

# POLICE MARKET REPORT

a private client newsletter reporting police ICT

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July 2017

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POLICE MARKET REPORT IS PUBLISHED BY JOHN ROWLAND.

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## INFORMATION TECHNOLOGY

SCOTTISH Police Authority received a draft three-year financial plan to support £127m worth of transformation proposals.

The plans notes £42.4m per year will be spent and an initial two year timeline of schemes is as follows:

2017/18 priorities	2018/19 priorities
Single national network – full business case being developed	Core Operational Policing Systems – design and planning stage
Implement THRIVE in contact management – FBC being developed	Mobility – project scoping underway
Corporate Support Services Improvement – scoping underway	Criminal Justice and Custody remodel - scoping underway
National Cybercrime Unit – FBC approved	Cyber Capability – project scoping underway
National Payroll – scoping underway to replace legacy systems	New Corporate Services Model - scoping underway
Telematics/fleet management – FBC being developed	ANPR – FBC being developed -
Build Transformation Capability – FBC approved	

The report is accompanied by a Draft 3 Year Transformation Implementation Plan, given by Deputy Chief Officer David Page. It notes short term priorities for the next three months are:

- Change and Implementation – appoint programme managers and business analysts
- Finance – recruit transformation staff and embed new financial framework.

- Data – review management information and create a data index
- Corporate Services (ICT, commercial and HR) – recruit transformation resources
- Partnership – identify and develop capability
- Innovation – identify and develop capability

The report is high level and says an IT strategy for the next ten years is being developed. Specific targets identified include:

- Free up 300 officers from support work for redeployment to front line policing.
- Recruit 170 specialist staff to address changing demands.
- Remove the force deficit by 2020.21, cutting it by £47m in 2017.18. SPA, 22.06.17

POLICE SCOTLAND CIO Martin Leven updated Scottish Parliament members as follows:

- Analytics – Leven said “our use of analytics is not as good as it could be; we should be able to use predictive analytics to look at data. However, it is difficult to collate in one place all the information from 125 different data sources”. He added the new financial strategy will help address this shortcoming because it now ties intelligence with previous components of the former i6 programme (crime recording, case, contact management). This was not in place earlier.
- Criminal Justice System Data Storage - a proof of concept for remote evidence transfer is expected to be signed off next month (August 2017). This is part of work on a data repository to enable police data sharing with the Crown Office, Procurator Fiscal Service, Courts, Prisons and defence lawyers. This scheme was originally known as an “online vault”. Leven says he has briefed the Scottish Government on what progress he expects within the next 12 months, however he would not commit to a timescale. Minutes, Justice Sub Committee on Policing, 01.06.17

SCOTTISH PARLIAMENT members were told devolved budgeting is being rolled out to around 70-80 senior Police Scotland managers. James Gray, Chief Financial Officer, said each budget holder will be supported by a specialist business partner. Minutes, 01.06.17

METROPOLITAN managers noted the following:

- Compliance – it was noted the force is unable to comply with current Approved Professional Practice on review, retention and disposal of information. The long term solution is MiPS. A paper is also due from Angus McCallum to discuss how e-mails can be stored to ensure compliance.
- Custody Suites – the Custody Transformation Plan is due to be considered by the board in July 2017. It will take into account the National Strategy for Police Custody. A paper given by DAC Alison Newcomb outlined proposals to close five suites within the next two months. Management Board Minutes, 21.03.17

WEST MIDLANDS PCC noted the National Digital Policing programme has hit a £1.4m funding gap.

The PCC agreed to help underwrite the amount, permitting a pared down work programme to continue over the next four months. Other PCCs have been asked to provide the same guarantee. The Police Reform and Transformation Board will go back to ministers after the election to try and secure more funds. Decision 05.05.17

STAFFORDSHIRE Chief Officer Group was told by Steve Cutler, Business Services, that significant finance system development work will get underway this year to support the Target Operating Model.

It is understood three potential TOMs were considered initially, but a fourth was eventually drafted for consideration by the new Chief Constable Gareth Morgan.

The design architects are Supt. Simon Tweats, Ch Insp. Rob Taylor, Boeing and KPMG. The meeting was told investment is needed to stabilise the network.

Finance systems are due to change within the next 6 to 12 months.

