



**STRATEGIC POLICING AND CRIME BOARD**  
**May 13<sup>th</sup> 2014**

**Information Services Update**

**PURPOSE OF REPORT**

1. The purpose of the report is to update members of the Strategic Policing and Crime Board on issues concerning the portfolio which was previously the responsibility of the Chief Information officer.
2. Specific areas of focus include:
  - The changes in roles and responsibilities to staff within the former CIO portfolio, primarily ICT Services, Information Services and Freedom of Information.
  - Requirements of legislation and changes in roles
  - Impact of the Estate restructure especially that affecting central Birmingham
  - An update on service provision since the previous report in January 2014 such as performance against the ICT strategy (and sub-strategies) and links to the police and crime plan
  - Review and progress of current work programmes, including expected completion dates and benefits to the organisation
  - Key risks in the short and medium term – what are the governance structures relating to these
  - Areas of collaboration with other police forces or external organisations

**BACKGROUND**

3. This report builds on the previous update to the West Midlands Strategic Police and Crime Board issued in January 2014
4. The previous report covered the following areas:
  - Progress against the ICT and IM strategies and how they link to the Police and Crime Plan
  - A review of the Microsoft Enterprise Agreement
  - Review and progress of current work programmes
  - Upcoming major areas of work including timescales and resource requirements
  - Areas of collaboration with other police forces or external organisations
  - Links to the Technology Task Force and proposals around an Innovation and Integration Partner

## **ROLES AND RESPONSIBILITIES**

5. Prior to January 2014 the Chief Information Officer was responsible for two departments that formed the Information Services portfolio; Information and Communication Technology (ICT) and Information Management (IM).
6. Following the departure of the Chief Information Officer in December 2013, the two departments within Information Services were re-aligned within the organisational structure.
7. IM has become part of the Force Intelligence Directorate led by the Director of Intelligence.
8. ICT reports directly into the Deputy Chief Constable.
9. The Freedom of Information Unit, previously part of IM, now forms part of Corporate Communications.

## **REQUIREMENTS OF LEGISLATION AND CHANGES IN ROLES**

10. West Midlands Police follows the Cabinet Office's Security Policy Framework (SPF) which sets out the standards, best practice guidelines and approaches that are required to protect UK government assets such as information.
11. The force is mandated to complete risk management documents that are reviewed and signed off by the role of Senior Information Risk Officer (SIRO) on behalf of the Chief Constable.
12. Previously the SIRO role was undertaken by the Chief Information Officer, whereas it is now undertaken by the Deputy Chief Constable.

## **IMPACT OF ESTATE RESTRUCTURE**

13. An urgent requirement has recently arisen to migrate staff and associated equipment from Lloyd House to various other locations throughout the Force by the end of July 2014.
14. This requirement includes some complex migrations such as the existing Force Contact Centre and the Shared Service Centre.
15. Urgent work was undertaken within ICT to understand:
  - The technical feasibility and achievability of the migration
  - The resources required to complete the work
  - Existing in-flight project work that would be impacted by the new requirement
16. Due to recent improvements in the governance and management of staff capacity and approved work, ICT were rapidly able to provide the above information and associated recommendations.
17. In order to facilitate the estates restructure, the following work streams have been paused:
  - Windows 7
  - IP Telephony
  - WiFi
  - Collaboration Tools
18. These work streams will be recommenced following the completion of the Lloyd House renovations.

## PERFORMANCE AGAINST THE ICT STRATEGY AND LINKS TO THE POLICE AND CRIME PLAN

19. The ICT Strategy is developed and governed by the Head of ICT, Andrew Proctor.
20. The ICT Strategy was re-written in April 2013 in line with a departmental re-structure and the appointment of a new 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.
21. The ICT Strategy covers the years 2013 and 2014 until the successful appointment of an Innovation and Integration Partner, who will jointly develop a five year ICT Strategy.
22. The ICT Strategy was reviewed and updated in April 2014 to ensure close alignment with the 2014 Police and Crime Plan.
23. 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 via effective supplier and contract management”
24. A significant portion of the ICT Strategy is the delivery of approved programmes and projects. For example, 5Ci and New Ways of Working.

25. Recent progress against the ICT Strategy includes:

- **Rollout of Windows 7**

Force wide roll out of Windows 7 has progressed well and is now deployed to a significant number of areas around the force. The Windows 7 initiative gives desktops a more modern look and feel, as well as offering a faster and better user experience. It 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 Enterprise Agreement. This resulted in cost avoidance in the region of £1m.

- **Collaboration Tools**

ICT have designed and configured a number of core software tools that will be made available to every force employee and enables them to collaborate with each other in modern ways. These tools will be deployed as part of the NWoW programme following the successful completion of the Lloyd House decant. The new collaboration tools provide the following functionality:

- **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.

- **Stop & Search**

ICT have designed, developed and deployed a new software solution for Stop & Search. This provides improved functionality over the incumbent third party solution and uses technology available via the Microsoft Enterprise Agreement in order to ensure value for money. The new solution went live at the beginning of April and has been well received by both senior and operational officers.

