

Wiltshire Council

Cabinet

Date of meeting: 23 July 2019

Subject: Provision of ICT Services to Wiltshire Police

Cabinet member: Cllr Ian Blair-Pilling – Cabinet member for ICT, Digitalisation and Operational Assets

Key Decision: Non Key

Executive Summary

Since 2014, Wiltshire Police (WP) the council's ICT Department have been running their ICT services. Today, WP's officer satisfaction with their ICT is among the best in the UK. There are now pressing reasons for this service provision to end (as is explained below), but it will be important to ensure that the benefits achieved are not lost, and WP remain technologically enabled to work closely with the council, to the benefit of everyone in the county.

Times are changing in the police technology world. In 2018, the National Police Chiefs' Council (NPCC) agreed the 'Police Vision 2025', a digital vision for policing in the UK. This is focussed on developing nationally consistent digital services, standards and capabilities, on reducing the duplication of effort that would occur if forces developed their own digital solutions, on sharing knowledge, and on achieving greater consistency of service levels nationally.

A key part of the national Digital Programme is standards compliance. If police forces cannot show that they are meeting specific security requirements, they will not in future be allowed to access various national systems, including the Police National Computer, the National Fingerprint Database, the National DNA Database, and others. Access to these systems is essential to operational policing.

The current, shared ICT service and infrastructure is not compatible with these requirements. Considerable effort has been expended in determining how it might become so, but it will be impossible unless the council totally changes the nature of its ICT service provision to the police, and effectively becomes a managed service provider (MSP), with WP dictating what the shared infrastructure would look like. Taking on the role of an MSP is not a priority for the council at this time, in the context of the major portfolio of work now commencing to realise the ICT & Digital Strategy; indeed, it might be questioned whether the council should seek to compete commercially with established suppliers in this intensely competitive marketplace.

There will be implications in separating the service: staff moves will be required under the TUPE regulations, there will be a reduction in income for the council

as WP will no longer pay for the service they receive (although they will want to continue to use the network, host applications in the council data centres for some time, for which they have agreed to pay), and of course WP will themselves have to set up an operational and successful ICT department and will also be building a completely new IT infrastructure, no small undertaking.

The financial impact on the council has been examined, and ways found to mitigate it, in terms of the immediate revenue impact due to the withdrawal of funding for staff. WP will continue to pay the council for the use of infrastructure (currently £477k p.a. for continuing to host applications, use of the network, etc), but as they withdraw and eventually become totally self-sufficient that funding will cease. It should be possible to plan this against the council's own move to the cloud and closure of the in-house data centres, but there is a small risk around the timing of these activities.

The separation itself will need to be carefully planned and controlled, and to that end it is recommended that a joint project team be set up with WP - preferably funded by WP, since this separation is at their request. Meanwhile every step should be taken to preserve those elements in the current arrangement that are valued, especially the ability of police officers and council staff to easily access their applications via the network, on both council and police premises.

Proposal

It is proposed that the current arrangement whereby the council provides an ICT service to WP should end **and that steps are taken to introduce a new infrastructure for ICT services operating in two separate organisations.**

This should be undertaken as a progressive, planned and controlled activity – more of a 'conscious uncoupling' than a divorce, and to do so a project team should be set up, with both WP and council staff serving on it, to facilitate the various activities to be undertaken.

The next steps, if Cabinet approves the way ahead, would be further negotiations with WP around costs and staffing, the setting up of a project to move matters forward, and consultation with those staff who could be affected by the proposed changes.

Reason for Proposal

- The council has provided an ICT service to WP since 2014, an arrangement initiated at their request, and which has operated well and to mutual benefit.
- Changes in the police world at a national level would mandate a move to an ICT delivery model that the council cannot accommodate. Specifically, the council would have to become a contracted, managed service provider to WP, with all that entails. That is something which the council's ICT function is not set up to do, nor is it a direction the council would wish to travel in at this time, given other priorities in terms of its ICT & Digital Strategy.

Paul Day – Interim Director, Digital, Data & Technology

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Purpose of Report

1. To seek approval for the council's ICT Dept to continue discussions with Wiltshire Police (WP), with a view to ending the current service provision arrangements in a planned and phased manner, while ensuring that current operational benefits are preserved wherever possible.

