

<b><u>OFFICE OF POLICE AND CRIME COMMISSIONER</u></b>	
<b>LEAD CHIEF OFFICER:</b>	<b>Assistant Chief Officer - Resources</b>
<b>TITLE:</b>	<b>Annual Report – ICT &amp; Digital Services 2018/19</b>
<b>DATE:</b>	<b>4<sup>th</sup> September 2019</b>
<b>TIMING:</b>	<b>Routine</b>
<b>PURPOSE:</b>	<b>For monitoring</b>
<b>1.</b>	<b><u>RECOMMENDATION</u></b>
1.1	The purpose of this report is to present the annual report for the ICT & Digital Services.
<b>2.</b>	<b><u>INTRODUCTION &amp; BACKGROUND</u></b>
2.1	<p>This report discusses the arrangements with:</p> <ul style="list-style-type: none"> <li>• Shared Resource Service.</li> <li>• Digital Services Division.</li> <li>• Police ICT Company.</li> <li>• National Police Technology Council, National ICT Programmes.</li> </ul>
2.2	Since July 2011 the Information Communication Technology (ICT) service for Gwent Police has been delivered through a collaborative service model with Torfaen County Borough Council and Monmouthshire County Council. During 2016 and 2017 there were additional members; Blaenau Gwent County Borough Council and Newport City Council, respectively. The service is known as the Shared Resource Service (SRS).
2.3	In January 2018 the Digital Services Division (DSD) was established as the digital delivery model in collaboration with South Wales Police and manages the delivery of shared operational and business systems across the two forces.
2.4	The Police ICT Company was formed in 2015 and is a private company limited by guarantee established by Police and Crime Commissioners to support policing to make the public safer through better ICT. They act as a bridge between the policing, technological and commercial worlds, helping the service buy ICT better, manage it better and exploit new capabilities.
2.5	The National Police Technology Council (NPTC) is the group of Heads of Police ICT services who work together under the National Police Chiefs Council to develop national initiatives and solutions to improve the ICT infrastructure for the police service. There are current sixteen national ICT programmes that the NPTC is overseeing.
2.6	The strategic direction and priorities are informed by the national, regional and local forums and the SRS provides the delivery mechanism for services to enable a modern and efficient police service.
2.7	The ICT service is a key enabler to the development and implementation of new processes to support service improvement.

<b>3.</b>	<b><u>ISSUES FOR CONSIDERATION</u></b>
3.1	<p><u>SRS Strategy.</u></p> <p>During 2016/17 the SRS Board approved an SRS Strategy that details the approach for the period to 2020. This was re-presented to the Strategy &amp; Performance Board in February 2018 and confirmed.</p> <p>The strategic direction for the SRS for the next five years is to focus on consolidating the needs of multiple Public Sector organisations and brokering a single solution as a response to those needs.</p> <p>The strategy enables greater collaboration and the SRS also supports the force digital strategy by providing staff to the collaborative Digital Service Division with South Wales Police. This has enabled the implementation of new mobile technology to improve the effectiveness of front line policing delivery and also support functions.</p>
3.2	<p><u>Digital Strategy.</u></p> <p>In December 2018 the Gwent &amp; SWP Digital Service Strategy was approved. The focus is to provide effective services for the 7,000 officers and staff and every member of the public, all within current financial constraints.</p> <p>This strategy has been designed to enable the following:</p> <ul style="list-style-type: none"> <li>• The Digital Policing strategy which has been sequenced into an annual business plan for Digital Policing. Producing annual business plans has enabled us to communicate Digital Policing's long-term strategic aims whilst still being responsive to change.</li> <li>• Strategy roadshows that communicate the strategy to a wider audience and to our key stakeholders.</li> <li>• Key pieces of work that have become projects with owners appointed for work and there is clear accountability for delivery.</li> </ul> <p>This strategy is owned by the Joint Gwent Police and South Wales Police Chief Officer's Digital Policing Board and managed on an ongoing basis by the Digital Services Division team.</p>
3.3	<p>The SRS and DSD strategies provide the framework on which the ICT work plan was established for 2018/19 that has driven the delivery of services to meet the Policing Vision 2025.</p>
3.4	<p><u>Deliverables.</u></p> <p>During the past year the SRS delivered improvements in performance and customer satisfaction. In addition a structured governance model operates through the ICT Delivery Board that enables all ICT requirements to be assessed, evaluated and prioritised. Structured reporting of progress is reported to the Scrutiny Executive Board each month.</p>
3.5	<p>The schedule of completed projects during the period 2018/19 are shown below and have enabled improved service delivery to collaborative and force customers:</p>

#### FIRMS.

- The learning and development system has been implemented.
- The Personal Development Resource (PDR) System has been implemented.
- The Fixed Asset module has been launched.
- The Rota System has been implemented.

