# POLICE MARKET REPORT

a private client newsletter reporting police ICT

## June 2017

## INFORMATION TECHNOLOGY

NOTTINGHAMSHIRE PCC received an update report on Tri Force Collaborative ICT proposals which could cost up to £70m.

It is estimated the funds, ranging from £40-70m, will be needed to realise longer term potential savings of £175-200m over five years with partners Leicestershire and Northamptonshire.

Work on the single Tri-Force ISD organisation has started with preparatory work totalling £12.414m underway.

The report outlines a Tri-Force vision which has been circulating amongst stakeholders since February 2017.  It also notes:

- Current work underway in Nottinghamshire targeted towards convergence.
- A funding bid to the Home Office delivered via the Police Reform Transformation Board.   The bid, which covers the 2017.18 and 2018.19 financial years, was submitted on 17.03.17.  It will pay for a transformation plan and a business case to support a further multi-year funding request.

If the bid succeeds a legacy of 700 applications spread across three forces will be rationalised and a new Target Operating Model formulated.   The Tri-Force ISD arrangement will also adapt to requirements of the National Policing Vision for 2025 and centrally led Home Office initiatives, notably ESN and biometrics.

The current enabling works schedule includes schemes totalling £7.679m, augmented by a further £4.735m in support costs.  Projects in the schedule are as follows:

| Workstream | 2016.17 £'000 | 2017.18 £'000 |
|---|---|---|
| WAN re-design | 310 | 570 |

| | | |
|---|---|---|
| Wireless infrastructure review | 20 | 18 |
| Single core telephony platform | 710 | 455 |
| Redefining agile and remote access services | 1940 | 2497 |
| Video conferencing transformation | 100 | 39 |
| Management information review and design | 200 | 345 |
| Multi-functional devices | 225 | 250 |
| | 3505 | 4174 |

Details of the above include:

- Mobile and Agile Working – roll out of the first phase of a single Blackberry Unified End Management system is scheduled for completion by October 2017.  The report notes:
  - Agile Phase I will enable crime and forensics reporting and searching.
  - Agile Phase II "will deliver new and better ways of working for front line officers that will be pushing the boundaries with pioneering ideas. The scope of Phase II was due to be agreed with users in May 2017 with completion by the end of March 2018.  Examples of what users could be looking at include:

    - Providing predictive data – such as footfall.
    - Multi-agency data sharing.
    - Resource tracking
    - Connected cars
    - Reduced travel by use of digital systems.

- Management Information – the force will try a proof of concept solution provided by Lightfoot, known as "Signals for Noise".   This is subject to agreement on licensing.   It will enhance team and performance monitoring and improve intelligence analysis.   The MI Data Architect is Mehran Jahromi. A MI strategy will be defined by August/September 2017.
- Tri Force ISD structure – work started in April 2017.  The vision is to operate as a single virtual function.
- Video conferencing – completion is due by September 2017.
- Service Desk – full service management transformation will be complete by March 2018.   Simon Ball, a contractor, will support the process.
- WAN – a single WAN design is due for approval by the end of June 2017 with roll out starting in July 2017
- Wireless Infrastructure – roll out of a high speed service is due to start this month, June 2017.
- Telephony – all three systems will be consolidated to enable new features, including online chat and more public facing digital channels.  Roll out will start in September 2017
- Access Active Directory – this will remove the need for multiple logins and will commence in October 2017.
- Single e-mail platform – integration of systems is due by September 2017

At present, the Tri-Force collaboration is being paid for proportionately with Leicestershire contributing 35.22%, Northamptonshire 22.51% and Nottinghamshire 42.27%.

The report author is ACO Phil Eaton Philip.eaton13946@nottinghamshire.pnn.police.uk .   A second named contact is Tim Chesworth, the IS Transformation Programme Manager.  Strategic Resources and Performance Committee, 25.05.17

CHIEF OFFICERS on the Police Reform and Transformation Board discussed the following:

- Transformation Fund – members noted:

    o Accenture, who are advising the Board, anticipate the fund to grow as follows - £175m, 2017.18, £300m, 2018.19 and £700m in 2019.20.
    o It was agreed to ask Accenture to develop 20 commissioning briefs on likely investment target areas.  This will help keep Home Office and Treasury ministers informed – something "which is paramount to secure ongoing funding"
    o A total of 125 expressions of interest valued at a total of £424m have been received covering the remaining three years of the Police Transformation Fund.   Several of these are thought to have already received funding from the earlier Innovation Fund.