Relevance to the Council's Business Plan

2. The Council's Business Plan relies on the efficient and effective operation of many services of a diverse nature, and in the provision of some of these services the council and WP collaborate closely. Examples include the Adult's and Children's MASH – Multi-Agency Safeguarding Hubs – where police officers, council social workers, NHS and others collaborate on safeguarding. Police Officers are also, thanks to the current technology arrangements, able to use their laptops in any council building, seamlessly logging in through the network to their email and applications – and council staff can do the same on police premises. Indeed, several sites in the county are shared by police and council staff. These arrangements contribute to one of the council's primary aims, 'protecting those who are most vulnerable', and indirectly to the aims of 'strong communities' and being 'an innovative and effective council'. These benefits have been achieved primarily because, since 2014, Wiltshire Police have entrusted the council's ICT Department with running their ICT services. Today, WP's officer satisfaction with their ICT is among the best in the UK.
3. There are now pressing reasons for this service provision to end (as is explained below), but it will be important to ensure that the benefits achieved are not lost, and WP remain technologically enabled to work closely with the council, to the benefit of everyone in the county.

Main Considerations for the Council

4. The proposed change in the provision of ICT will have implications for the council:
 - Once WP take back their ICT service in-house, the ICT team in the council will no longer receive funding from the police for staffing elements of the ICT

services they receive. This will result in a change in the size of the council ICT team, with consequent changes in the economies of scale. To maintain the existing council ICT service levels, the cost of providing the service will increase.

- Some council ICT staff will transfer to WP under the TUPE regulations. Staff transferring under TUPE regulations will be supported by the established policies and procedures in place, and the consultation process for this and the changes to ICT structure will be supported by the council's HR team.
- The TUPE of staff can be an unsettling period, however a robust communication plan will be developed which will be supported by advice and guidance from the council's HR team.

Background

5. In 2013 WP approached the council to ask for support with their ICT service, which was in some difficulties. In 2014, the council took over provision of the service, with relevant police staff joining the council under the TUPE regulations. This new arrangement helped WP move forward significantly in its use of technology, and the economies of scale achieved have been of benefit to both organisations.
6. As things operate today, the ICT service provided by the council to WP is primarily a 'business as usual' service, taking calls to the service desk, resolving issues, maintaining applications, ensuring that the network is operating successfully for both organisations, maintaining security, and so forth. In addition, the council ICT team periodically supports specific WP operations, on request. WP have always maintained their own specialist capabilities (Airwave radio system, some secure environments, etc) and have, in recent years, built up a small capability in-house for new developments. They now have their own Digital Programme looking to the future, quite distinct from that run by the council.
7. The nature of the relationship has also always been one of partnership and collaboration rather than a conventional supplier-customer relationship, as would have been the case if WP had outsourced to a commercial provider. Thus, there is no written definition of service levels, no penalties for failure to meet service targets, no formal data sharing agreement, and so forth. Indeed, there is no formal contract, and the ethos of the relationship has been one of shared costs, collaboration on priorities, a Joint Technology Board to discuss and agree technical matters, and collaborative working to resolve any issues. This arrangement has therefore been the equivalent of operating as an internal ICT department for both organisations and has, by and large, worked well.
8. WP are unique in the UK in having their ICT provided by a local authority. They are also a small police force: of the 45 territorial forces and 3 national forces, only Warwickshire and City of London are smaller. This inevitably means that their ability to influence national policing trends is limited. Times are now changing in the police technology world. In 2018, the National Police Chiefs' Council (NPCC) agreed the 'Police Vision 2025', a digital vision for policing in the UK. This is focussed on developing nationally consistent digital services, standards and capabilities, on reducing the duplication of effort that would occur

if police forces developed their own digital solutions, on sharing knowledge, and on achieving greater consistency of service levels nationally.

