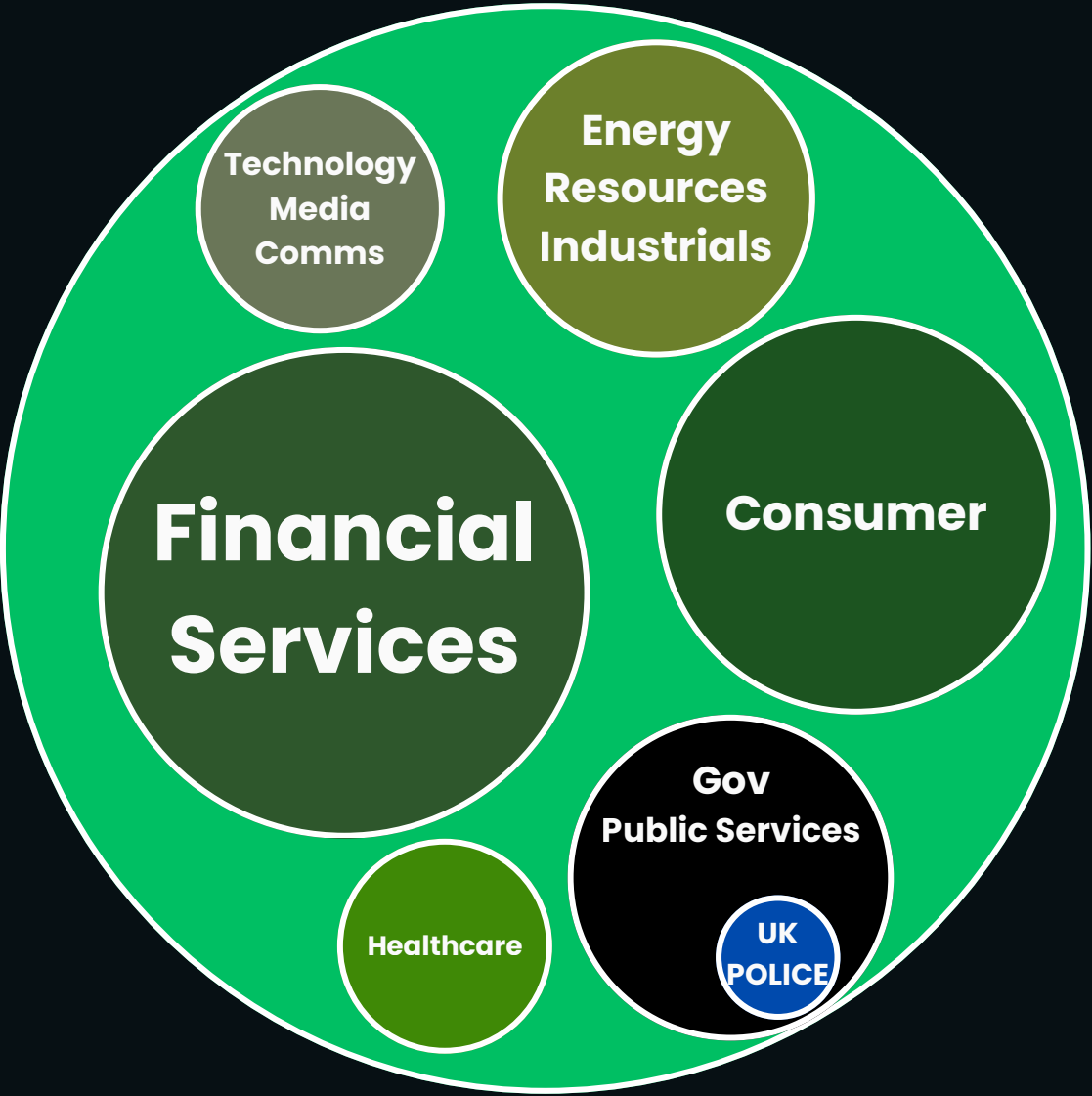
- 43 UK POLICE FORCES
- HOME OFFICE
- OPCCS/COMBINED AUTHORITIES
- UK PHYSICAL FORENSICS
- UK DIGITAL FORENSICS
- ROCUS
- POLICING BODIES
- WIDER LAW ENFORCEMENT
- DEFENCE
- WIDER PUBLIC SECTOR



A comparison of **policing specialism**

Scale is relevant to work conducted by the company in the specialism, and not indicative of market share

Typical “big 4” consultant



Pragmatics 3D



“

At Pragmatics 3D, we collaborate to enhance public sector productivity and innovation, helping the government achieve more with fewer resources through our specialised expertise and capabilities.

Value for money, and achievement of outcomes are at the core of our business.

We take pride in delivering exceptional public sector projects and in transferring skills and capabilities to UK policing , ensuring they are better equipped to tackle future challenges.

”

P3D Directors

CASE STUDY 1:

SSAS PROJECT

FOR NATIONAL UK

POLICING

Pragmatics 3D Project Management of the implementation and delivery of a national software system to support critical operational policing.

Key Objective:

To successfully implement the Shared Situational Awareness System software application into specialist teams across 43 police forces in the UK, to successfully transform the way that UK Policing utilises and manages assets; enhancing visibility, interoperability and collaborative working with wider emergency services.

Scope:

Coordination of key workstreams and national implementation, Pragmatics 3D facilitated the communication and collaboration between the different stakeholders, such as users, clients, procurement and project SRO: facilitating regular meetings, workshops and updates to keep all stakeholders informed and aligned on the project objectives, progress and issues. Acting on behalf of UK Policing to facilitate discussions between supplier and national policing partners.

Benefits:

P3D's extensive experience and fully vetted team enabled rapid mobilisation and alignment with project and strategic goals. Adopting a pragmatic approach to project management has helped to effectively manage the large scope of this project.