- Business Enablers – Nottinghamshire PCC Paddy Tipping is now Chair of the Business Enablers Reform Strand.
- Specialist Capabilities – the Programme Team led by Sara Thornton are working on business cases due to be discussed by the National Police Chiefs Council in April and May.   The same meeting was due to discuss transforming forensics and the biometrics programme.   Minutes, Reform and Transformation Board, 01.03.17

METROPOLITAN Senior officers noted the following:

- Digital Policing 2020 – Peter Fox, of the OMM (One Met Model team), told the meeting the Enhanced Digital Policing 2020 programme will need to be re-scoped.
- Demand Management – Alison Newcomb, Deputy Assistant Commissioner for the OMM, said a paper on this was due in February.   Members noted this work needed to speed up.  Quick wins suggested included fewer forms and making sure MPS doesn't deal with tasks which are the work of other agencies.
- Response – members were told the THRIVE framework will be used to assess all first contacts and provide an appropriate response.
- Custody – members agreed to adopt the new National Strategy for Police Custody and develop options for Custody Transformation.   Work includes piloting Community Resolutions in tandem with work underway in 2017 to strengthen Borough Command Units.
- CCTV – members agreed to a transfer of Westminster City Council CCTV cameras to the Mayor's Office for Police and Crime (MOPAC).   They also approved a five year contract for camera upgrade and support.  Management Board, 24.01.17  SEE ALSO STRATEGY DOCUMENT AT

METROPOLITAN Senior staff discussed future options for Command and Control systems.   Angus McCallum, Director of Digital Policing, recommended:

- Continue working to define requirements for a replacement solution using better knowledge of the market.   This means moving away from the earlier Computer Aided Despatch (CAD) definition.
- Work to enhance the existing CAD should be reviewed in the light of the need for preparation and stability as Borough Command Unit changes get underway.

Board members noted a full-time team led by a Senior Responsible Officer should be appointed straightway and there is a "need to decide if the system should be incident led or customer led."   Mr McCallum was due to report back in January on a schedule of work outlining "what it is that the MPS wants and costings."  Management Board Minutes, 06.12.16

STAFFORDSHIRE Senior Officers discussed transformation. Points raised include:

- DCC Baker said talks are still underway with Boeing regarding an outline business case ready for the end of March.   He said the main challenge for management was "getting people to understand that this is exciting but extremely challenging."
- David Myers, Transformation Team, said a workshop with Boeing was due to be held to test the operating model.  Three architects are joining the team for systems planning.  The meeting noted David Myers contract will shortly end.
- Finance System –  an improvement plan has been put forward by Capita, who have taken on a contractor to provide Oracle support.
- Investigations – all serious and organised crime will be become part of the Regional Organised Crime Unit (ROCU) from April 1st 2017.  COMM Minutes, 10.03.17


NORTH YORKSHIRE PCC noted the following:

- Community Safety Hubs forms part of the force partnership approach.   The aim is to make information sharing easy and to manage cases and outcomes. Elements of Hub working include:
    o Partnership Case Management Software – Richard Jones, Head of ICT, is reviewing this as a case study and is due to report.
    o Electronic toolkit – this will be provide online training and guidance for partners.   Storage solutions are being looked at.
    o Legal and Information Sharing agreements (ISAs) – these will cover each statutory partner.

- Targetted Crime Prevention – a revised neighbourhood policing structure is due in April 2017 with staff increases of 11 inspectors, 27 sergeants, 85 PCs and 314 PCSOs.  minutes, 26.04.17

WEST MIDLANDS PCC endorsed work valued at £3.3m to develop restorative justice regionally in the current financial year.