9. A key part of the national Digital Programme is standards compliance. If police forces cannot show that they are meeting specific security requirements, then they will not in future be allowed to access various national systems, including the Police National Computer, the National Fingerprint Database, the National DNA Database, and others. Access to these systems is vital to operational policing and to successful collaboration with other forces.
10. One of the key issues that has emerged from this is that forces will not be allowed to share infrastructure with a non-police organisation (as WP do currently with the council). Work therefore began some months ago on the “segmentation” of the network, a technical procedure whereby police data carried over the council’s network would travel separately and securely, although still over the same physical wires and fibres, thereby meeting the national security requirements.
11. Over time it became apparent that to comply with national security requirements in the police world, further changes would be needed. One of the key features of the new police approach to ICT at the national level is the creation of the National Management Centre (NMC). This will secure infrastructure and assets, monitor participating police forces and help mitigate information security risks. It will provide centralised security monitoring and response co-ordination, so that police forces are able to identify impending cyber-attacks, and counter insider threat and data loss. The NMC will ensure national standards of cyber-hygiene are adopted and maintained across the UK police service. A specific requirement of the NMC, however, is that NMC staff can access all information on any shared infrastructure, and so all data on the Wiltshire Council infrastructure would be accessible to them. This would not be acceptable to the council.
12. Therefore, WP face a major programme of work to move into their new ICT world, with a completely new infrastructure to build, a new Active Directory (the system that holds details of users with access permission), a new Office 365 implementation (cloud-based email, calendar etc – as currently used in the council), a move to Windows 10, and more.
13. In December 2018 WP and the council agreed to hold joint workshops to explore these changes in detail, with the goal of recommending a way ahead to the senior management of both organisations by June 2019. In the light of this, staff in both organisations were informed that a review was taking place, but that no staff changes would occur before April 2020.
14. This review has now occurred, led by Clive Barker (Chief Financial Officer for WP and the PCC), and Paul Day (Interim Director for Digital, Data & Technology in Wiltshire Council), with the assistance of key staff from both organisations. The review made recommendations (outlined below), and these were reviewed in a discussion between the council’s Executive Directors, the Chief Constable, and the Deputy Chief Executive of the PCC on 17th June. The recommendations were also discussed at the council’s CLT meeting of 18th

June. In the light of these discussions, a further communication with staff was released on 19th June (see Appendix A).

15. The four workshops undertaken produced three options for the way ahead. These were:

- a) Introduce new infrastructure and service with fully integrated teams;
- b) Introduce new infrastructure and service with separate teams, but with shared management;
- c) Introduce new infrastructure and operate ICT as two separate organisations.

16. The option of outsourcing the police ICT service was also discussed in the workshops. When acknowledging the timescales and the lack of defined service outcomes, it was agreed that this is currently not feasible but should be reviewed as an option 2 or 3 years post-implementation. This would include the possibility of sharing with other Police Forces.

Option A - Introduce new infrastructure and continue to operate with fully integrated teams

17. WP consulted with the National Police Information Risk Management Team (NPIRMT, a national team who work for the national Police SIRO employed by the Home Office), and learned that for this to be acceptable the following would have to be in place:

- Signed Contracts specifying the service provided
- Service Level Agreements (SLAs)
- A Data Processing Agreement

18. The financial benefit to the council with the current arrangement lies in reduced costs by sharing overheads such as management, service desks and data centres, and this would remain the case with Option A. However, discussions with the council's Executive Directors suggest that they would not be willing to agree to the above conditions, since that would effectively make the council a managed service provider, with obligations and liabilities that the council is not currently configured to meet. Put simply, serving as an ICT managed service provider is not the council's core business. It is therefore clear that Option A does not look deliverable.

Option B - Introduce new infrastructure and operate with separate teams but shared management

19. This is different to Option A in that it tries to maintain some economies of scale by retaining shared management, while separate, specialist teams would look after each organisation's infrastructure and applications.

20. WP discussed this approach with the NPIRMT. They explained that even though the servicing would be separate, those who provide 'direction and control' would not be within the police force and as such a Contract, SLAs and a Data Processing Agreement would still be required. The situation from the council's perspective therefore remains essentially as with Option A: the council

is not set up to operate as an ICT managed service provider, and so Option B is not viable.

Option C - Introduce a new infrastructure for ICT services operating in two separate organisations

21. With Options A & B seen as not deliverable, the focus of workshops 3 & 4 was on this option, and there was an examination of future structures, costs, timescales, staffing impact, benefits and risks.

Future Costs

22. Discussions were held around what structures would be appropriate for each organisation; it was agreed that each organisation would address this as an internal matter, and these will progress as required. The principal issue discussed was that of costs, as they are in the current partnership arrangement, and will be after a split.