Key Objective:

Pragmatics 3D partnered with Lincolnshire Police to review their change portfolio and implement a new approach to the management of change across the Force, including the establishment of a P3O (Portfolio, Programme and Project Management Office) following the end of their service delivery agreement with G4S. The project aim was to establish a consistent and effective approach to managing and prioritising change across the force, as well as improving the governance and controls of the projects.

Scope:

Pragmatics 3D assessed the current teams, processes and products used by the cross-functional project teams, as well as the existing change activity and its impact and priority. Pragmatics 3D then developed a Portfolio Plan supported by categorisation and prioritisation models, and governance and controls matrix. Pragmatics 3D then successfully delivered the roll-out of the new function providing training and guidance to the staff and ensuring new process was embedded.

Benefits:

Pragmatics 3D delivered a framework and operating procedures for managing change in the Force, based on clear and consistent principles. Providing the Force with tools and governance to align future change with strategic priorities, and to ensure adequate resourcing and accountability, identifying savings and enhancing project delivery and benefits realisation.

CASE STUDY 2: LINCOLNSHIRE POLICE: CHANGE PORTFOLIO REVIEW

Pragmatics 3D review
Lincolnshire Polices change
portfolio

CASE STUDY 3:

HOME OFFICE:

HOLMES SYSTEM

REVIEW

Proactive assessment of the Home Office HOLMES (Home Office Large Major Enquiry System)2 contract

Key Objective:

Pragmatics 3D partnered with BlueLight Commercial to conduct a proactive assessment of the HOLMES contract, which provides a system for managing and investigating complex serious crime across UK police forces. The project aim was to evaluate the current technical and contractual landscape, explore alternative supply chain options, and propose future innovation opportunities for the system.

Scope:

Pragmatics 3D carried out a comprehensive discovery phase, where they collected and analysed operational and commercial data, conducted market research and engagement sessions, and assessed the technical capabilities and requirements of the HOLMES system. Pragmatics 3D then developed a detailed report that presented the findings and insights from the discovery phase, along with a range of options and recommendations for the future procurement and evolution of the system.

Benefits:

Pragmatics 3D successfully delivered informed and innovative recommendations for the system's functionality and interoperability beyond 2025. Ensured transparency and accountability of the project, as well as stakeholder satisfaction and alignment.

Key Objective:

Project management of the redesign of the target operating model for the 5 forces in the East Midlands region. The objective was to implement an effective governance structure aligned to demand and threat undertaking active engagement from the 5 forces, ensuring key recommendations were addressed and activity aligned to organisational priorities. Delivering an effective operating model and updating the 5 force Section 22 agreement

Scope:

The project considered capabilities across all service areas, redesign the operating model, and identifying efficiency savings to address a forecast budget gap for FY25–26. Pragmatics 3D managed the programme, facilitating extensive stakeholder engagement across five forces, establishing effective governance, and delivering a co-designed Target Operating Model alongside a refreshed Section 22 agreement, including significant Force-level changes, within challenging timelines.

Benefits:

With Pragmatics 3D expert project and change management approach, we supported the 5 forces to deliver a model that addresses HMICFRS areas for improvement, identified savings, and delivers value for money for years to come.

CASE STUDY 4: ORGANISATIONAL DESIGN PROJECT FOR THE 5 EAST MIDLANDS FORCES

P3D redefine the core capabilities within 5 East Midlands forces, redesigning the operating model, and identifying efficiencies.

Find out how Pragmatics 3D can help your cloud projects

Contact us today:

 hello@P3D.org.uk

 pragmatics3d.co.uk

 01522 837 288



"I thought the project performance / management on this has been excellent. Its followed PM principles without being overly bureaucratic and has been pragmatic in its approach. Without it I do not think we would have hit the deadline. I believe it has been money well spent considering the relevant area of business this concerned and the funding, resource and risk the area of business covers."

Rachel Swann, Chief Constable, Derbyshire Police



"From the outset, [P3D] were superb in engaging our management team, studying the copious amounts of documentation, policy, guidance and quickly assessing our needs. Throughout the project, they were always accessible, providing high quality products, setting timebound objectives and deadlines. The weekly meetings and accessibility was brilliant, and kept myself and colleagues on track throughout. The knowledge of EMSOU and policing was brilliant, so much so I would have invested in any of them as part of my senior leadership team."

Ch Supt Nick Waldram, Head of EMSOU



"Over the past 3 years I have employed P3D to provide the programme and project management for two major change initiatives; project managing the end of the commercial partnership between Lincolnshire Police and G4S; and the introduction of national situational awareness systems for armed and surveillance policing.

Steve, Elise and the team have been a pleasure to work with and brought the appropriate expertise, discipline and rigour needed for such complicated and critical programmes. They have ensured projects are on track, critical paths identified, managed and escalated when appropriate, showing good judgement in all they do.

The team bring a wealth of experience and knowledge and I came to trust and rely on them hugely during the time I worked with them. As a fully vetted, cyber-assured team and service there are few companies out there offering anywhere near the value for money I was able to secure with P3D."

Chris Haward, Chief Constable, Lincolnshire Police



"The support Steve and Elise provided was central to the success of the project; their no nonsense, pragmatic approach built and maintained confidence and ensured all components of a complex project were delivered."

*Malcolm Burch, Chief Executive,
Lincolnshire OPCC*



"The P3D team were a great support to BLC during this project. They assisted in stakeholder engagement, setting objectives and mapping out all key activity in a user friendly project plan. They supported the team to maintain momentum and to complete all aspects of the project, leading to the production of the final commercial report from BLC."

*Ruth McDermott, Commercial Director,
Blue Light Commercial*