#### Intranet.

- The implementation of collaborate intranet solution.

#### Information Security / Back Record Conversion.

- Guardian Crime data.
- Lawson finance data.
- Itrent Payroll data.
- NSPIS custody records.

#### Mobile data

- The issue of new mobile handset across the force.
- The issue of new laptop provision across the force.

#### Collaborative Recruitment System.

- The OLEO system was implemented for police officers and also police staff posts.

#### National Automatic Number Plate System (ANPR).

- The force has connected to the national ANPR system through a collaborative hosted solution with South Wales and North Wales Police.

#### The Estate Strategy

- One Stop Shop, Abergavenny.
- Increase technology within Monmouth Police Station following the increase of officers.
- Abergavenny Fire Station.
- New HQ Project.
- Camera Safety Partnership relocation.

3.6

Service Levels.

The police systems are delivered to performance levels based on operational priority and monitored through the Business Continuity Steering Group. The performance levels are classified as Platinum, Gold, Silver and Bronze standards. Performance reports are issued monthly and monitored through the ICT Delivery Board. The summary of calls for service is provided in the table below:

**Table: Service Desk Calls**

Narrative	2017/18		2018/19	
	Number	%	Number	%
Telephone Calls	21,136	81%	20,096	82%
Self Service Calls	5,078	19%	4,539	18%
<b>Total Calls</b>	<b>26,214</b>	<b>100%</b>	<b>24,635</b>	<b>100%</b>

There were 24,635 requests for service in the year of which 18.4% were requested through self-service with the remainder being telephone calls for service. All requests are logged on the helpdesk portal and users can monitor progress of the service response.

**Table: Service Desk Calls resolved at First Point of Contact**

Narrative	2017/18		2018/19	
	Number	%	Number	%
Closed at 1 <sup>st</sup> Point	12,636	60%	14,189	67%
<b>Total Calls</b>	<b>20,961</b>	<b>100%</b>	<b>21,066</b>	<b>100%</b>

In 2018/19 67% of calls were resolved at first point of contact.

3.7

Audit.

The SRS is subject to internal audit scrutiny. The findings are reported to the Joint Audit Committee where findings are considered and action plans developed to provide improvements to service delivery and controls assurance.

The audit opinion for 2018/19 is "Generally satisfactory with some improvement required".

In addition, the SRS implements the Information Security requirements required of the force.

The reports are provided to the Joint Audit Committee that provides scrutiny and has enabled a significant improvement in the prioritisation of this aspect of service delivery.

### **Internal Audit – Summary of Findings**

REVIEW	SYSTEM OPINION	REPORT	No. of controls tested	%age of controls in place	Number of Findings		
					H	M	L
Cybersecurity	MODERATE	02-Jan-19	97	57%		40	2
CCTV / Control Room	LIMITED	16-Aug-18	12	42%		5	2
Performance Management	LIMITED	22-Nov-18	12	42%		7	
Identity and Access Management	MODERATE	15-Feb-19	44	57%		14	5
Mobile Computing	LIMITED	20-Feb-19	11	45%		4	2
Application Support / Maintenance	SUBSTANTIAL	20-Feb-19	21	76%		5	0
Supplier Management	LIMITED	07-May-19	14	36%		9	0
Virtualisation	MODERATE	27-May-19	15	53%		5	2
IT Governance	SUBSTANTIAL	10-May-19	18	83%		2	1

### **3.8 Governance**

The governance arrangements for the service include the following:

- a) The SRS Strategic Board meets quarterly and the Police and Crime Commissioner along with the Chief Constable determine strategic direction on the delivery of services for the collaboration.
- b) The SRS Governance & Finance Board meets quarterly to consider governance issues such as audit findings, financial performance and HR issues.
- c) The SRS Business & Collaboration Board meets quarterly to consider service and system alignment opportunities.
- d) The SRS Delivery Group is a force based forum and meets monthly to monitor progress and consideration of priorities taking account operational, financial and service benefits.
- e) The Digital Service Division governance structure reports on a monthly basis to Chief Officers.

