



STRATEGIC POLICING AND CRIME BOARD 7 January 2014

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:
 - Update on the ICT Strategy and sub-strategies and how the Strategy links to the Police and Crime Plan
 - A review of the Microsoft Enterprise Agreement
 - Overview of the aims and work of the Information and Intelligence Management Board and also on the work of the ICT Steering Group
 - Review and progress of current work programmes, including expected completion dates and benefits to the organisation
 - Upcoming major areas of work, to include timescales, resource requirements risks and planned benefits – particularly the support required for supporting the changes to the central Birmingham Estate and the ICT move to Aston
 - Areas of collaboration with other police forces or external organisations
 - Links to the Technology Task Force and proposals around an Innovation and Integration Partner

BACKGROUND

2. This report builds on the previous update to the West Midlands Strategic Police and Crime Board issued in May 2013: http://www.westmidlands-pcc.gov.uk/media/212425/07_spcb_14_may_13_information_services_update.pdf
3. The previous report covered the following areas:
 - Outline the services delivered by Information Services
 - Detail on key performance and deliverables from last year (including specifics regarding Microsoft investment)
 - Overview on key work activities – planned and underway
 - IS Strategy Alignment with delivery of the Police and Crime Plan
 - Summary of current partner and other collaboration activities

KEY RISKS AND CONCERNS

ICT

4. ICT resources are currently fully utilised, and are unable to facilitate any new work that hasn't already been formally commissioned by the Organisational Change Programme Board.
5. From April 2014, there are a number of significant supplier contracts that are up for renewal, including; Airwave, Oracle and the Police Security Network (PSN, previously dealt with by the CIO). To successfully progress these major contract renewals and to manage the negotiations effectively a number of different options are being discussed.

INFORMATION MANAGEMENT (IM)

6. The current accreditation status which enables WMP connection to the CJX (Criminal Justice Extranet) is sub optimal and requires improvement. This requires continued focus moving forward in order to ensure the sustained provision of services, such as external email and PNC, being provided by these means. A robust Gold structure is in place to improve the force's position which is fully supported by the National Police Information Risk Management Team (NPIRMT).
7. Data quality continues to pose a challenge. But the force retains a very strong focus on this risk and consistently strives to improve data quality thus ensuring that strategic and tactical decision making is not partially informed.

IM & ICT

8. The impact of IIP on the departments is unknown at this stage and therefore, it is difficult to plan and predict any ICT or IM resource requirements that the IIP programme may call upon.

FUTURE POTENTIAL CHALLENGES

9. The scope of collaboration and interaction with the IIP are unknown at present.

IS STRATEGY AND SUB STRATEGIES

IS STRATEGY

10. The IS Strategy, first approved by the then Police Authority and published in December 2011, was reviewed early in 2013 to ensure alignment with the published Police & Crime plan. As expected, this was a relatively light touch, particularly from an operational policing perspective, as the overall objective and mission of the force remains constant.
11. The IS strategy is underpinned by two complementary sub-strategies – the Information Management Strategy and ICT strategy.

12. Cascading the strategies down, Delivery Plans have been created which clarify the commitments expected of each department. These commitments are pivotal in establishing the performance objectives of the Head of ICT and Head of Information Management. Progress and delivery is then measured as part of the performance review (eDR) cycle.
13. The strategy endorses 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 underpins an agile, rapid and responsive police force.
14. The strategy also recognises the need for an Innovation & Integration Partner (IIP) to generate a step-change in the force capability and capacity of ICT and information-enablement, as well as driving through the business transformation necessary to improve service delivery to customers and the public of the West Midlands.
15. In the interim, Information Services is key to this direction of travel, with the aim of delivering ICT-enabled and information-driven business change. To do this is it important that there is a clear alignment with the West Midlands Police vision and Police and Crime Plan, to ensure force technology is planned and implemented in line with the key strategic objectives.
16. In summary, the force continue to incrementally move from a position of simply "keeping the lights on" through to embracing and delivering business transformation through the full exploitation of information- and ICT- enabled services.

SUB STRATEGIES

ICT Strategy

17. The ICT Strategy was re-written in the early part of 2013 in line with a departmental re-structure and the appointment of Andy Proctor as Head of Department. The revised strategy sought to drive through the transformational change within the department and care was also taken to ensure that alignment to the Police and Crime Plan was maintained.
18. The ICT strategy is underpinned by six strategic themes, each one taking its foundation from the Police and Crime Plan. All of the key activities and objectives undertaken within ICT throughout 2013/14 fall into one of these themes:
 - **Service Excellence**
"The provision of service delivery excellence through the implementation of the ITIL framework, industry best practice, and continuous service improvement. Establishing the services delivered by ICT and the values to which we subscribe"
 - **Modern & Robust Technology**
"The provision of modern ICT services via a secure, reliable, and highly available technology infrastructure that is fit for current and future requirements of the force"