- **Data Centre Migration**

ICT have designed the layout and configuration of the new Data Centre at Lloyd House. This design has been ratified and assured by a third party company. Extensive planning has been undertaken to ensure that the migration of services from the existing Data Centre to Lloyd House will have a minimum impact on live operational service.

As part of the Data Centre Migration ICT have taken the opportunity to reduce the amount of hardware that is used to host the force's systems by using modern virtualisation technologies that make more efficient use of server hardware. This has resulted in the following benefits:

- Reduction in the cost of maintaining server hardware by over £150,000 per annum.
- Reduction in the physical space required to host our server hardware
- Reduction in the carbon emissions of our server hardware
- Improved availability and disaster recovery provision for force applications.

- **New Ways of Working**

ICT have designed and developed a new remote access solution that provides force employees with an improved user experience and improved capabilities to remotely access force systems via force approved laptops. The solution is currently awaiting security accreditation before being deployed as part of the NWoW Programme.

- **Innovation and Integration Partner**

The Head of ICT has had significant involvement throughout the competitive dialogue phase of the IIP procurement exercise. This has also included holding a variety of workshops and information sharing activities with the bidders.

26. Further cost-efficiencies and value in cost to serve. In particular, embedding robust, effective contract management principles within contract performance. A new ICT Contract Management board has been established in order to move ICT away from reactive contract management to a much more proactive management approach.
27. The successful establishment of an Architecture and Design capability in house which will allow ICT to provide advice and guidance that will facilitate and further enhance the successful delivery of current projects and programmes. This has also significantly improved 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.
28. ICT 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.
29. Throughout this period, the availability and performance of mission critical services such as Airwave and Command and Control have either met or exceed their Service Level Agreements (SLAs).

## **PERFORMANCE AGAINST THE IM STRATEGY AND LINKS TO THE POLICE AND CRIME PLAN (update provided by Kate Jeffries)**

30. The IM Strategy is developed and governed by the Head of Information Management, Kate Jeffries.
31. **Data Quality** - some improvements have been seen in the force's data quality particularly around PNC information. For example the force's performance in updating the impending prosecutions information has risen from 40<sup>th</sup> nationally to the top 5. Although there have been some improvements in DQ there are still a number of areas that require further attention. The force maintains a strong focus on this risk and continues to drive through measures to ensure that decision making is not partially informed.
32. **Paperlite** – this is the New Ways of Working (NWoW) work stream to digitise key paper-based information and incorporates 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. Paperlite has altered its roll out schedule in line with the recent change in approach to the Lloyd House building works, but continues to progress satisfactorily.

## **RISK MANAGEMENT**

### **ICT**

33. ICT have developed and implemented a formal risk management process within the department that has been assured and validated by the Force's Risk Manager. The risk management process provides an effective method of identifying, analysing and managing risks both internally within the department alongside the ability to escalate risks to the corporate risk register.

34. Current project-related key risks that impact upon ICT include:

- There is a risk that the new Data Centre within Lloyd House will not be ready within the timescales required by the Data Centre Migration project. The mitigation for this is the development of a contingency plan that will allow the project to complete the migration within a shorter time period, but at extra financial cost.
- There is a risk that the replacement for the national police network that provides connectivity between all Police Forces (PSN) will not be ready within the original timescales outlined by the Home Office. Therefore WMP may have to explore alternate methods to connect to national infrastructure as an interim solution.

### **IM (update provided by Kate Jeffries)**

35. **Suboptimal Information Assurance Regime** - the force continues with a significant programme of work to overhaul its information assurance (IA) regime which will place force in a very strong position to introduce more automated and forward thinking sharing arrangements with its partners. This is in parallel with a change in emphasis from the national Home Office team.

36. The IA governance structure is now in place. Led by the SIRO the structure is made up of a force accreditor who is responsible for escalating risk/benefit decisions to the executive for appropriate level of sign off. The force employs a Security & Information Risk Advisor (SIRA) who collects the risks and benefits for specific pieces of work and discusses them with the accreditor. Both the accreditor and the SIRA sit within Information Management. There are also a number of security related roles in ICT such as an IT Security Officer (ITSO) who has overall responsibility for technical security and an IT Architect who is responsible for designing secure systems.
37. Core to the structure is the role of Information Asset Owner (IAO), typically sitting at Ch Supt or equivalent level, this role has responsibility for IA across a number of systems relating to their portfolio. Use of this role is relatively new to the force and brings with it some devolved decision making capability that was previously missing.

### **COLLABORATION - FORCES**

38. 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 enabler in terms of operational collaboration, as well as the regional CMPG.
39. Both Forces had – deliberately - 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.
40. Following appointment, the Staffordshire PCC in particular reduced the scope and activity in terms of collaboration opportunities and effort with West Midlands Police.
41. 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”.
42. 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.
43. Traditionally, the Force has had an understandable risk adverse 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.
44. Improved Remote Working capabilities are being delivered as part of the ICT Strategy and are currently awaiting accreditation before being implemented as part of the NWoW Programme.
45. 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 are being rolled out in a number of locations across the Force and work in on-going in this area. ICT and IM are key enablers of this work.

## **FINANCIAL IMPLICATIONS**

46. N/A

## **LEGAL IMPLICATIONS**

47. N/A

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