23. There is considerable complexity in disentangling a shared service, both in terms of staff (some of whom are occupied in 'team posts', some of whom are managers and operate across the whole shared service, and some of whom undertake only council duties), and costs for infrastructure, software, and data centre facilities. Note that WP currently host applications in the council data centres and wish to continue to do so for a period after the separation; this must however be a time-limited exercise as the council plans to move totally to cloud and to shut the data centres as soon as possible, probably within two years or so.

24. Table One below gives details of the costs, as they are currently. Explaining the columns:

- Police Partnership: the sums contributed by WP to the council. This totalled £1.916m in 2018/19. The biggest item was for staff, totalling £1.334m.
- Police Direct: the sums spent by WP directly to their suppliers, software licence providers, and to the in-house staff they employ for their ICT projects, etc. This totalled £3.305m, meaning that overall, both directly and in the partnership, WP spent £5.221m on their ICT.
- Council Total: The costs paid by the council. These are shown as both net (after the contribution from WP), and gross.
- The council total breaks down into two parts, Council Partnership and Council Direct, and these are based on the pro-rata calculations used to determine how much of the ICT spend supports the police, and how much the council. These have been calculated on such factors as service desk usage, network traffic, server usage by applications, etc.

Area	Council Partnership	Council Direct	Council Total	Police Partnership	Police Direct	Police Total
Staff	£3.795m		£3.795m (net) £5.129m (gross)	£1.334m	£0.135m	£1.469m

Infra/Network	£0.816m	£0.484m	£0.920m (net) £1.300m (gross)	£0.380m	£0.750m	£1.130m
SW/Applic.	£0.063m	£3.618m	£3.516 (net) £3.681m (gross)	£0.165m	£2.420m	£2.585m
Data Centres	£0.183m		£0.146m (net) £0.183m (gross)	£0.037m		£0.037m
	£4.857m	£4.102m	£8.959m (net) £10.293m (gross)	£1.916m	£3.305m	£5.221m

Table One: Council and WP Costs in 2018/19

25. It is clear from this table that, once WP cease to pay the council for ICT services, the council will lose £1.334m of revenue currently used for staffing. While it might be assumed that the service could just scale down pro-rata, unfortunately that is not the case – certain roles are still needed fully whether the service is delivered to the combined organisations, or just one. This is true of managers, and of specialist technical staff of whom there might be just one currently: clearly it is impossible to just retain a portion of a person, we have to employ the whole individual to continue delivering the service for the council. In addition, some other costs are still borne 100% after the split, including the network, the telephone system, and the data centres (until such time as they are closed, upon the move to the cloud).

26. It will, of course, be appropriate to charge the police for those facilities they still use: they will still make use of the network bearers even after network segmentation, some calls will still be routed through the council's Mitel telephone system, the data centres will still host some police applications, and council ICT staff will still maintain those applications. Therefore, the police will be charged for those elements of the infrastructure they continue to use, and for the effort involved in maintaining those of their applications they leave in the council data centres. (This may then slightly reduce the £1.33m reduction in income for staff). Appendix B provides further details.

27. The council then will suffer some loss of income and cannot simply scale down staff numbers and continue to deliver the same service, due to the loss of economies of scale. The matter has been given considerable thought, and a solution reached that achieves a workable outcome in terms of the reduction in income for staff:

- With some restructuring after the loss of staff to the police, some functions can be delivered more efficiently than they are currently. For instance, some services will no longer need to operate 24x7, as they currently do to serve police needs.

- The ICT budget for 2019/20 has increased somewhat, as part of the normal budgetary cycle, since the 2018/19 calculations on which the police/ICT funding agreement was based, and this partly ameliorates the loss of funding due to the split.
- Specialist staff will be needed for the implementation of the ICT & Digital Strategy, a major capital-funded activity now starting and stretching out over a number of years. It had been assumed that these staff would have been brought in as Fixed-Term Contractors (FTCs) or day-rate contractors, however, current staff may be able to fill these roles.

28. A residual issue lies in the continuing use of the council's ICT infrastructure by WP. Currently WP pays the council £477k p.a. for access to the infrastructure, including for hosting applications in the data centre, use of the network, etc. Over time, WP will become more self-sufficient, and this funding stream will reduce. The council's costs in this area will not reduce significantly until the move to the cloud is completed, and the data centres can be closed. Depending on the timing of this, there is a small risk of a funding gap.