A report says a multi-agency working group is to be formed, following the transfer of Victims Services from the Ministry of Justice to PCCs, which was approved in 2015. A new delivery model for RJ is due in 2017.18 covering the seven authorities in West Midlands.

A separate report commissioned by the PCC says RJ provision in the West Midlands is patchy. It recommends establishment of a "Restorative Service" and notes a Case Management System to record and share case information securely is an essential.

The purpose of RJ is to cut re-offending and serve as an alternative to criminal prosecution. The 2017.18 funding comes from the central government Victims Fund grant. PCCs have discretionary powers for its use as part of the 2011 Police Reform and Social Responsibility Act.

The report author is Alethea Fuller, Policy and Commissioning Manager, OPCC. West Midlands officers consulted as part of the research include Alex Murray, Paul Betts and Michelle Birch. Strategic Policing and Crime Board, 16.05.17

SCOTTISH Parliament's Police Committee noted the following issues outstanding from the audit of the i6 project:

- Legacy systems - Police Scotland has 125 legacy systems with an annual maintenance cost of £1.075m. Work on updates to keep them going has started, but these do not "enhance functionality or improve operational performance."
- New applications – it remains unclear whether new national applications could encounter problems integrating with legacy systems.
- Future IT Systems – a single national system "is still viable", but the Scottish Police Authority understands new systems will be delivered in a phased manner. Justice Sub Committee on Policing, 18.05.17

KENT Police and Crime Panel noted information sharing with the NHS "had been problematic" and needs work. The meeting was told better data sharing and data collection was a key ambition of a new strategy put together by Kent Police and Kent and Medway Primary Trust (KMPT). Minutes, 28.03.17

DURHAM senior officers noted the following:

- Storage – Temp Supt Walton, Crime, Justice and Response, noted a tender is due to replace the ICT storage system. Minutes, leadership group, 14.03.17

NORTHUMBRIA PCC noted the following:

- ICT and ESN – the PCC asked Mike Tait, Director of Finance and ICT, to organise a meeting to discuss all ICT related work, including ESN and Digital Investigation Enquiry.
- Storage – extra storage is needed. This covers delivery of a new digital media repository and new equipment to support the hi-tech crime unit. A budget estimate of £460k is included in the 2017.18 capital programme. Minutes, opcc business meeting, 16.03.17

WEST YORKSHIRE PCC was updated as follows:

- Public Digital Footage – Ch. Supt. Kingsman said the force were looking at solutions for handling digital evidence handed in by members of the public. The Chief Constable said there were obstacles to this, notably the standards required to make camera evidence admissible in court.

- Cyber Crime Team –  West Yorks has one of the largest police teams dedicated to online work, with 38 digital media investigators and 30 senior detectives trained in cyber incident enquiries.   A Police Knowledge Fund enquiry into Cyber Crime was due to end on 31.03.17 and a report is due. Det. Insp.  Ben Kemp will give an further update on this in September 2017. Minutes, Community Outcomes meeting, 07.03.17

KENT senior officers received the following update:

- Vetting -    members agreed to implement open source vetting to comply with the new Vetting Code of Practice.    Mr Catling, Head of Professional Standards, agreed to work with Det. Insp Kris Hill, Serious Crimes Directorate Open Source Unit, to establish whether any of their processes could assist with vetting.   The group were reminded that compliance with new code will be looked at by HMIC.
- PA Consulting – Mr Gilmartin, Director of Support Services, said PA are holding a workshop to agree a Digital Strategy.   Minutes, Chief Officers Strategic Meeting, 24.01.17

HAMPSHIRE PCC approved a spend of £1.106m to provide external support on project delivery.   PCC decision, 26.04.17

SURREY PCC noted the following:

- Specialist Crime - work on an outline business case is underway as part of the Specialist Crime Capabilities Programme.    Phase One of the new digital forensics structure went live in January 2017.
- Digital Enablement Programme –  this covers four priority areas of work in Surrey and Sussex.   They are:  Mobile Data, Niche, Body Worn Video and Public Facing Digital Services (Community Messaging, Online Crime Reporting and Track My Crime).   Work to develop a networked BWV solution for Surrey and Sussex is underway, following implementation of a standalone BWV solution in Guildford.
- Agile Working – plans are advanced to sell the existing Woking and Mount Browne estates and reinvest in a new Surrey HQ, though the location is to be confirmed.    A collaborative hub shared with Sussex in the Crawley area is also being looked at.   Performance Meeting, 29.03.17

SURREY PCC noted a review of data centre provision is planned in parallel with work already underway to manage withdrawal from an existing Data Centre contract. A revised capital programme for 2017.18 is in place (see UK Police Budgets v5).