- **Information & Collaboration**
“Improved information management capabilities and technology tools to facilitate collaboration and improved communications between staff within the organisation and potential partner agencies”
- **Governance & Engagement**
“Implementing improved processes to ensure ICT are better aligned with business change initiatives and priorities by engaging, informing, and influencing our customers at an early stage. Ensuring ICT focus on delivering the ‘right things’ rather than trying to deliver everything”
- **Innovation & Creativity**
“Providing innovative and creative solutions to organisational problems. Looking towards the future capabilities of technology and demonstrating how they can be used to the benefit of the force. Providing advice and guidance on how things can be done differently”
- **Value for Money**
“Acting in a cost conscious and efficient manner while constantly increasing the value of services we deliver to the organisation. Obtaining the maximum benefit from existing technologies as well as third party suppliers vis effective supplier and contract management”

MICROSOFT INVESTMENT

19. As outlined in the previous update to the board, December 2011 saw funding approved which allowed ICT to invest in a three year Enterprise Subscription Agreement (EA) with Microsoft. The force is still realising the benefits, cost savings and cost avoidance resulting from this investment.
20. The EA continues to give ICT the flexibility to best meet users’ needs in the most cost effective way and has allowed ICT to optimise technology spend as the force priorities change. This ensures that ICT are able to get the best pricing advantage for the force by reviewing and optimising technology spend to fit IT and users’ needs.
21. Having the EA in place allows WMP to license Microsoft products over a three-year period at the best available price. This includes end user services and device needs, which covers popular products and services such as Office and Windows. This has allowed ICT to take advantage of Software Assurance and simplified licensing management. This gives WMP the flexibility to choose software services for different user types and deployment scenarios.
22. 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 continues to provide additional benefit to the Force.

23. Some key examples of recent development that have utilised Microsoft technologies include:

- **Roll Out of Windows 7:**

Force wide roll out of Windows 7 has commenced and this gives desktops a more modern look and feel, as well as offering a faster and better user experience. The roll out of Windows 7 transforms the way applications and information is delivered to the user. Whereas previously users could not move freely between desktop PCs throughout the entire force and be able to access the applications and files they require, now a users documents and applications follow them from machine to machine. This significantly increases workforce agility and also improves our business continuity capabilities.

Rather than use expensive third party applications to achieve the rollout of Windows 7 and its associated 'Agility' functionality, the new Head of ICT ensured it was delivered solely by using technologies within the Microsoft EA. This resulted in cost avoidance in the region of £1m.

- **Collaboration Tools:**

ICT have commenced the deployment of modern tools that allow force employees to collaborate with each other in modern ways. These tools are being rolled out as part of the NWoW programme and include the following capabilities:

- **Instant Messaging**

The ability to send instant messages to and from any force machine or multiple machines. This allows users to start individual or group 'chat' sessions with the ability to share files and documents.

- **Video Conferencing**

The ability for users to video conference with each other from their desktop PC. Minimising the need for people to travel to meetings.

- **Document Sharing**

The ability for users to work together on the same document from separate locations throughout the force.

- **Voicemail to your email Inbox**

The ability for users to receive voicemails directly to their email inbox. The ability for users to listen to voicemails from any force machine or smartphone.

[These additional features will be available forcewide in line with delivery of the NWoW Programme circa June 2014.]

As part of the development work undertaken by ICT to support the 5Ci Programme, cutting edge technology has been installed in the West Midlands Police Contact Centre Hubs. This includes e-Notes and e-Boards:

- e-Notes:**

A customer contact recording and insight application developed in SharePoint that builds up a total history of contact with victims and customers – in particular, allowing the force to build a picture of repeat callers and any associated vulnerability. For the first time, Contact Officers have access to digital mapping, priority areas and information on local neighbourhood teams giving vital detailed local knowledge where callers are from the West Midlands. The introduction of e-Notes sees the start of the forces journey of embracing the philosophy of Customer Relationship Management (CRM). Having the Microsoft EA in place meant that e-Notes could be developed 'in house' which resulted in cost avoidance through not having to purchase a 3rd party product.

The system went live in November 2013.
- e-Boards:**

e-Boards were developed as part of the 5Ci Programme and they enable contact centres to display a wide range of information to operators. This information includes call statistics, news feeds and other information relating to e.g. a major incident. This solution was developed by ICT using the Microsoft Technologies, and because it was developed in house, it was a cost neutral solution. This also means that ICT (and the contact centres) have the capability to change the configuration and the content of the information displayed as and when required. Having the Microsoft EA in place meant that e-Boards could be developed 'in house' which resulted in cost avoidance through not having to purchase a 3rd party product.