The Way Ahead

29. It is proposed that the split with WP be undertaken as a progressive, planned and controlled activity – more of a 'conscious uncoupling' than a divorce, and that to do so a project team be set up, with both WP and council staff serving on it, to facilitate the various steps to be taken. This is about much more than technology and funding, it is also about staff moves, restructures, revised operating procedures, and of course the retention of those elements of the current service that are of benefit to the two organisations (easy access to the network from both organisations' sites, etc). This should not therefore be undertaken as a background, spare-moments activity, it needs to be run as a well-defined project, properly planned, funded, staffed, and controlled, with good quality communications, coherent risk management, and a clear benefits realisation plan. The funding of the project is a matter for negotiation, but since it is an initiative that has been requested by WP, it seems appropriate that they should fund this activity.

30. The next steps, if Cabinet approves the way ahead, would be further negotiations with WP around costs and staffing, the setting up of a project to move matters forward, and of course consultation with those staff who could be affected by the proposed changes using the council's well established policies and procedures.

Overview & Scrutiny Engagement

31. To be presented to Scrutiny on 22 July.

Safeguarding Implications

32. There are no specific safeguarding implications. It is of paramount importance that the council's and WP's ICT provision supports the council fully in its safeguarding duties, and this will continue to be a key consideration in all future systems implementations.

Public Health Implications

33. There are no specific Public Health implications.

Procurement Implications

34. There are no specific Procurement implications; all future procurements by the council will continue to comply with all procurement regulations and best practice.

Equalities Impact of the Proposal

35. None

Environmental and Climate Change Considerations

36. No specific considerations; both WP and the council will be moving ICT activities progressively to the cloud, which is acknowledged as being more energy-efficient than the use of in-house data centres.

Risk Assessment

Risks that may arise if the proposed decision and related work is not taken

37. The principal risk in these circumstances lies with WP, who would be unable to access national police databases unless they took the proposed steps. This would be operationally unacceptable, hence the recommendations in this paper.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

38. The TUPE of staff can be an unsettling period, however a robust communication plan will be developed which will be supported by advice and guidance from the council's HR team.

Financial Implications:

39. These have been discussed throughout the report and a detailed breakdown is included in Appendix B.

40. To summarise, if the measures proposed to undertake a controlled separation from the Police for ICT are approved, the Council will not receive income from the Police, this totalled £1.915 million in 18/19 and is built into the ICT revenue budget for 19/20.

41. As detailed above some of the costs that this income supported are direct and will cease and others are shared or overhead and will continue for the Council.

42. By restructuring and revising operating procedures, including legitimate charging to capital projects, initial high-level forecasts indicate that Wiltshire

Council can implement a structure to deliver within the revised establishment budget.

43. However, £0.477 million of the costs relate to services that will not reduce accordingly. For 19/20 subject to negotiation with the Police Wiltshire Council ICT Service forecast that they can manage within the agreed revenue budget as Wiltshire Council would continue to charge the Police for applications until they are transferred and for use of the network.
44. Going forward once the Police have removed all their applications a pressure will remain. If Wiltshire Police continue to use the Council's network, then we can negotiate a suitable charge, however it is unlikely to close the gap completely and is estimated to leave a revenue pressure of circa £0.250 million. The service will continue to work with the Police via the proposed joint project team to review service operations to close this gap for 20/21 and will update as part of 20/21 budget setting process.

Legal Implications

45. There are no specific legal implications yet identified.

Options Considered

46. The options considered are set out in paragraphs 17 – 21 and describe why options A and Option B are not viable. An option to do nothing is also not viable as a split is an absolute requirement of WP if they are to continue to access operationally-vital national databases.

Conclusions

47. While the council has provided WP with an ICT service since 2014, an arrangement that has been mutually beneficial, external factors are now forcing that arrangement to end.
48. The process of disengaging a joint service that has been running successfully for several years, but without a clear contract (or pre-planned definition of how it might end) is not a simple matter. It is, nevertheless, the recommended option as there is no alternative viable option that meets both police and council requirements.
49. As a result it is proposed that a new infrastructure for ICT services operating in two separate organisations is introduced, and that Cabinet direct that further detailed discussions be taken to progress this matter, with costs to the council being minimised, a police-funded, joint project being set up to undertake the work, and the various benefits currently enjoyed by both organisations being preserved, wherever reasonably practicable.

