**STRATEGIC POLICING AND CRIME BOARD**
14th May 2013

Information Services Update

PURPOSE OF REPORT

1. To update the Strategic Policing and Crime Board on progress within the Information Services area of West Midlands Police. Specifically:
    - Outline the services delivered by Information Services
    - Provide detail on key performance and deliverables from last year (including specifics regarding Microsoft investment)
    - Present an overview on key work activities – planned and underway
    - Highlight IS Strategy Alignment with delivery of the Police and Crime Plan
    - Summarise current partner and other collaboration activities
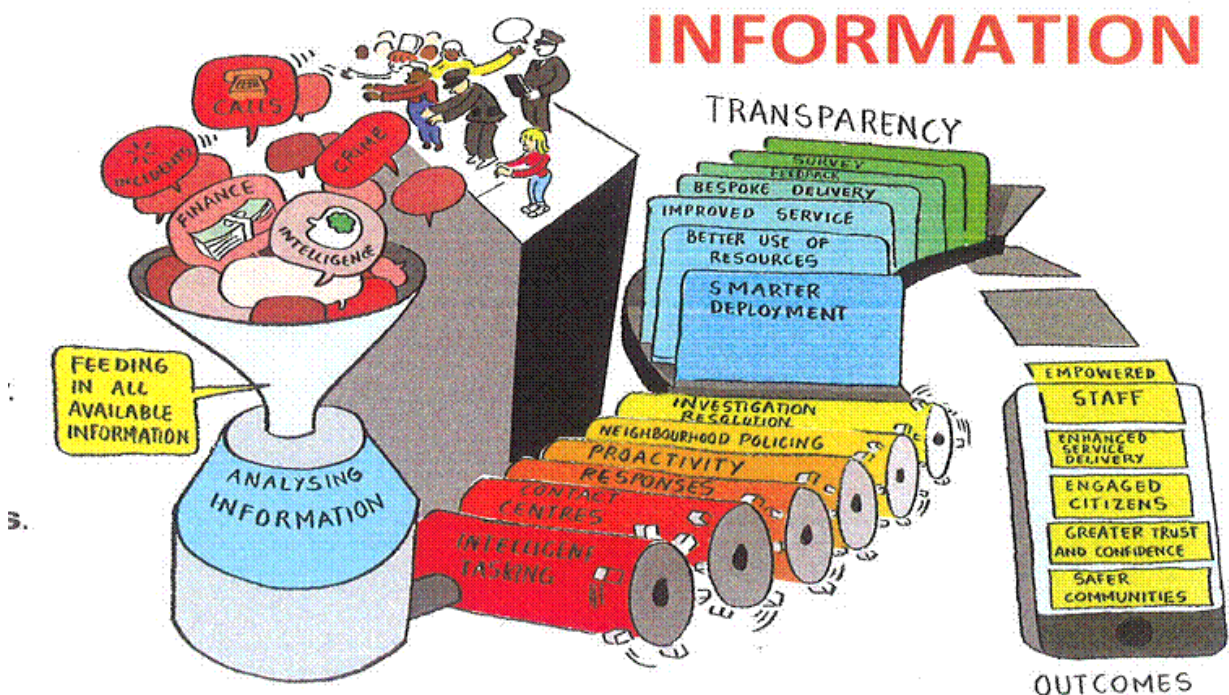
BACKGROUND

2. It is often quoted that information is the life blood of policing; its proper use underpins all that we do, allowing safe, effective and successful, intelligence led investigations, court cases, witness care programmes and offender management as well as supporting more strategic operations and as such plays a vital role in delivering the Force's vision – serving our communities, protecting them from harm.

3. Information Services are responsible for the delivery of Information Management and ICT (Information & Communication Technology) services to the Force.

4. As a department, our aim is to provide the information and technology services necessary to enable staff and officers do the best job in protecting and serving the public of the West Midlands.