The system went live in November 2013.
- Staff Portal:**

Staff self-service capability in support of the centralised Shared service function. Having the Microsoft EA in place meant that the staff portal could be developed 'in house' which resulted in cost avoidance through not having to purchase a 3rd party product.

This application went live in April 2013.
- 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.

This system went live in January 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. Providing a complete and accurate record of all potentially significant events that impacts Force operations; decision makers have a single point to access information to make informed decisions regarding the management of events; Service delivery and efficiency are improved by enabling effective allocation of Force resources; A corporate memory of events and their management is retained for future reference.

This system went live in January 2013.

- **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.

- **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 system went live in October 2012.

ICT Steering Group

24. All of the necessary work required to support future ICT projects, programmes and new force initiatives is now solely commissioned through the Organisation Change Programme Board (OCPB). In order to ensure that ICT remain sighted on all future change, Andy Proctor (Head of ICT), liaises regularly with both the Business Transformation team and the Programme Management Office via the bi-weekly Force Change meeting. The Head of ICT is also now an active participant in the OCPB.

STRATEGIC INFORMATION & INTELLIGENCE BOARD (SIIMB)

25. The Strategic Information and Intelligence Board (SIIMB) is chaired by the T/DCC and its membership includes senior stakeholders from the force, staff associations and the office of the PCC. The SIIMB provides the governance and accountability framework to deliver robust Information Assurance and therefore to promote the “need to share” organisational philosophy. Its aim is to develop a culture where information is used to enable and not restrict organisational and partnership delivery. It provides a strategic forum to discuss, review any issues or suggestions regarding Security, Information and Intelligence Management and the associated ICT requirements.
26. The Board reviews strategic recommendations against operational and professional priorities and if authority is required the Chair will present these at Command Team.
27. Recent work includes a transformation of the governance around Information Assurance (IA) in line with Home Office – National Police Information Risk Management Team (NPIRMT) guidance.
28. The SIIMB has overseen the establishment of the Information Asset Owner (IAO) role which is fundamental to supporting a devolved decision making capability and strengthening the force’s IA maturity.

CURRENT ACTIVITY

ICT

29. ICT were subject to a Quarterly Performance Review in August 2013. This report was extremely positive and referred to the large amount of progress and service improvements that had been made since the start of the departmental transformation programme in early 2013. Building on this report, ICT are in the process of planning and implementing some of the recommendations to further refine the departmental transformation.

30. The main areas of focus include:

- ICT-enabling key strategic change initiatives, including 5Ci (Contact Centres); Shared Services/Business Support; Custody/Criminal Justice; and Digital Interview Recording (DIR); NWoW Programme and associated projects.
- Further cost-efficiencies and value in cost to serve. In particular, embedding robust, effective contract management principles within contract performance, supplier management and cost avoidance opportunities;
- Relocating the primary Data Centre from its current location in line with the Estates Strategy;
- Delivering further benefits from the Microsoft investment;
- Establishment of an Architecture and Design capability in house which will allow ICT to provide modern capabilities that will facilitate and further enhance the successful delivery of current projects and programmes. This will also significantly improve ICT's ability to effectively manage demand against resources, as it will provide some separate resource to deal with Project / Programme and Change Design, further enhancing ICT's ability to proactively support force change initiatives.
- During this period, ICT will continue to support day to day operations, provide preventative maintenance through patching, provide advice and guidance to the Force on ICT issues, upgrade services and systems as required and provide the necessary standby arrangements for our key critical systems. ICT aim to provide 99% availability of core systems e.g. Airwave and Command & Control.

IM

31. Current activity within Information Management includes -

- **Increasing information sharing capability and confidence.** Sharing information appropriately with partners is essential for successful policing outcomes. The baseline objective is to ensure that all sharing related infrastructure is in place and working well. IM will then work with the force to improve the understanding of appropriate sharing to encourage a significantly more open and confident approach;

- **Corporate geo-spatial capability.** IM is reviewing the current geo-spatial strategy and updating it so that it is line with the aspirations within this delivery plan. IM is researching the requirement for a force wide corporate geo-spatial database looking at what already exists and what is available on the market clearly articulating the value it will bring;
- **Transparency Agenda.** In line with the HMG (Her Majesties Government) transparency agenda: to embed a culture of openness within the force (balanced with appropriate security protection);
- **Revolutionise the force's IA processes.** IM is overhauling the current information assurance (IA) processes so that IA is becoming a true business enabler, supporting the force's aspiration to transform; and
- **Paperlite.** Paperlite is a work stream within NWoW that will deliver targeted digitisation of key paper-based information, as well as centralised management and control of off-site storage. This work stream is core to enabling more efficient use of the workspace within Lloyd House and elsewhere in the force. Progress so far includes the destruction of 83m of paper storage from Aqua House;
- **External Records Storage.** External record storage has been centralised under Information Management. This has seen a reduction in the costs associated with external storage as well as improvements in the management of the information so held.

