Meeting	Police and Crime Panel
Date	19 March 2020
Report Title	Risk Update – ICT Services (RR18)
Report presented by	Angus Macpherson, Police and Crime Commissioner
Author	Kieran Kilgallen, Chief Executive

1.   PURPOSE OF REPORT

1.1   This paper provides Police and Crime Panel with an update on progress to mitigate the risk identified in relation to ICT services recorded as Risk 18 on the Police and Crime Commissioner's risk register which was reported to this panel in December 2019.

2.   INTRODUCTION AND BACKGROUND INFORMATION

2.1   The existing partnership arrangement with Wiltshire Council was reviewed in light of the divergence of ICT strategies between the partners and the concerns recorded in risk register entry number 18.

2.2   On 15 July 2019 Commissioners Monitoring Board received 'The Wiltshire Police and Wiltshire Council ICT Review 2019'. The purpose of the paper was to provide options for the delivery of ICT in the future considering the APCC and NPCC Police Vision 2025.

2.3   The Police Vision 2025 is a strategy which prescribes nationally consistent digital services, standards and capabilities through the locally delivered National Enabling Programme (NEP) in Wiltshire. To implement the vision Wiltshire Police must comply with mandatory national accreditation standards that ensure each local force is managing risk appropriately. The review identified that the only viable option was to separate from the council and purchase our own police infrastructure. The reviews recommendation was agreed by the PCC and the council.

2.4   Since this time we have been working with HR resources, ICT Consultants and our own staff on building the new infrastructure and department under the overall ICT Transition Programme. A police Head of ICT (Adrian Hudson) was appointed and took up his role in November 2019.

2.5   Separation from the Council will commence on 1 April 2020 with an intention that full separation will occur by 31 March 2021.

3.   PLANNED MITIGATION ACTIVITIES

3.1   The police ICT Department will provide services to both the OPCC and the Force. The volume of work provided to the Force is significant and has a direct impact on the Chief Constable's ability to police Wiltshire. Due to this reliance it is considered appropriate that the ICT

Department sits under the Chief Constable for employment purposes. It will however by a shared service with the OPCC governed with a Service Level Agreement.

3.2 This model will deliver a 12 hour service (0700-1900) from Monday to Friday with out-of-hours response for serious incidents. In addition, an ICT Hub, similar to an Apple store, is being created at Headquarters to provide drop-in and pre-booked support appointments, advice and repairs. This is an improvement on the current 0900-1700 service provided via the partnership arrangements. To move to an on-site 24 hour service is currently considered cost prohibitive.

3.3 The Police ICT Tactical Transition Board is in place, chaired by Mark Levitt, meets fortnightly to monitor progress of delivery against the project plan for each of the work streams identified in the transition.

3.4 Recruitment of staff and arrangements for the transfer of "in-scope" council staff is already underway. A communication plan is in place using social media (Twitter, Facebook, Instagram and LinkedIn) to raise awareness of the career opportunities available. The recent live social media "Q&A" hour reached more than 25,000 people.

3.5 The infrastructure provision is contained within the NEP project. This project's SRO is Keith Lewis. A project board is in place which covers risks, timescales, etc. Oversight of this and all other digital projects occurs monthly via the Digital Programme Board chaired by the ACO.

3.6 Work is also currently in place to finalise the design of the ICT Operating Model. This will identify any gaps between what is provided by the NEP team and what is needed for BAU. This work will be complete by the end of March.

3.7 From April onwards there will be a monthly meeting chaired by the ACO to ensure that the two projects are aligned. It is likely that some additional ICT products will be required to fully transition, these may require further capital requests to the PCC.

3.8 The overall delivery of BAU (business as usual) and progress of the strategic transition plan is governed by the monthly Joint Technical Board (JTB). The JTB is chaired alternately by the Wiltshire Police ACO or Wiltshire Council CIO with the focus in recent months, quite understandably, on the transition to two separate departments.

3.9 The Tactical Transition board has been working closely with the Estates Team to identify a suitable location for the new department. The majority of the team will be located in HQ with field engineers initially also in Swindon and Salisbury.