### **4. NEXT STEPS**

- 4.1 The SRS partner organisation's commissioning plans are reflected in the SRS Business Plan for 2019/20 and enables SRS management to resource the following priorities for Gwent Police.
  - a. The implementation of new systems such as Single Online Home, National Enabling Project and Office 365 are providing up to date technology and

	<p>improvements to service.</p> <p>b. The Digital Asset Management System.</p> <p>c. The Digital Interviewing System.</p> <p>d. Electronic Time Management Project.</p> <p>e. Emergency Services Mobile Communications Programme.</p> <p>There are also a range of additional projects required through the force through the Change Programme and also estate transition.</p>																												
4.2	The collaborative provision that currently exists between South Wales Police and Gwent Police is being revisited to consider the merits of a further collaborative development and the most suitable technical solution to support this design.																												
5.	<b><u>FINANCIAL CONSIDERATIONS</u></b>																												
5.1	The financial resources invested in the ICT services can be categorised into three areas. The first is the SRS which comprises the facilities, staffing and direct non pay expenditure. The second is the force ICT maintenance cost, the third the national ICT maintenance costs and the final costs relate to the Digital Services Division.																												
5.2	<p>For 2018/19 require a detailed revenue spend analysis</p> <p>Table: Financial Performance 2018/19</p> <table><tr><th>Section</th><th>Budget £</th><th>Expenditure £</th><th>Variance £</th></tr><tr><td>SRS Collaboration</td><td>3,707,910</td><td>3,246,373</td><td>461,537</td></tr><tr><td>SRS Airwave</td><td>567,448</td><td>653,640</td><td>-86,192</td></tr><tr><td>Devolved Force Budgets</td><td>2,192,578</td><td>1,159,753</td><td>1,032,825</td></tr><tr><td>National ICT Services</td><td>790,467</td><td>793,390</td><td>-2,923</td></tr><tr><td>DSD</td><td>1,865,354</td><td>2,118,231</td><td>-252,877</td></tr><tr><td>Total</td><td>9,123,757</td><td>7,971,387</td><td>1,152,370</td></tr></table> <p>Overall, the technology led budgets were underspent for the year by £1.15m.</p> <p>The SRS restructuring during 2018/19, along with the transfer of certain ICT related responsibilities to the DSD has meant that the overall revenue budget was underspent.</p> <p>The Airwave budget overspent in the year due to the additional purchases of handsets and also upgrade to technology to ensure the force is able to operate in the short term and is already Emergency Services Network (ESN) ready.</p> <p>The National Police systems budget is in line with planned spend.</p> <p>The establishment of the DSD during the year, transfer of ICT personnel to the team from the SRS. along with new technology developed to deliver the new</p>	Section	Budget £	Expenditure £	Variance £	SRS Collaboration	3,707,910	3,246,373	461,537	SRS Airwave	567,448	653,640	-86,192	Devolved Force Budgets	2,192,578	1,159,753	1,032,825	National ICT Services	790,467	793,390	-2,923	DSD	1,865,354	2,118,231	-252,877	Total	9,123,757	7,971,387	1,152,370
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	devices rolled out during the year has created a non recurring overspend.
<b>6.</b>	<b><u>PERSONNEL CONSIDERATIONS</u></b>
6.1	The SRS has circa 220 members of staff, employed by Torfaen CBC providing service to the five collaborative partners. The Digital Services Division has 91 staff.
<b>7.</b>	<b><u>LEGAL IMPLICATIONS</u></b>
7.1	There are no legal implications.
<b>8.</b>	<b><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></b>
8.1	This project/proposal has been considered against the general duty to promote equality, as stipulated under the Single Equality Scheme and has been assessed not to discriminate against any particular group.
8.2	In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.
<b>9.</b>	<b><u>RISK</u></b>
9.1	There are no risks arising from this report and risks relating to the SRS and DSD are reported to the respective governance structures.
<b>10.</b>	<b><u>PUBLIC INTEREST</u></b>
10.1	This document can be disclosed to the public.
<b>11.</b>	<b><u>CONTACT OFFICER</u></b>
11.1	Mr Nigel Stephens, Assistant Chief Officer – Resources
<b>12.</b>	<b><u>ANNEXES</u></b>
12.1	None

For OPCC use only

**Office of the Chief Constable**

I confirm that **Annual Report – ICT Services** has been discussed and approved at a formal Chief Officers' meeting.

It is now forwarded to the OPCC for **monitoring purposes**.

**Signature:**



**Date: 07/08/2019**

**Police and Crime Commissioner for Gwent**

I confirm that I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct.

The above request has my approval.

**Signature:**

**Date:**