5. And out of necessity comes innovation. The unprecedented change the Force has undergone over the last two years have brought many challenges: and IS is rising to those challenges. The current environment has necessitated a need to reduce costs by the Force. Rather than simply cut cost, the department has developed novel ways of working. Initiatives include automating tasks, reducing the number of buildings we occupy, getting more from the same, keeping officers on the streets and doing more from their shifts. The one thing they all have in common is the need for information and technology to assist in achieving these objectives.

SERVICES DELIVERED – INFORMATION MANAGEMENT

6. In simple terms, Information Management seeks to maximise the benefit we obtain from information. Overall governance for information management resides with the Strategic Information Management Board (SIMB), chaired by the Chief Information Officer. This is soon to be broadened in terms of scope as the Strategic Intelligence and Information Management Board (SIIMB), co-chaired with ACC Intelligence.

7. In terms of services provided:

8. *Security and Accreditation* – Force access to national systems such as PNC and Visor over the criminal justice extranet (CJX) which also provides safe access to the internet and external email capabilities. To access the CJX Forces must comply with a level of security set by the national security teams in appropriate codes of connection. This team undertake the accreditation process and other security and information assurance functions.

9. *Geo-spatial* - a small specialist team who manage the Force's gazetteer and provide expert services using geo-spatial data; allowing the Force to develop a sophisticated sense of victim and offenders by location

   For example by obtaining and using data from partners such as local councils and schools detailed identification of the most troubled families and challenging locations can be made – this allows policing to be targeted precisely leading to more focused activity and greater trust and confidence in the communities we serve.

10. *Records Management* – It is essential that the Force can use its data confidently to make the right policing decisions. This team conducts data quality audits on Force data, based on risk and impact approved by the SIMB. Any necessary improvements that are indentified in audits are agreed with the system owner, and an action plan agreed.

11. *PNC* – The PNC Bureau improves both the Force's quality of data and speed with which we share relevant information with courts\other agencies. An example of work is the wanted\missing updates – knowing that someone we've stopped is already wanted for another crime is a basic requirement for effective policing. The Team ensures updates to the Police National Computer (PNC) as quickly as possible, allowing officers at the front line to make sound decisions as they carry out their work.

    The team are also the single point of contact with the DVLA: maintaining an essential link which supports the Force in dealing with driver based crime.

12. *Compliance & Disclosure* – this team works with other agencies such as the Criminal Records Bureau (CRB) and legal bodies to make sure that people that have responsibility for children or vulnerable adults are not a threat to them. This includes new applicants for certain posts as well as notifying existing employers in the event of a relevant arrest. We have a responsibility to ensure that any information we disclose to courts, employers or others is proportionate, relevant and accurate as any disclosure has the potential to affect a person's private life.

    The team also leads on the Force's compliance with legislation such as the Data Protection and Freedom of Information Acts.

13. *Relationship & Supplier Management* - In partnership with ICT, IM continue to review existing and planned contractual arrangements to deliver savings by realigning contract terms with appropriate levels of service. The team of two also act as an end-user advocate and "translator" between technical and business speak. Regular meetings with Command Team aim to ensure the strategic aims of the Force match the correct supporting technological plans.

The team also remain aware of collaboration opportunities; including collaboration across the police region, the wider police community and potential work with other bodies in the area such as local councils.

14. Annex A provides further detail if required.

SERVICES DELIVERED – ICT

15. The nature of ICT is that much of the work is carried out behind the scenes. The replacement of the server hardware that is ongoing will increase the resilience of the Force through providing virtual machines. In the event of one machine failing, another will seamlessly pick up the load. This is a significant move forward but is invisible to the end-user. It does, however, provide a far more robust service to our customers and means there will be less downtime as a result of server failure. All replacements are reviewed for energy efficiency in line with the Forces carbon reduction initiative.

16. In terms of services provided:

17. *Business Services:* this area provides the interfaces with business and operational colleagues, and is responsible for the structured delivery of change solutions into the business as well as ensuring the delivery of the ICT-enabled Business Change portfolio. Teams provide expertise in Project Management and Business Analysis.