The meeting also noted Ch. Supt. Martin Evans is now an ACC with the Alliance. Wayne Jones is now a permanent Ch. Supt. Minutes, Command Team, 12.05.17, 06.06.17

SUSSEX PCC agreed to use the government Digital Outcomes and Specialists (DOS) to find a business partner to deliver Video Enabled Justice. Sussex was awarded Innovation Fund money in 2015 to design a digital justice change programme. Partners in the bid include the Courts and Tribunals Service, Crown Prosecution Service plus the Surrey, Kent and Metropolitan police forces. PCC Decision. 08.05.17

STAFFORDSHIRE PCC agreed to co-locate local police and specialists at the new One Smithfield single site hub. Users will include digital forensic specialists. The new site will complete a relocation from the former Hanley police station. Decision, 25.05.17

NORTHUMBRIA PCC noted changes in police forensic provision nationally were approved in principle. The work will be led by Jo Ashworth, Programme Director of Transforming Forensics, using finance from the Police Reform and Transformation Fund. Minutes, Joint Business Meeting, 04.05.17

SUFFOLK PCC received updates as follows;

- Joint Justice Services - An outline business case for further 7 force collaboration has identified 8 separate workstreams. Project mapping and Data Collection was due for completion by May 2017.
- Joint Performance and Analysis – data on the Athena system is not always accessible and the management information system under review. Work is continuing via the Athena Management Organisation to develop an Athena Collaborative Analytics Innovation Fund.
- Temp DCC Jupp and Supt. Warner are assessing the impact of bail legislation. A bail management app has been introduced.

Chief Officers agreed an improvement plan in September 2016 which included:

- Procurement of a secure records management relational database which can interface with bar coding systems
- Conversion of a former police station into a secure hub for records processing and additional staff to triage and process content. Performance and Delivery Board, 07.06.17

BRITISH TRANSPORT Police senior officers discussed the following:

- Target Operating Model – Graeme Kyle, Transformation Director, said a fully costed business case was due to go to senior officers in April 2017. It seeks to save 15% of the force budget. A provisional budget of £450k has been allocated provide expert support for TOM delivery.
- Back Office and Transactional Services - Simon Downey said a business case which was due to go to senior officers in March 2017. He said three options are being looked at: either remain the same; adopt an ERP system or go out to shared service. The shared option includes working with Transport for London or looking at other forces which have shared services. Minutes, Force Executive Board, 01.02.17

SOUTH YORKSHIRE PCC noted the following schemes will slip into the 2017.18 capital programme:

- Data Centre Infrastructure, Mossway - £182k – this slippage is due to procurement delays.
- High Tech Crime Unit upgrade - £180k – the delay is due to “a gap between supplier offer and what is required.” This has been addressed by the in house IS team and will take six months to complete. Public Accountability Board, 06.06.17

DURHAM Police and Crime Panel received a report on the five year capital investment programme. Schemes include:

Scheme	2016.17 £'000	2017.18 £'000	2018.19 £'000	2019.20 £'000	2020.21 £'000	2021.22 £'000
Desktop security			100			
Server & storage replace	150	50				
Web e-mail security			100			
Review storage solution				400		
LAN refresh				150		
Remote access infrastructure				200		
Identity management			200			

Police and crime panel, 30.06.17

NORTH YORKSHIRE PCC noted the following:

- The NICHE case system only records police involvement in problem solving plans for local communities, known as Scanning, Analysis, Response and

Assessment (SARAs). Cases involving partners were not recorded. Supt. Richard Anderson, Partnerships, said the forces is looking at how information can be shared with partners.

- Digital footage – the PCC was updated on vulnerable road users and work to enable dash cam users to send digital footage to police. Thomas Thorp, Policy and Scrutiny Manager, Office of Police and Crime Commissioner said this was being looked at by other PCCs interested in using digital media to report crime. Minutes, Scrutiny Board, 23.05.17

LEICESTERSHIRE PCC agreed to avoid an open procurement and go for a single supplier for the Investigatory Powers software procurement. Cost will be £398k. Leicestershire is leading the procurement on behalf of 21 other forces. Devon and Cornwall are leading an Investigatory Powers procurement on behalf of the other forces using a different supplier. PCC decision, 04.05.17

DERBYSHIRE PCC was updated on multi agency working in Derby City and the wider county. With regards to technology, the report notes:

- Introduction of NICHE has not fully addressed the needs of the Multi Agency Safeguarding Hubs (MASH). Public Protection Notices generated by the system have numerous data quality faults.
- The new Control Works system in the communications room generates a daily list of safeguarding notifications which places additional pressure on MASH staffing.