3.10 The team will be located in the current People Service Centre in Devizes. Estates have produced a plan identifying suitable replacement locations for the current users of the centre. The costs in changing the current centre are expected to be containable within existing budgets, there may however need to be funding for some improvement work for the replacement locations.

3.11 This is a good visible space for the ICT team to be established and should be completed by June 2020. Combined with agile and smarter ways of working this will provide sufficient space for current and expected future demand. The location is also close to the new ICT hub which should be complete by the end of March 2020.

4. REVENUE BUDGET

4.1 The review which occurred in the spring of 2019 also set out a high level estimate of the staffing costs required in a new separated department. The initial estimate was a cost increase of £0.217m to £1.551m (excluding staff already employed by Wiltshire Police). The £0.217m has been included in the MTFS.

4.2 The Head of ICT has reviewed the high level structure and working with staff developed a new model to deliver the service. It is estimated that the staffing total cost (when fully recruited) will by £1.947m. This is £0.318m more than the 2019-20 full staff budget of £1.629m. In 2020-21 it is expected that there will be delays in recruitment which mean that the £0.217m increase should be sufficient. The additional £0.101m for 2021-22 is included in the MTFS. It is estimated that 50% of the 2020-21 budget will be spent on staff payments with the remaining 50% spent on payments to Wiltshire Council for keeping the current service going. How this work is progressing will be continually reviewed by the JTB.

4.3 The new structure does consider the use of apprenticeships in the future. This will be reviewed and is likely to occur as the department embeds itself in the medium term.

4.4 The cost of products (licences, support, etc.) has not been changed in the 2020-21 budget. In the medium term it is expected that these costs will be reviewed.

5. TIMETABLE

5.1 It is expected that the transfer of existing Council employees (TUPE) will take place on 1 May 2020 which is aligned to the first phase of recruitment. This will be the start of the Police ICT team coming together. The recruitment of the other posts will take place in March and April with individuals' start dates dependent on notice periods, vetting etc.

5.2 The relocation from the People Services Centre will start in March 2020. A number of these individuals will be temporarily relocated to Melksham. It is anticipated that their replacement facilities in HQ will be available early 2021.

5.3 The new ICT centre is expected to be complete by June 2020. This should be in line with the start dates for a number of the new recruits.

5.4 It is expected that Office 365 will start to be introduced in June/July 2020. This is before the start of the transfer of LOB (Line of Business) services such as Niche etc. O365 is cloud based so should be easier to migrate then the other services. From August 2020 the LOB transfer will start with some of the smaller systems. Business critical systems (Niche/Storm) will be transferred only once the infrastructure has been tested and used to host other systems. Detailed project plans for these migrations are being prepared under the NEP programme.

5.5 The target is that 100% of the systems will be run via the new department by 31 March 2021.

6. ON-GOING RISKS AND CONTROL MEASURES

6.1 This is a significant project with a commensurately high degree of associated risk. It has a score on the Corporate Risk Register of 45, the Force's 4th highest risk which reflects this. ICT is now critical to delivering a modern police service hence the level of change we are undertaking comes with a large risk. We however have little option but to undertake the change.

6.2　Local risk registers are in place for the Tactical Transition and the NEP projects which are reviewed monthly at the Digital Programme Board and JTB.

6.3　As detailed in the report there is a large amount of governance and oversight occurring. This is intended to limit risk and ensure good strong planning exists.

6.4　We are seeking to continue to work with Wiltshire Council in a collaborative manner. As both organisations are providing services to the same communities and individuals we have a joint vested interest with a strong common purpose.

6.5　There is a risk that the salaries on offer will not attract the quality of candidates required and the number of specialist roles may prove difficult to fill at one time in the current labour market. If this is the case we will have to reconsider the structure and cost envelope.

6.6　Whilst there has already been significant capital investment in NEP (£3m+) there is a risk that in defining the ICT Operational Model gaps may be identified which may need additional capital funding.

6.7　The risks identified in the current council provided ICT service remain and will not be fully addressed until the transition programme is concluded. These are actively managed at the JTB to ensure immediate operational and longer term issues are identified, recorded and action taken, where possible.

7. RECOMMENDATION

7.1　The Police and Crime Panel note the progress and timelines of the ICT Transition and NEP programmes to mitigate the risk.