GREATER MANCHESTER PCC approved an additional £800k to enlarge the Force Digital Investigation Unit at Chadderton.   This will accommodate additional FDIU staff, deployed as a result of the FDIU review.  The project aims to "future proof" digital forensic capabilities.  The report author is ACC Debbie Ford.  Decision, May 2017

GLOUCESTERSHIRE PCC agreed to roll out body worn cameras to Authorised Firearms Officers.   Axon cameras and the associated Evidence.com storage solution will be used.

A report notes partners Avon and Somerset and Wiltshire are also due to roll out cameras to AFOs, but these will not be interoperable with Gloucestershire.  ASC and Wiltshire are working to enable data sharing and migration on their Reveal Digital Evidence Management solution over the next 12 to 18 months.  PCC decision, 03.17

HERTFORDSHIRE Chief Constable Charlie Hall gave the following update:

- Athena – scoping is underway to design an Athena investigation unit (IMU) and Central Intelligence Bureau (CIB).   Business cases were due by the end of March 2017, prior to live working planned for January 2018.
- Domestic Abuse – a re-organised Domestic Abusive Investigation and Safeguarding Unit (DAISU).   Extra investigators are being hired.
- Organisational Intelligence – an outline business case called Organisational Intelligence and Learning (OIL) is due for further discussion.
- Change Budget –  the One-Off change budget of £2.3m was expected to be underspent by £700k in 2016.17.  This is due to slow progress with Beds, Herts and Cambs collaborative schemes, including HR, public contact and custody.   ERP system implementation is delayed by 6 months.  Implementation of the Target Operating Model is also delayed. Joint Audit Committee, 29.03.17

GLOUCESTERSHIRE PCC agreed to upgrade the Capita UNIFI case and custody system to version 7.   This reverses a decision made 18 months earlier not to commit to further upgrades and look for another, more up to date, alternative.   A report notes a £260k cost estimate for the upgrade.    PCC Decision, 28.02.17

CHESHIRE PCC said he supported introducing Body Worn Video as a way of cutting complaints and capturing evidence.

The Chief Constable said  "results of national studies on the use of body worn video were mixed, but given improvements in data storage and digital evidence processes across the criminal justice system, there was potentially merit in further discussions regarding … staged investment in this technology."  Notes, Scrutiny Board, 26.10.16

## COMMUNICATIONS

KENT PCC said the force was considering alternate ways of gathering evidence, such as dash cams in addition to local authority CCTV.  Minutes, 28.03.17

DURHAM senior officers noted the following:

- Mobile – a use of force form is being trialled on mobile devices.   The use of force requirement is in place to ensure accurate recording of assaults on officers.   Minutes, leadership group, 14.03.17

NORFOLK PCC noted the following project slippage:

- Control Telephony - £336k will move into 2017.18
- ANPR - £446k – this is due to delays in publication of a national framework agreement. Public Accountability Forum, 22.05.17

SUSSEX Audit Committee was told work is underway to establish how the two mobile policing programmes running between Surrey/Sussex and Hampshire/Thames Valley can be more closely aligned. Joint Audit Committee Committee, 23.03.17

SUSSEX PCC received reports on progress which note:

- Investigations Model – this establishes single investigations teams made up of former CID and Response Investigations Teams to deal with low level enquiries.   The new model aims to increase staff skills and give investigators more autonomy, as part of a new agreement with the contact centre.    The model is reliant of mobile technology and there is a risk it could adversely affect 999 call handling.   To deal with this several sergeants will be assigned to the Contact Centre for six months.  The report contact is Sara Naylor, Programme Director (Integration and Control) sara.naylor@sussex.pnn.police.uk
- Prevention Model – a detailed design for neighbourhood policing was due to be presented to Chief Officers in April.   The first phases of the prevention model, which gave PCSOs more autonomy, went live last July.