The report author is Temp Ch. Supt. Steve Wilson. Strategic Governance Board, 22.05.17

CLEVELAND PCC approved a supplier for Cloud WAN infrastructure, which will provide secure links to two external data centres in Milton Keynes and Edinburgh. A supplier offer of £340,180 was accepted - £99k lower than the highest bid offered in the Crown Commercial Services competition. PCC decision, 15.03.17

NORTHUMBRIA PCC approved a tender from SCC for additional storage network equipment. Minutes, Business Meeting, 30.03.17

LEICESTERSHIRE Audit Committee noted the following business risks:

- Vetting – the current risk of non-compliance with national guidelines is High and includes regional units, such as the East Mids Organised Crime Unit. The existing IT system cannot handle current requirements for management information, such as the number of staff vetted within the organisation. Responsible officers are Ch. Insp. Simon Hurst, Professional Standards, and Mandy Bogle-Reilly, Vetting Manager.
- Niche – there is an 18 month backlog of data to be uploaded to the PND because of a mismatch between Leicestershire and Lincolnshire systems prior to 20.01.17. A very high risk exists of the Disclosure and Barring Service issuing clearance certificates based on incomplete information. Nottinghamshire are in talks with the DBS to establish how retrospective work can be completed. The SRO is Michelle Chambers, DBS Vetting Manager. Audit Committee, 20.06.17

## COMMUNICATIONS

POLICE SCOTLAND ACC Mark Williams gave a paper to Scottish Parliament members on the mobility and body worn video element of the 2026 transformation programme. It notes:

- An initial BWV scoping exercise is underway which will develop a procurement framework and permit consultation on information sharing with partners.
- Data Hosting and Storage - the report says engagement with the Crown Office and Procurator Fiscal Service is vital to make sure digital evidence can be handled efficiently by all partners in the justice system. Priorities for putting this in place need to be agreed. Project team members have visited Police Service Northern Ireland. They note PSNI cannot adopt a cloud based data sharing system because the Public Prosecution Service (PPS) cannot receive files electronically. The Metropolitan Police are using a cloud based service.

A separate paper from the Scottish Superintendents Association noted more guilty pleas and reduced court overtime costs could save around £3m per year. But they warned:

- Storage is expensive. They note American evidence which says ongoing equipment maintenance and data storage costs \$20-40 per officer each month.
- Police Scotland storage capacity is severely limited. Storage of cell space CCTV and digital interviews of vulnerable and child witnesses is at capacity and there is a corresponding need for justice partners to upgrade systems.
- Costs should be shared between all justice partners in Scotland if it is decided to go forward with BWV. Justice Sub Committee on Policing, 15.06.17

METROPOLITAN managers were updated as follows:

- ESMCP - Richard Morris, OCiP, outlined areas of risk and concern. It was agreed DCC Morris along with Angus McCallum, Director of Digital Policing, and Lynda McMullan, Director of Finance, draft a briefing note on risks and costs by May 15 2017.
- Command and Control – Angus McCallum, said 2020 is the earliest date at which the force can expect to have its next command and control system. The support contract with Unisys for the existing system ends in October 2018.
- Local Policing – Marks Simmons, DAC Transformation Directorate, talked about the re-organisation of MPS into 12 BCUs. He said there were signs safeguarding work was working better now it is enabled by the telephone and digital investigations project.  
Minutes, Management Board, 26.04.17

KENT PCC was updated on progress with communications as follows:

- An outline business case for joint contact management with Essex is almost complete and was due to be discussed by Chief Officers in June. It will identify proposed improvements in technology, demand management,

workforce and a joint management structure. A Chief Supt. will be appointed as a joint lead officer for the project.