18. *Architecture and Design:* This emerging area is responsible for business, information and application architecture, as well as innovation and IS security. The process involves the interpretation of business goals, drivers and strategies; the assessment of the current capabilities of the people, processes, information and technology; and the production of options to deliver the business needs.

19. *Service Management*: the primary "day to day" liaison with the Force, including the Service Desk, and Desktop Services. These deal with incident and problem resolution; Service Level Management; Service improvement; and communications

20. *Operations and Technology*: the "engine room" of the ICT function. The Operations and Technology section comprises of Data Centre Services, Network Services Infrastructure Services and Application Service, and are responsible for managing the capability, performance, availability and security of the Force's technology infrastructure and applications.

    The area is responsible for the day to day management of third party contracts and relationships, including: contract performance monitoring; maximising financial/operational performance; minimising/mitigating contract risks; contract negotiation; and ongoing relationship development with third party suppliers.

21. Annex B provides further detail if required.

2012/13 PERFORMANCE

22. Information management highlights of 2012/13 include: the Geo-spatial team working with the Olympic planning team ensuring a safe torch relay across the whole West Midlands region; Compliance & Disclosure unit continuing to deliver enhanced CRB checks to quality, time and budget; PNC: the year has seen a

reduction in numbers post PBB and an improvement in the percentage of cases resulted on PNC in the necessary timeframes. A new function – printing to email – has been successfully implemented; improving security and reducing paper usage. An electronic audit capability has been introduced giving local supervision the tools to appropriately monitor their colleagues' usage; Records Management provide input on the importance of data quality to the Forces Continuous Professional Development days, and have published a number of data quality articles in the Forces Newsbeat e-magazine; Supplier Management has realised contractual savings both pre-and post-PBB (the Priority Based Budgeting Methodology) of around £1.5m

23. In a similar vein, ICT highlights of 2012/13 include: technology services and support for support for the: Olympics and Olympic relay, as well as Operation Pelkin; New builds: such as West Bromwich & CMPG; WiFi implementations at Lloyd House and Tally Ho; conclusion of the Gateway Programme; in line with PBB efficiencies: 50% saving on data network maintenance; 39% reduction on BT voice; and just under 10% saving on cabling contract.

24. Key metrics:

    PNC activity: Total Number of PNC transactions - 6,360,148; Vehicle records updated - 78,000; Case disposals entered - 54,687; Missing person reports administered - 7,300; Microfiche applications - 1,500.

    Data Protection: Subject Access requests – 1,014

    FoI (Freedom of information) requests: 1,078 received; 732 responses.

    94,794 CRB checks; 12,000 Compliance and disclosure requests.

    Service desk: 2757 calls received; 2746 closed.

    Average time to close service calls: under 1 hour.

    Reliability: Data network 99.98% uptime; Voice network: 99.30% uptime; Around 5 key application systems improved in terms of resilience & business continuity.

25. Specific example (IM) – Records Management:
    Operation Nutmeg - a national 12-month programme of work - commissioned to ensure that the national DNA database comprehensively covers all individuals convicted of serious sex offences or homicide.

    Up to an estimated 30,000 nominal records converted from card to electronic format (serious sexual and violent offences) from 1950s-1993; resulting in around 2,000 criminal convictions have been/will be retrospectively input onto PNC (serious sexual and violent offences), of which c1,200 individuals highlighted for obtaining DNA retrospectively post conviction.

26. Specific example (IM) – Geo-spatial:
    Olympics mapping: establish risk mapping for Olympic torch route across region used by Olympic planning team and route operations.

    All crime, ASB and criminal outcome data uploaded to POLICE.UK on time and to Home Office specification.

