

Background

Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent police forces are seeking to enhance frontline policing services by driving out further efficiency and effectiveness in the most ambitious police collaboration programme in the country – The 7 Force Strategic Collaboration Programme.

Recurring savings of £316M have already been from local police budgets. Compared with 201 now 1,829 fewer police officers across the counties, 1,911 fewer police staff and 426 fewer PCSOs. This is a reduction in total policing headcount of 4,166. The delivery of all our 'back and middle office' functions have been totally transformed since 2010, driving out efficiencies in support of sustaining front line public service delivery.

Due to a combination of budgetary pressure further recurring savings of at least £98M per year additional saving of approximately £6M to cover payment for police officers will also be required across the 7 Forces and the Home Secretary has reiterated that more police reform is needed. In some quarters further savings are needed to sustain frontline policing services and there is an additional desire of all forces to invest in growing areas of demand such as Child Sexual Exploitation, Counter Terrorism, fraud and tackling internet enabled crime.



7 Force Strategic Collaboration Programme

Given the universal desire to invest in further service improvements and to be as efficient and effective as possible with finite budgets, the 7 Chief Constables and 7 Police and Crime Commissioners have initiated the 7 Force Strategic Collaboration Programme.

The overarching aim of the Programme is to deliver enhanced:

- Public Service

- Efficiency
- Effectiveness
- Value for Money
- Savings

The Programme is developing business cases across a range of functional areas (excluding local policing). On a case-by-case basis, The 7 Force Strategic Collaboration Programme has been reviewing policing capabilities to determine what can be delivered most efficiently and effectively through broader cross Force collaboration. The business cases will be presented to the Chief Constables and PCCs for final decisions throughout the course of the Programme. Delivery of 7 Force ICT capabilities has begun in earnest with the development of ERSOU (Eastern Region Special Operations Unit). Support from regional ICT, led by BCH (Bedfordshire, Hertfordshire & Cambridgeshire), is ongoing.

The ICT Vision

In support of the 7 Force strategic collaboration programme, the ICT departments of the 3 clusters¹ will collaborate to design and implement a converged ICT capability with a long term aim of allowing implementation of a Single ICT capability to deliver all ICT services across the 7 counties. This will in time allow police officers and staff to work out of any police premises across the 7 counties using a single log on.

To ensure forces achieve their savings targets the converged infrastructure will consolidate and rationalise business applications and deliver single consolidated IT services based on 7 strategic platforms. These are Command & Control (*currently Storm- for Incident Management & Public Contact*), Athena (*for Crime Investigation & Case Management*), ERP (*to provide organisational support*), 7 Force infrastructure/ the Microsoft stack, ESN (*full Airwave replacement*), Mobile Policing, and Criminal Justice Efficiency. These capabilities will be scalable to meet all current and future collaboration needs and lead to a single ICT delivery service in the future.

The 7 Force ICT strategy will also incorporate key National enabling programmes into delivery of regional solutions where applicable.

¹ BCH (Bedfordshire, Hertfordshire & Cambridgeshire), E/K (Essex & Kent), N/S (Norfolk & Suffolk)

These programmes include a number of police and Home Office led programmes;

- Digital First
- DII (Digital Investigation & Intelligence)
- DPC (Digital Public Contact)
- NLEDS (National Law Enforcement Data Service),
- NAS (National ANPR Service)
- HOBs (Home Office Biometrics)
- ESMCP (Emergency Services Mobile Communications Programme)

3 National Police Chiefs Council enabling programmes;

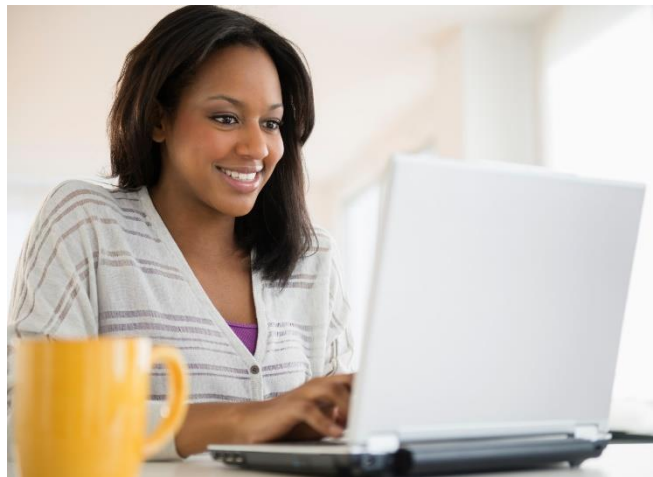
- NPS (National Productivity Services)
- NIAM (National Identity Access Management)
- NSOC (National Security Operations Centre)

The Need for Change

The digital revolution has resulted in people relying on their computers to complete tasks traditionally achieved face to face or via a telephone call. There is an expectation for all service providers to deliver a capability via online tools and services to allow members of the public to report crime and receive progress updates.