IT Strategy  - work has been underway to identify the individual components which will form the "future vision of IT in Surrey and Sussex police five years hence".   This was due to be finalised by the end of March 2017.   The contact on the report is Neil Roberts, Chief Information Officer,    neil.roberts@surrey.pnn.police.uk


HERTFORDSHIRE Chief Constable noted the following:

- Demand Management – the force started an understanding, managing and predicting demand project in March, supported by consultants.   The work is named Project Odyssey.
- Public Contact – collaboration on this with partners Bedfordshire and Cambridgeshire is at least two years away and will be reviewed following implementation of Athena. Demand Management – the force started an understanding, managing and predicting demand project in March, supported by consultants.   The work is named Project Odyssey.  Minutes, Audit Committee, 29.03.17

LANCASHIRE  PCC discussed contact management following a report from Ch. Supt Lawson, which outlined plans to recruit 40 additional operators.   Points raised included:

- Reporting – PCC Clive Grunshaw asked about alternate ways of crime reporting.    He asked if a message or call back facility would help cut the number of calls received.   He was told the force are procuring a new telephony system in use by the end of 2017 with more functionality.
- Online – The PCC said the public needed directing, or signposting online to other ways of reporting crime.   He added there's a need to make sure someone answers all online reports.   He was told an Analyst was due to be appointed at the end of January to examine processes.    A further report is

due from the PCC's office and Head of Contact Management.  Minutes, Strategic Scrutiny, 05.01.17

CUMBRIA'S Ethics and Integrity Panel noted a report is due on how the Performance Discretion Framework is working.   This this allows officers to decide for themselves whether to attend incidents.  Work carried out on this last year, following introduction of the new command and control system, was inconclusive.

SCOTTISH Police Authority noted a National Database Enquiry Unit (NDEU) will be established in Inverness.   It will handle 1600 to 2200 daily force enquiries and cut radio traffic, leaving operators to concentrate on incidents.   SPA, 25.05.17

## COLLABORATION

ESSEX PCC has published a business case which proposes joint contact management arrangements with the county Fire and Rescue Service

It is one of the first business cases sent to Home Office ministers seeking approval for local PCC control of fire.   A decision is due later this year.

Essex Police have 4753 FTE staff and officers and ECFRS total of 1015.   Together, they have a combined budget of £338m (£268m police and £70m fire).  The report notes the following collaborative savings could be made:

| Benefit | Short term | Medium term | Long term | Non financial benefit | 10 year net present value |
|---|---|---|---|---|---|
| Better working together | ● | | | Cut offending, help vulnerable people, improve online access | £4.3m |
| **Estates sharing** | | | | | £10.1m |
| PCC move to Kelvedon Park | ● | | | | |
| HQ functions | | ● | | | |
| Operational Emergency Services Centre | | ● | | | |
| Facilities management | | ● | | | |
| **Shared Business Services** | | | | | £5.9m |
| Shared ERP platform | | ● | | | |

| | | | | | |
|---|---|---|---|---|---|
| Fleet management | | • | | | |
| Joint Procurement | • | • | | | £2.3m |
| **Operational collaboration** | | | | | £0.9m |
| Control Room | | | | | |
| **TOTAL** | | | | | £30.8M |

The report notes the following specifics:

- Contact Management – Essex and Kent police are examining future options for their contact management model.   This work has now factored in collaboration with Essex Fire and a "notional saving" of £1m per year from year five is anticipated.
- Data driven deployment – the business case says data from each service could be used "to produce a "heat map" of the county against which available resources could be deployed to cover the hot spots of vulnerability".
- Networks – police and fire IT heads have spotted short term opportunities to rationalise sections of network infrastructure.   These changes would not disrupt existing collaborative ties with Kent Police.
- Other collaborative initiatives include:
  - Road Traffic collisions
  - Helping police access property
  - Missing person searches
  - Managing Offenders and crime prevention.   The Essex Fire "firebreak" programme already delivers targeted training to young people which could be extended to those at risk of offending.   PCC, 19.05.17

BEDFORDSHIRE PCC gave the Police and Crime Panel an update on collaboration with Hertfordshire and Cambridgeshire.