Priority Areas project for Police and Partnership working; Community Mapping for LPUs; 2011 census mapping and analysis; Demographic & MOSAIC analysis; Front Desk analysis; Custody suite analysis; Custody staff preferencing; Specials officers and hours; Crime Scene mapping for Major Investigation and Review Team; Uninsured vehicle mapping (Op Piranha); CMPG demand and resource mapping; support for Strategic Assessment; plus approx 200 other small and medium size projects

Implemented Neighbourhood and Sector boundary changes, and mapping in support for Firearms operations.

22,100 requests to update unconfirmed locations created for an incident log and requests for changes to system direct from LPU, Firearms, Alarms and Local Authorities; 97,454 records corrected through targeted audits to identify errors on the system, and improve data quality; 1740 records updated during Boundary Changes, (Walsall, Dudley and Wolverhampton, Sandwell LPU's in last 12 months) ensuring new neighbourhoods allocated correctly during automated ICT process and dealing with all anomalous records.

27. Specific example (ICT) – Airwave:
    In excess of 11,000 terminals supported (including 700 in vehicles); over 2,800 terminals issued during year; 195 vehicle installs; 1,180 service calls taken (as part of managed 24/7 airwave service), including 118 vehicle maintenance calls.

    In a typical month, the Force makes: 200 emergency calls; around 466K group calls; just under 249K point-to-point calls; 62K internal/external telephone calls; and send 240K status messages, as well as 27m short data messages.

2012/13 DELIVERY

28. The agreed 2012/13 ICT portfolio of work was split into four main areas, each of which was delivered through a number of discrete projects. The four areas included:

    - *Upgrades/improvements to existing services:*
      Airwave Stop & Search; ICIS (Custody System), including introduction of CPS two-way interfacing (TWIF), postal charging and improvements to safer detention for Central Justice Services; introduction of contact plans and priority areas into the Crimes system; Telephony load balancing in support of 5Ci geographic clusters; Oracle e-business suite (HR & Finance), including self-service password resets; Corvus improvement, particularly Integrated Offender Management (IOM); InnKeeper. e-DR, SpotLight (Press Office); Disaster Victim Identification; PhotoPhone; web access to legacy custody images; Zanzibar – police national procurement hub link to iProcurement; Finance - business intelligence tool for PBB; Fleet services - electronic stock issue and job card completion; pre-Olympics skills database data quality overhaul and links to GRS; inclusion of Command and Control (Oasis) data in data warehouse (Flints); enhancements to webOASIS and the OASIS Closed Incident Search facility; CycComms System Installation (for TIU); ELVIS (Vehicle Recovery System) upgrade; OASIS upgraded to latest release; BOF2 ANPR and QBOF Upgrades; major upgrade of the Intranet Content Management System; system integration work, including GRS/Corvus link and provisioning e-DH link, enabling staff photographs to be accessed.

- *Replacement of 'End-of-life' technology with newer 'like for like' systems:* Payroll replacement, including ePayslips – cessation of printed payslips for majority of staff.

- *Assessment/Introduction of new technology to meet emerging business needs:* Mobility (feasibility study into flexible connectivity & remote working), including executive email and diary (Good for Enterprise); Microsoft Exploitation (SharePoint developments, partnership working); Firearms Licensing (Staffordshire collaboration).

- *Introduction of technology to improve and future proof core ICT infrastructure:* Improved Resilience and business continuity; various Microsoft programmes – including Exchange (email) remediation and execution exercise, as well as Exchange and Active Directory risk assessment programmes; various telecommunications improvements (switching and caching capabilities); cross-site mirroring of Force shares; automatic secure off-site backup; hardware virtualization; server and storage consolidation; replacement virus and spam email controls; as well as networking instrumentation.

29. The technology refresh, particularly during the last year, is not an immediately visible improvement but it will enable us to roll out Windows 7 over the next year and provide the Force with the basis for agile working, removing the need for an individual to be tied to a particular desk.

30. Our data and voice network has always been robust, however has suffered from some issues of resilience which have been mitigated by the use of load balancing technologies, ensuring the network is not overburdened in one area.