To enable the police to make better use of the growing volume of digital information within policing, system design must support streamlined digital processes, removing the need to handle information manually. Content must be

stored appropriately, allowing only those with a business need to access it and streamline sharing with partners and Criminal Justice. This approach will ensure policing is agile and customer focused.



The recent rapid development of technology means ICT plays a significant and central part in almost every aspect of policing. Police forces must embrace this new world and adapt to the new threats and opportunities it presents for 21st century policing.

Online crime has also grown dramatically. The internet has provided the opportunity to commit new types of crime, enabled some crime types to be committed on an industrial scale and facilitated many forms of “traditional” crime². Phishing, trolling, malware, online scams, revenge pornography and the proliferation of child abuse imagery go largely unrecorded, unanalysed and as a result, are not fully understood. Criminals are exploiting technology, and the tools to preserve anonymity online, more quickly than law enforcement is able to bring new techniques to bear.

A part of the digital world is the increasing abundance of digital evidence; from CCTV footage to emails to phone records, evidence has now gone digital and there is a requirement to ensure it is accessible, readable and has long term integrity, when current technology, systems or formats have been replaced or decommissioned. There is a further requirement for a seamless interface between policing and the criminal justice system to ensure digital evidence can be presented easily and without delay.



By 2025 digital policing will make it easier and more consistent for the public to make digital contact, improve our use of digital intelligence and evidence, and ensure we can transfer all material in digital format to the criminal justice system.

We will do this by:

- Using new technology to reach out to individuals who are living more of their lives online and communicate with them digitally. While exploiting this opportunity, it must be balanced with maintaining traditional public contact for parts of the community that may not be digitally enabled.

² Comments provided by the NPCC & Association of Police & Crime Commissioners *Policing Vision 2025*

- Gathering comprehensive information about victims, offenders and locations quickly from mobile technology and using analytics to help us make decisions about where we target limited resources.
- Making timely information and intelligence available to operational staff on mobile devices.
- Working with partners such as the College of Policing and Police ICT Company to secure a solid evidence base of 'what works', addressing sources of demand, and developing and encouraging uptake of existing and emerging technologies.
- Developing digital investigation and intelligence capabilities to improve our understanding of the digital footprint to counter internet facilitated, cyber enabled and cyber dependent criminality.
- Working with the criminal justice system to ensure connectivity to support the sharing of digital material. This will include working with partners across the criminal justice system to improve the experience of victims.
- Accelerating implementation through identifying and driving key solutions that will make the most impact.
- Giving our workforce the digital tools and expertise to investigate all incidents and crimes effectively and efficiently.

Delivery Across 7 Forces

Reform and delivery of significant savings cannot be achieved in isolation. A co-ordinated approach to implementing transformational change is required in order to avoid both financial and operational failure through short-term cost cutting measures. The 7 Forces through collaboration will be able to evolve to realise the full benefits that an aligned ICT infrastructure can deliver, including significant business transformation opportunities to address existing and future policing needs.

Enabling Business Delivery

To ensure policing is able to meet changing demands police forces will have to change the way that support services are currently delivered.

By 2025 police business support functions will be delivered in a more consistent manner to deliver efficiency and enhance interoperability across the police service.

We will do this by:

- Working with the National Police Technology Council (NPTC) alongside the Police IT Company to prioritise investment in developing common data standards and encouraging national approaches to technology investment, establishing future capability requirements, realising shared benefits, governance, skills and training requirements
- Providing business support functions, working to common standards, in a manner that realises greater economies of scale through consolidation into cross-force units. This will be done by driving consolidation of Regional ERP.
- Developing better management of offender rehabilitation or improving cohesion and delivery across the criminal justice system. Implemented through the Digital First programme
- Enabling greater joint working between local authorities, emergency services and local police forces, including formal integration of support service functions.
- Delivering savings by undertaking more shared procurement.