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Appendices

Appendix A – Communication to Council ICT Staff, 19 June 2019

Appendix B – Further Cost Information

Appendix A – Communication to Council ICT Staff, 19 June 2019

As you are aware the council has been in partnership with Wiltshire Police for the delivery of ICT services since 2014. This provided significant benefits to partnership working and has supported the Police to develop technology to improve their services. However, the landscape for the ICT provision has changed and in 2018 the National Police Chiefs' Council (NPCC) agreed the Police Vision 2025 and within this is a Digital Programme. This programme is focused on developing nationally consistent digital services, standards and capabilities so that duplication is reduced, and learning and knowledge is shared. A key part of the programme is standards compliance and means that if Police Forces cannot show that they are meeting pre-set security requirements they will not be allowed to access critical national systems.

As a result, discussions have now taken place to determine a recommendation about the future partnership arrangements required because of the Police Vision 2025 and the Digital Programme. At this stage no decision has been made as this is a decision for Cabinet, but what we do know already is that the current arrangements will have to change.

I appreciate that this may be unsettling for the team, but I will keep you informed about the timing for the decision and at this stage I would like to reassure you that an outcome of this review and the decision of Cabinet will not result in a reduction in jobs.

Appendix B – Cost Information

Split of ICT Dept (Council/Police)

Income from Wiltshire Police below (all income is into ICT Budget).

WC / WP ICT Costs 18-19

		Cost	Police	Revised
		Joint Total	Rev %	Police
				2018-19
Staff	Perm/Agency Staff costs	£5,129,000		1,333,540
	Sub-total			1,333,540
Infrastructure	One Bill	£104,966	100%	104,966
	Infrastructure (ICT Budget 90145)	£100,000	17%	17,000
	Network (ICT Budget 90142)	£873,872	26%	227,207
	Telephony (ICT Budget 90148)	£117,139	26%	30,456
	Applications (ICT Budget 90151)	£60,474	17%	10,281
	Microsoft (ICT Budget 90152)	£17,393.00	26%	4,522
	Sub-total	£1,273,844		394,432
MS Premier Support	Premier Support	£150,000	100%	150,000
	Sub-total			150,000
Data Centre Facilities				
Primary DC	Electricity	£150,000	17%	25,500
	Maintenance	£4,000	17%	680
	Fire suppression	£7,000	17%	1,190
Secondary DC	Electricity	£50,000	17%	8,500
	Maintenance	£3,000	17%	510
	Fire suppression	£6,000	17%	1,020
	Sub-total	£220,000		37,400
	TOTAL			
	£1,915,372			

Applying this income to the 2019/20 budget:
 Total ICT staff costs 2019/20 (90150) = £5.530m
 Staff income from Police = £1.334m
 Council staff costs 2019/20 = £4.196m

Assumptions on Split

Staff – income will cease

Infrastructure

- OneBill – this circuits to WP locations. Assume they will be novated to WP so costs will no longer come to Council
- Network – To be negotiated. This is percentage share for using the council network (police at council locations). WP may want to reduce/remove but it should remain while they use Council locations. There is no reduction in cost to the council if WP stop using council network.
- Telephony - To be negotiated. Some WP calls are routed through the council's Mitel system. Unclear whether this will change after split. There is no reduction in cost to the council if WP stop using council telephony.
- Applications – These are applications that can be identified individually in the budget relating to managing the infrastructure. It is assumed we can continue to charge WP for these while they have applications located in council data centres although they may argue that the percentage should reduce as their applications reduce. There is no reduction in cost to the council if Police stop using council data centres.
- Microsoft – as applications.

Microsoft Premier Support – Premier Support Costs are linked to our Microsoft Enterprise agreement so will not change when WP split. It is assumed that we can continue to charge them for this while council hosts WP applications.

Data Centre Facilities – Costs will not change when WP split. It is assumed that we can continue to charge them for this while the council hosts WP applications although WP may want to reduce %age as applications reduce.

Summary

Both costs and income for staff (£1.334m) and One Bill (£0.105m) will be removed as part of the split (staff immediately, OneBill once circuits novated). The council can insist that remaining income (£0.477m) be paid while we continue to host WP applications, but once they are removed the income will disappear without any reduction in council costs.

That is calculated by £1.915m (total Police payment) - £1.334m (Police payment for staff) – £0.105m (OneBill) = £0.477m