- ESN – it is understood the cost of delays to Kent could be £1.8m. No updates have been reported to the Chief Officer team. Performance and Delivery Board, 07.06.17

KENT senior officers discussed the following:

- Home Office Priorities - Tara Deshpande, HO Crime and Policing Knowledge Hub, told the command group government priorities were vulnerability (domestic abuse and child exploitation) and joined up working between partners, particularly where overlaps occur. Mr Gilmartin, Director Support Services, said the force intends to demonstrate its Mobile Policing Apps to Ms Deshpande and other officials.
- Bail App – a new in-house app, which sends automatic reminders to officers when bail reviews are due, has been adopted by Essex and Norfolk want a demonstration. The developer is Rosa Townsend. The bail provisions are part of the 2017 Police and Crime Act.

Minutes, Strategic meeting, 28.02.17, 07.02.17

LEICESTERSHIRE PCC considered proposals to implement an enhanced Triage team to improve contact management. The project, known as Project Darwin, seeks to make sure the 2,000 calls received each day are routed correctly. A report notes:

- Present Call types – only 40 incident reports are created out of every 100 calls to the control room. The remaining 60 include, 19 crime queries, 11 staff related, 10 nuisance calls, 12 miscellaneous and 13 categorised as “general life advice”.
- Triage can save 428 hours of police response time each month. It will also ensure incidents which require specialists, such as sex offences, are correctly categorised. The enhanced triage staff will be located in the control room next to radio operators.
- Future Developments – the following are pencilled in:
  - Develop structures and processes with partners such as local authorities
  - Data quality compliance work – the report notes data analysis capability is limited. The three recording systems used by the force - STORM, NICHE and Sentinel are independent with no unique identifier.

A gold group of senior officers was formed earlier this year to improve contact management following criticism from HMIC. The delivery team is led by Ch. Insp Cordiner, Insp. Steve Bunn and Insp. Aimee Ramm. The report author is Jonathan White, Threat Assessment Unit Manager, Force Intelligence Bureau.

Ethics and Integrity Committee, 23.06.17

CAMBRIDGESHIRE senior officers discussed the following:

- ESN - Supt. Nick Lyall, ESMCP Programme Director, said the ICCS and DNSP schemes are due for completion by December 2017. However, Cambridgeshire’s ICCS will potentially cost more than Herts and Beds and Direct Network Service Provider (DNSP) may kick in before service is used.

- Additional schemes – group members agreed two additions to the capital programme - £56k for demand management software and £44k for workforce management software
- Force Executive Board, 13.03.17

LEICESTERSHIRE Audit Committee received a report on ESN risk. Across the Tri Force collaboration (Notts, Leics, Northants) the risk is rated as red. Ch. Supt. Helen Chamberlain, the SRO, noted there is uncertainty about how well the mobile network will respond to increased traffic and what the functionality of handsets will be. Audit Committee, 20.06.17

THAMES VALLEY Police and Crime Panel discussed roads policing and agreed the following:

- Consider a business case for average speed cameras.
- Improve siting and decommissioning of speed cameras and consider a deployment strategy. Better information sharing with local authorities is needed to do this. PCP, 16.06.17

SOUTH YORKSHIRE PCC received the following update on project slippage. Schemes which will move forward to 2017.18 include:

- Systems integration – the £414k of slippage relates to interface costs on the Smart Contact and Connect programmes.
- Contact management - £403k will slip into 2017.18 pending acceptance of the new CRM system. Public Accountability Board, 06.06.17

DERBYSHIRE PCC noted the following:

- Call centre - infrastructure in the call centre is not fit for purpose and due for replacement within the next 9 months. Operators are becoming multi-skilled to handle 101 and 999 calls and updated job descriptions are with HR for evaluation.
- Stop and Search – common issues include body worn footage is not being used as it should be and sections of key data which are missing from stop and search forms.
- Victim Services – a mobile app is due to be delivered to officers which will provide updates on victims services available.
- Mobile Devices – Temp Insp. Caldecott gave a presentation on devices being used. Deputy CC Goodman noted feedback from users is positive and that they are spending more time in communities instead of the police station. ACC Haywood noted “there is a cultural problem which needs to be addressed. Members of the public need to be educated to understand that officers sitting in the community operating phone devices are in fact using the terminals to do police work.”
- Courts - a report notes the Crown Prosecution Service cannot accept electronic copies of CCTV evidence and court digitisation is at least nine months away. Minutes, Strategic Governance Board, 27.03.17