Strategic Goals

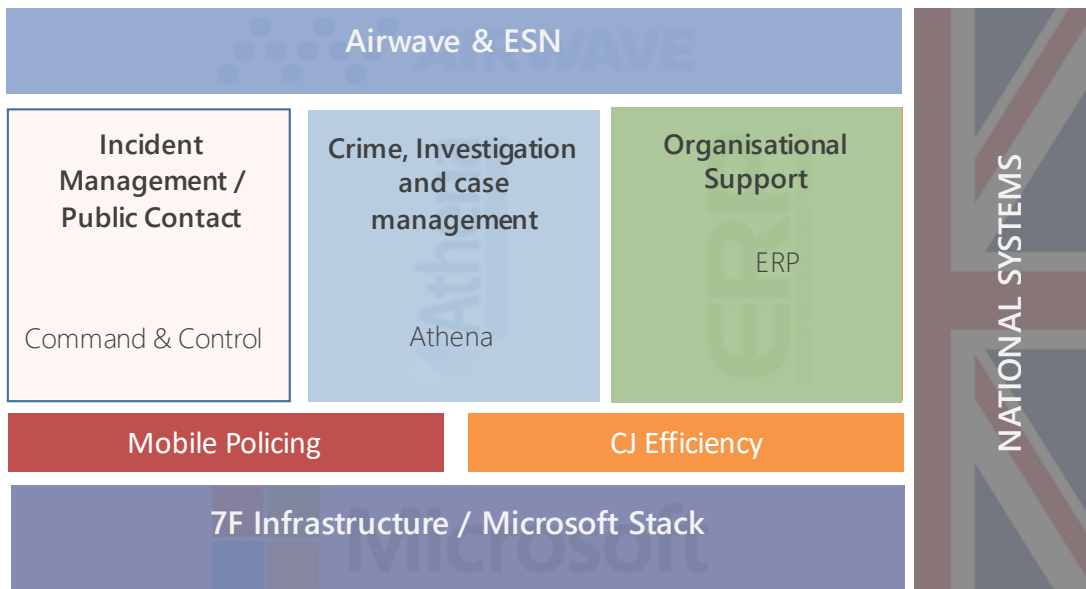
The purpose of the 7 Force ICT Strategy is to deliver a converged ICT infrastructure that supports collaboration across the 7 Forces including ERSOU, along with any future collaborative objectives, while retaining the current local management of ICT delivery. This can then be reviewed as the infrastructure develops and further opportunities can be explored for reduction in ICT footprint across the 7 counties.

Delivery of converged architecture will be supported by underlying technology, defined and aligned across all 7 forces. The 3 force clusters have a close alignment, for example using the same industry standard equipment but not necessarily the same processes. This strategy will continue to develop to ensure all equipment & processes are implemented in a consistent manner.

Core Delivery Architecture

The 7 Forces have invested heavily in 7 strategic platforms (as detailed below) that will underpin our ICT infrastructure moving forward. As such, future systems, applications and devices will, as far as possible, build upon these platforms. This is to ensure the converging ICT environment remains streamlined and efficient, whilst also maximising return on investment to deliver VFM.

7 Strategic Platforms



<p>INCIDENT MANAGEMENT & PUBLIC CONTACT</p>	<p>COMMAND AND CONTROL- STORM MA Our Command and Control System used to manage deployments and record contacts from and with the public.</p>
<p>CRIME, INVESTIGATION & CASE MANAGEMENT</p>	<p>ATHENA Crime, Intelligence Case and Custody system.</p>
<p>ORGANISATIONAL SUPPORT</p>	<p>ENTERPRISE RESOURCE PLANNING (ERP) Manages “back office” logistics such as HR, Finance and Procurement.</p>