MICROSOFT INVESTMENT

31. In December 2011, the then Police Authority approved funding to invest in a 3 year Enterprise Subscription Agreement (EA) with Microsoft. This EA gave WMP access to the latest releases of Microsoft's core technology, including workstation operating systems (such as Windows 7 and Windows 8), productivity tools such as Office 2010, SharePoint 2010, and infrastructure products such as databases (SQL Server), Exchange 2010 (Email) and a host of other ICT based service tools. In simple terms it provides an end to end technology provision.

32. Investment in the Microsoft EA is only of benefit if the organisation makes as much use of the capabilities as possible. As a result the current and future ICT portfolios of work provide solutions that rely heavily on this investment, and are key to the delivery of new capabilities enabling us to 'get the most out of' existing investments.

33. Some key examples from the year include:

PCC "Website":
Based on the SharePoint 2010 records management capability, a modern way of securely managing, storing, tracking and searching information and documentation. Replacing traditional corporate file shares, provide managed access to documents, allowing the office of the PCC an intuitive way of responding and collaborating with partners. An early adopter of the Enterprise Content Management (ECM) initiative.

The system went live in November 2012.

Staff Portal:
Staff self-service capability in support of the centralised Shared service function.
This application went live in April 2013.

Force Events Calendar:
A functionally rich application that (subject to permission) allows any member of the Force to view and add content to the calendar.
- provides a complete and accurate record of all potentially significant events that impacts Force operations;
- provides decision makers with a single point to access information to make informed decisions regarding the management of events;
- improves service delivery and efficiency by enabling effective allocation of Force resources;
- provides a corporate memory of events and their management.

The system went live in December 2012.

Appointments System:
A replacement for stand-alone LPU-based versions that enable Force Contact to efficiently and effectively managing appointments made with members of the public on a Force-wide basis
The system allows load sharing between Contact Centres, a major shortcoming of the previous system. The new system is also integrated with the Command and Control system, and removing the need to re-key information.
This application has been live since October 2012.

Command Team Correspondence System
Replacing a bureaucratic, manual paper based system for correspondence recording and tracking. Documents are securely recorded, indexed and stored electronically. Tasking to develop further enquiries is driven through intelligent workflow and is fully integrated with the Force email system.
The intent is to use this as a basis for correspondence management across the Force.
The system went live in November 2012.

34. It is also worth remembering a key driver for the EA procurement was the implementation of Microsoft Exchange – the replacement of the Forces previous email solution, then based on an outdated non-Microsoft platform. The EA was deemed the most cost-effective and future-proof way to procure this capability, and also access a number of additional technologies as a "bundle" which may provide additional benefit to the Force.

35. Within the ICT function, the innovative use of a number of products have also been displaced using the Microsoft technologies, reducing Force licence speed and simplifying operational complexity (covered in *Introduction of technology to improve and future proof core ICT infrastructure* above).

36. A final, benefit – not part of the business case - was the facility for any WMP employee to buy a Home User license for Office 2010 Professional at a reduced rate. This has proven highly popular with staff.

37. Annex B provides further detail if required.

IS STRATEGY AND STRATEGIC PLANNING PROCESS

38. The IS Strategy, first approved by the then Police Authority and published in December 2011, is currently in revision to fully align with the recently issued Police & Crime plan. This is anticipated to be a relatively light touch, as the overall objective and mission of the Force remains the same.

39. The strategy will continue to endorse maximising the use of our information assets and establish a common framework for the cost effective deployment of information and ICT that enables digitised policing and a underpins an agile, rapid and responsive police force.

40. Information Services aim to deliver ICT-enabled and information-driven business change. To do this is it important that we have a clear understanding of the West Midlands Police vision and Police and Crime Plan, to ensure our technology is planned and implemented in line with the key strategic objectives.