FUTURE YEAR ACTIVITY

ICT

32. ICT will continue managing contracts and budgets to ensure the force get value for money and the requisite levels of service.
 - Operationally, ICT will improve internal processes through a continuous service improvement regime. This will improve the service provided to customers by developing and agreeing achievable SLAs (Service Level Agreements) for major services.
 - ICT will work with estates to ensure all the moves and changes anticipated over the coming years are properly managed to cause minimal disruption to the user community.
 - 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, NWoW (New Ways of Working), Shared Services (self-service), SharePoint Development (document and data sharing) and the Data Centre Relocation.

- The introduction of an Architecture and Design function within ICT (See Current Year Activity section), will allow ICT to provide targeted and refined solution design, consultancy and assurance to force change initiatives, including the key programmes and projects (as defined above). Demand of ICT services will be regulated and controlled by this function, which will provide stockholding departments e.g. Business Transformation, with a means to contact ICT to request advice, expertise and support in a controlled, planned and managed way.
- ICT 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 the Architecture and Design function. This will include further exploitation of the Microsoft Enterprise Agreement.

IM

33. IM will continue to improve the force's capabilities –

- **Information Sharing.** IM will build on the progress in this area and work with the force to improve the understanding of appropriate sharing to encourage a significantly more open and confident approach. Information Asset Owners will be supported in taking local decisions on how best to protect, use and share the data within their systems.
- **Embed culture of business intelligence within the force.** The force aspires to a 21st century capability for using information to support the transformation of modern policing by improving decision making - using accurate, timely and readily available information. To achieve this aspiration IM will work with OSD in identifying and implementing appropriate work streams to deliver these objectives;
- **Dramatically improve DQ.** The force's record on data quality is poor. Recent audit work has not delivered the improvements sought, IM will plan strategies to deliver a step change in this position;
- **Ensure readiness for PSN.** Along with all police forces WMP will move from the CJX to the Public Sector Network (PSN) in October 2014. IM will ensure that the force's IA processes, structure and maturity are compliant with the additional security requirements of the new service. Once connected the network provides opportunities to share more effectively with other public sector partners.

COLLABORATION - FORCES

34. The Information Services department has a history of cross-border collaboration, particularly with Staffordshire. As such, ICT in particular has been a key underpinning enabler in terms of operational collaboration, as well as the regional CMGP.
35. The vast majority of collaborative activity has been in knowledge sharing and occasional "mutual aid", whereby staff are loaned or briefly seconded between Forces.

36. Following appointment, the Staffordshire PCC decided to reduce the scope, scale and activity of collaboration opportunities and effort with West Midlands Police.
37. A limited number of ICT-based services are offered between WMP and Staffordshire - the majority of which are expected to remain as part of the established collaboration activity. An example of this is "Firearms licensing".
38. 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. It is anticipated that these will cease during 2014/15 due to the strategic alliance between Warwickshire and West Mercia.

COLLABORATION - PARTNERS

39. Traditionally, the force has had a cautious approach 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.
40. 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.
41. Improved Remote Working capabilities are being delivered as part of the ICT Strategy.
42. Data and information-sharing is expected to be a major focus area in the forthcoming year. For example, MASH (Multi-Agency Safeguarding Hubs) that allowing each partner to share their "view on the world" thus allowing a holistic view of threat, risk and harm to vulnerable people in the West Midlands Region.

COLLABORATION - NATIONALLY

43. In addition, a number of IS staff sit on regional advisory/working groups, including:

PSNP (PSN in Policing)

This is the replacement for the PNN3 and CJX connectivity infrastructure - now end of contract – that allows forces (and other entities) to communicate and share data, as well as providing access to the national systems (for example, PNC, PND and Ident1). The Final Business Case (FBC) has been processed through the Home Office (Group Investment Board) and Cabinet Office (Government Digital Services), thus allowing the contract to be let.

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.

COLLABORATION – IIP (INNOVATION & INTEGRATION PARTNER)

44. Over the past few months, the Technology Task Force reporting to the Chief Constable, have been assessing options – particularly 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.
45. 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.
46. The Heads of ICT and IM have regular dialogue with the Technology Task Force and will actively participate throughout the Directed Dialogue stage of the IIP Procurement exercise. This consultative relationship will continue and is likely to be extended to include other subject matter experts from within ICT and IM as and when required.

FINANCIAL IMPLICATIONS

47. N/A

LEGAL IMPLICATIONS

48. N/A

T/DCC ROWE