DURHAM Police and Crime Panel received a five year capital programme forecast. Communications related spend programmed for the next five years includes the following:

Scheme		2017.18	2018.19	2019.20	2020.21	2021.22



		£'000	£'000	£'000	£'000	£'000
ESMCP		815	800	50		
Anpr mobile		0	175	0		
Body cams		325				
Mobile data device				165		
ICCS replace					750	
Telephone system					500	350
SiP telephone delivery				75		
switchboard			75			

Police and crime panel, 30.06.17

MERSEYSIDE PCC approved the following budget transfers:

- ESN Reserve - £1.8m of the underspend from 2016.17 will move to 2017.18. The total expected cost of handsets will be £3.6m
- Invest to Save projects – a total underspend of £1.752m in 2016.17 will transfer to 2017.18.
- Restructure Reserve – this stands at £8.376m Decision 05.06.17

#### COLLABORATION

KENT PCC received the following update on the next steps in collaborative working:

- Eastern Region Police (7F): further reports are due on the following:
  - Armed Police Training – a business case went to Chiefs and PCCs in April 2017.
  - Occupational Health – A detailed response to 10 separate recommendations was due in May 2017
  - Criminal Justice – a leaders summit meeting considered converging processes in January 2017 and work is progressing.
  - ICT - a 7F Chief Officer's meeting and Alliance Summit will examine opportunities risk. ICT is regarded as the “top enabler” for delivery of the 7F collaboration, which will include joint mapping and data.
- Kent Fire and Rescue – a Joint Strategic Board will start work on 26<sup>th</sup> July 2017. It will focus on maximising the effectiveness of existing collaborations. These include a joint control room and shared predictive analytics and geographical tasking for roads hotspots. South East Ambulance will be integrated into work of the Board. It will be chaired by Ian Drysdale, Director of Corporate Services, Police and Mr Bone-Knell, Director of Operations, KFRS.

MERSEYSIDE senior police and fire officers considered a report on further collaboration, which noted:

- ICT staff from each service agreed with earlier proposals from Deloitte that a joint department would generate efficiencies.
- Resources Function (HR, Finance, Procurement, Payroll and Pensions)– this is more complex and further work will be needed. Legal and HR

departmental heads have been working to examine various employment model options for combined working.

- The way forward – a business case will be developed for each functional area for consideration by each command team. A road map which outlines timelines for any design and build work and HR processes will need to be implemented.
- Operational Planning – a separate report to the meeting recommended agreeing proposals to co-locate the operational planning teams of Mersey Fire, Police and North West Ambulance Service. This will ultimately lead to a single management structure.

The report notes the May election of a Metropolitan Mayor for Liverpool will not change governance of police and fire in the immediate future. The responsible officers are DCFO Garrigan and DCC Foulkes. Joint Fire and Police Committee, 19.05.17

#### OJEU notices

16.06.17 – KENT – single supplier to provide a digital asset management system to store evidence from CCTV, BWV, smartphones, dash cameras, photos, serious collision investigation unit, crime scene material. The system must interface with Athena and Niche and share assets with CPS, Border Force, HMIC and others. A framework agreement will be sought. Value, £49m. Deadline 17.07.17. Contact [hector.wakefield@kent.pnn.police.uk](mailto:hector.wakefield@kent.pnn.police.uk)

03.06.17 – NOTTINGHAMSHIRE – Prior Info Notice – national framework for system to support criminal investigation, staff vetting and supplier evaluation. Contact [narinder.singh@emscu.pnn.police.uk](mailto:narinder.singh@emscu.pnn.police.uk)

02.06.17 - DERBYSHIRE - legal case work management system for use by East Midlands Police Legal Services Department. Value £200k, deadline 30.06.17

#### CONTRACT AWARDS

29.06.17 – POLICE ICT COMPANY – covert management system national framework. Contractors selected are ABM Intelligence Limited, Nottingham, Charter Systems, Walton on Thames, Geoff Smith Ltd, Coalville.

14.06.17 - POLICE ICT COMPANY - system to manage specialist police competencies, Geoff Smith Associates Ltd, value £5m.

03.06.17 – KENT and Essex mobile device software, value £38m. HCL Technologies UK Limited, Egham.

16.06.17 -MOPAC - networks and telephony, single tenderer BT. Value £274m ends