<p>INFRASTRUCTURE STACK</p>	<p>MICROSOFT</p> <p>The Microsoft platform delivers a variety of capabilities including user authentication, operating systems, databases, business intelligence and productivity and collaboration tools.</p>
<p>AIRWAVE & ESN</p>	<p>ESN - AIRWAVE REPLACEMENT</p> <p>ESN will replace the Airwave radio infrastructure in use nationwide. Access to high speed mobile data combined with clear, secure voice communications will be provided across the 7 forces.</p>
<p>MOBILE POLICING</p>	<p>MOBILE POLICING</p> <p>Access for staff and officers to services and applications outside police premises, with an 'easy to use' experience, will be improved by the ongoing development of mobile capabilities across the 7 forces.</p>
<p>CRIMINAL JUSTICE EFFICIENCY</p>	<p>CRIMINAL JUSTICE</p> <p>Deliver integration with the Digital First initiatives to improve the efficiency of Criminal Justice and working with the Crown Prosecution Service.</p>

Governance

Together the ICT Directors from the 3 clusters form part of the 7 Force ICT Collaboration Team and report to the 7 Chiefs meeting. The primary objective of the 7 Force Collaboration Team, supported by the ICT Directors, is to deliver the shared vision of the Chiefs and PCCs. Each of the Directors holds a defined area of responsibility:

- [REDACTED] the ICT Director for Norfolk and Suffolk holds the portfolio for Strategy & Vision [REDACTED] chairs the Regional Technical Design Authority, a group comprising three Technical Architects (one from each cluster), working together to develop the strategic approach to ICT service convergence and development.
- [REDACTED] the ICT Director for Bedfordshire, Hertfordshire and Cambridgeshire holds the portfolio for Infrastructure. [REDACTED] chairs the Regional Infrastructure Working Group which will develop and implement the technical design as defined by the Regional Technical Design Authority to deliver infrastructure alignment.

- [REDACTED], the ICT Director for Kent and Essex holds the portfolio for People and Governance and chairs the Regional Programme and Planning group. [REDACTED] role is to ensure that the governance and programme management processes for ICT convergence across the 7 forces are aligned allowing for interoperability and focussed delivery.
- The 3 ICT cluster SMTs (Senior Management Teams) encompassing Programme & Planning, Infrastructure and Operations meet on a quarterly basis to facilitate a common approach to working practices and prioritise tasking as defined by the 7 Chiefs.

Quality and Standards

Standards and working practices will be defined and agreed across the 7 forces ensuring all areas of ICT are working in a common way. This will ensure interoperability between the 3 ICT departments, also when single systems are implemented any disruption is minimised. These standards will be defined and agreed within the 7 Force ICT communities whilst remaining cognisant of the national picture, but also in conjunction with Information Security and Procurement teams on both a regional and national level.

We will employ cloud technologies where appropriate³ ensuring solutions can scale to support the requirements of the 7 forces. Our technology standards will be standardised along with their supporting processes to allow teams to work seamlessly across the region. We will continue to innovate by ensuring new technologies can be leveraged to improve organisational effectiveness.

Whilst new services should support the defined standards and Strategic 7 platforms, technology will not determine product choice; this must be driven by the business.

Key Deliverables

3 key phases have been identified which will allow controlled and precise implementation of Regional solutions and deliver an environment that will allow teams to work seamlessly across borders.

³ Due to Police ICT security, cloud is not always an appropriate option for the hosting of police information.

Phase 1

Converged ICT infrastructure will be the first phase in what will be a long journey to align technologies, applications and processes/procedures across the 7 forces.

Focus will be on delivering a robust infrastructure (the building blocks) that will support the following phases. Connectivity and identity will ensure that applications can be configured to grant access to other forces. Calendars, file shares and communications platforms such as telephony and video conferencing will be federated to support wider collaboration and simpler cross border working.

Phase 2

Deliver cloud capabilities to progress the standardisation of applications allowing the adoption of common processes and functions.

Legacy data will be addressed with the implementation of a regional data library solution which will provide a single, searchable platform.

Device standardisation will deliver more effective procurement due to increased scale resulting in increased efficiency and reduced costs.

Phase 3

The key objective of phase 3 would be to deliver a single ICT department for the Region (subject to the relevant regional approval process). Processes will be standardised delivering efficiencies while ensuring our customers receive the same service from any location.

Digital evidence acquired will be processed and stored through Digital Asset Management (DAMs). As well as providing a more streamlined environment for digital material, it will also allow better information sharing with the CPS, Courts and other external partners. It should be noted that there is a dependency here on the key strands (DETS and Common Platform) to be progressed by the national Digital First programme.

The drive will be to reduce financial and management overheads while increasing capabilities for both operational and support staff.