It notes a consultant's (Concerto Partners LLP) report found confusion, duplication and too much bureaucracy.   Their recommendations include agreed performance indicators for each collaborated unit along with service agreements for users.

They added in the longer term the legal structure of the collaboration needs to be considered.   Options to be looked at include: a lead force; a fourth entity or outsourcing.   They add "Delivering through third party (4th entity or outsource) will require "intelligent client unit" as minimum."

The report author is Mark Cooper, Chief Executive OPCC.   Police and Crime Panel, 19.04.17

CHESHIRE PCC approved proposals outlined in the Cheshire and Warrington Public Service Reform Strategy.

The force is part of an alliance of local authorities and the NHS which aims identify opportunities for collaborative working.   Target groups are offenders, domestic abuse victims and people with learning disabilities.   The report notes:

- Public facing websites – there is no single digital strategy which fits all partners and the focus of alliance work is to develop common principles.

- Digital lead - the group will appoint an officer to "drive the digital agenda in Cheshire and Warrington."
- Estates - an outline business case for a planned £20m Ellesmere Port joint public services hub has been approved.
- Fire - the following collaborative initiatives are underway:

  - Transactional Services – this will be delivered to fire via the Multi Force Shared Service Model, which already supports Cheshire and Northamptonshire.
  - Joint teams – Cheshire police and fire will operate joint ICT, Finance, HR, facilities, Legal, Performance and Planning from the new Joint HQ by December 2017
  - Training – options for a joint training facility are being examined.
  - Decision, 12.04.17

## OJEU

Tenders Sought

MOPAC 31.05.17 – communications masts maintenance contractors, covering police and fire. Value £1m. Deadline 26.06.17

DERBYSHIRE - 31.05.17– Prior Info Notice – IT consulting for delivery of forensic IT within EMSOU (East Mids Special Operations Unit) – value £225k

GREATER MANCHESTER - 10.05.17 - IT support for UK based events. Lot one will manage, host and support applications. Lot two will provide onsite support and associated hardware such as bar code scanning. Total Value £12.5m. Deadline 14.06.17

GREATER MANCHESTER – 10.05.17 – Prior Info Notice - Virtual Data Centre and Managed Service. Value £17m

HUMBERSIDE - 27.05.17 – facilities management software for S. Yorks + Humberside with framework option for North + West Yorks + Humberside Fire. Value £190k. Deadline, 23.06.17

Contract Awards

PSNI –31.05.17 –PNC Gateway Support – value £97,352 – contractor: unnamed SME

MOPAC - 29.04.17 - digital solution providers framework contractors to support ongoing business requirements. Vendors are Capita, Accenture, BAE Systems Applied Intelligence, IBM UK, Informed Solutions, Leidos Innovations UK Ltd, SCISYS UK Ltds. Total estimated value £350m

CAMBRIDGESHIRE – 30.05.17 – maintenance of SAN – value £170,214 with existing provider, SCC

PSNI – 27.05.17 – Microsoft support, value £200k

PSNI – 18.05.17 -  support for Oracle.   Value £290k

LEICESTERSHIRE – 06.05.17 – upgrade to CycComms workflow system for communications data intercepts used by 21 forces and others.   Contractor Geoff Smith Associates.  Value £800k.

SOUTH WALES – 05.05.17 -  automated facial recognition solution, linked to Niche custody image database.   Contractor NEC.  Value £2m

POLICE SCOTLAND – 05.05.17 – support Capita ICCS in North and West Command areas to 31.03.19.   Value £593.931k.   Contractor Capita.

GLOUCESTERSHIRE – 03.05.17 -   Covert source management system upgrade. Contractor Equiniti Charter Limited.  Value £800k

POLICE SCOTLAND – 03.05.17 – extend firearms licensing system contract. Contractor WPC, value £149,462
ends