41. In line with these objectives, and as part of a Force-wide engagement, The IS Senior Leadership Team undertake an annual planning cycle, engaging with senior leaders across the Force, as well as other key stakeholders, business owners and partners to understand and (if possible) define the business appetite and need for technology over the next 1-4 four years.

42. The planning cycle is in-part governed by the recently established ICT Steering Group, which is a business led cross-representative body that endorses the proposed technologies. This in turn is presented the Organisational Change Review Board for approval.

43. It is essential we do not overlook the potential to exploit our existing technology and we are always looking for new and innovative opportunities to enhance and expand the use of our incumbent IT, leveraging all we can from our existing assets.

44. We also have to take into account the demands generated from planned and unplanned change within the Force to balance the organisational demand with defined capability and capacity.

45. Customer engagement is a core aspect of the service we provide and forms part of our wider Service Improvement Programme (SIP).

46. In short, we continue to move from a position of simply "keeping the lights on" through to delivering a business transformation fully utilising information- and ICT-enabled services.

CURRENT AND FUTURE YEAR ACTIVITY

47. As is the case with the IS Strategy, the annual delivery plans for the current year are also in preparation, however it is expected will contain (subject to confirmation):

    - a significant uplift in our use of information and data quality;

    - ICT-enabling key strategic change initiatives, including 5Ci (Contact Centres); Shared Services/Business Support; Estates Move; Custody/Criminal Justice; and Digital Interview Recording (DIR);

- the design and implementation of a modern corporate geo-spatial solution, moving away from individual geo-spatial databases for each separate system. This will bring a step change in the Force's ability to utilise the valuable data it holds as well as data available from external sources such as local councils' and Census data;

- In line with the HMG (Her Majesties Government) transparency agenda: embedding a culture of openness within the Force (balanced with appropriate security protection);

- a significant review of our Security and Accreditation processes;

- targeted digitisation of key paper-based information, as well as centralised management and control of off-site storage;

- further cost-efficiencies and value in our cost to serve. In particular, embedding robust, effective contract management principles in our contract performance and supplier management;

- Relocating the primary Data Centre from its current location in line with the Estates Strategy; and

- delivering further benefits from the Microsoft investment.

48. Operationally, we will improve our internal processes through a continuous service improvement regime. This will improve the service we provide to our customers by developing and agreeing achievable SLAs (Service Level Agreements) for our major services. We will continue managing our contracts and budgets to ensure we get value for money and get the service we pay for and the service we need. We will work with estates to ensure all the moves and changes anticipated over the coming years are properly managed to cause minimal disruption to our user community.

49. In supporting the business, and operational, driven initiatives above, ICT will continue to develop key technologies such as Windows 7, Resilience, Mobility, and IP Telephony as well as the corporate projects that all require extensive ICT involvement such as 5Ci (Contact Centres), NWoW (New Ways of Working), Shared Services (self-service), SharePoint Development (document and data sharing) and the Data Centre Relocation.

50. We will further develop existing systems where it is appropriate to do so, and work with the users to develop specifications for replacement systems where needed through the provision of a Technical Design Authority. This will include further exploitation of the Microsoft Enterprise Agreement to provide a remote diagnostic capability, video conferencing, and voice mail to the desk which will all improve the ability to work agilely.

51. During this period, we will continue to support day to day operations through fixing things when they break, providing preventative maintenance through patching, providing advice and guidance to the Force on ICT issues, upgrading services and systems as required and providing the necessary standby arrangements for our key critical systems.

52. Building on the transitional reorganisation driven by PBB, IS is now in a good position to meet those demands. Despite a reduction in senior managers, a relentless upskilling and continuous improvement of our leadership capability, better balances the department, yet provides more capacity to meet the ever increasing demands.

53. The team are currently working on a "what will good look like" success criteria, against which we will measure our performance.

COLLABORATION - FORCES

54. Like the Force, the department has a history of cross-border collaboration, particularly with Staffordshire. As such, ICT in particular has been a key underpinning theme in terms of operational collaboration, as well as the regional CMPG.

55. Following the recent Staffordshire announcement, the department is assessing the implications of a likely reduction in collaboration opportunities and activities.

56. Both Forces have effectively maintained their independent ICT capability. The vast majority of activity has been in knowledge sharing and occasional "mutual aid", whereby staff are loaned or briefly seconded between Forces.

57. There are a limited number of ICT-based services we offer to each other - the majority of which are expected to remain as part of the established collaboration activity. An example of this is "Firearms licensing".

58. Outside of this, and on behalf of West Midland Police, IS offer a small number of "managed" services to other Forces (especially Warwickshire), particularly in terms of payroll and intelligence.

COLLABORATION - PARTNERS

59. Traditionally, the Force has had an understandable risk averse attitude to co-location and data sharing. In recent years, due to a number of factors, it is increasingly recognised that information sharing is an essential element of effective partnership working.

60. IS has undertaken a number of "controlled experiments" in this regard: the most visible being the co-location with a Local Authority (Solihull Council) in the North Solihull (Chelmsley Wood) "Bluebell" centre. This was the first occasion secure access was provided to limited information, allowing the local neighbourhood team to be located amongst other partners.

61. Learning from this approach, IS now has a "template" that could be implemented, should the Force choose to engage in other similar ventures.

COLLABORATION - NATIONALLY

62. In addition, a number of IS staff sit on regional advisory/working groups, the CIO is actively engaged in a number of national initiatives. These include:

Information Management Business Area (IMBA):
ACPO IMBA ensures the use of information, communications and technology is used within policing in an efficient and effective way and that it makes the best possible contribution to achieving policing objectives. The portfolios in the business area include: Communications; Data Protection and Freedom of Information; Geographical Information System (GIS); Service Management; Information Assurance; Police National Computer (PNC); Recording and Disclosure of Convictions; IMPACT/ PND national user group. CIO sits on IMBA.

Operational Requirements Board (ORB):
With the changing Information and ICT landscape in policing, new governance arrangements are emerging to ensure we get the best out of our current and future investments. The ORB has replaced the previous ISIS programme, with the aim of ensuring national operational and business capabilities are defined. CIO sits on ORB.

Police CIO Council (PCIOC):
A sister body to ORB. The CIO Chairs the PCIOC, that can review requirements from an information and technical architecture perspective, to ensure we optimise the value for money in terms of any solutions proposed, as well as maximising our investment in existing services – particularly around the information and data sets.

Government CIO Council:
CIO represents the police service view on this forum, which encompasses the Senior Information and ICT Leads of Central Government Departments, as well as Local Authority and other public sector representatives.

IT Leaders in Police - Innovation Forum:
This national level event was hosted by Microsoft and chaired by the CIO at the end of January. Invitations were sent to all the senior ICT Heads in British Policing, resulting in a very good attendance. The aim was very much targeted at maximising the investment at a police service level that each Force has made with Microsoft.

Police ICT Company (PICTCo):
CIO has been engaged in some of the shaping/thinking – however the service entity is still in the forming stage, with little detail emerging.

COLLABORATION – IIP (INNOVATION & INTEGRATION PARTNER)

63. Over the past few months, the Technology Task Force reporting to the Chief Constable, have been assessing options – particularly in regard as to how the Force can modernise to deliver better policing services and the role of technology, which will be pivotal to our future success.

64. The recommendations focus on the development of an "Innovation and Integration Partner" (IIP) who will work with the Force to deliver and where appropriate, manage some aspects of change.

65. The CIO has been actively involved in these discussions, and fully believes this approach will offer the opportunity for us to work in a complementary way with organisations that bring to the table, new ideas, innovation and the experience and expertise of how to deliver change.

FINANCIAL IMPLICATIONS

66. N/A

LEGAL IMPLICATIONS

67. N/A

RECOMMENDATIONS

68. The Board is asked to acknowledge the detail of this report.

Chris Price
Chief Information Officer