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Author/Contact:	**Ian Chandler**	Department:	**Support Services - ICT**
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N.B. Paper limited to maximum of 3 sides

POLICE AND CRIME COMMISIONER

Date: 3/9/2013

ICT Strategy

1. Purpose

1.1.   The purpose of this paper is to provide an update on the ICT Strategy and Joint Infrastructure Improvement Programme.

2. Background

2.1.   The ICT infrastructure in Surrey Police is typical of the majority of public services. It has developed over time in a way that has struggled to keep pace with changing technology and in particular is sat on an infrastructure that was not fit to support the delivery of policing over the coming years or designed in a way that was scalable or agile.

2.2.   Historically we have not shared any ICT services with other Police Forces or Partners. In the last two years we have seen the delivery of HOLMES and PND from one confidential environment in Surrey to both Surrey and Sussex. This as a proof of concept has been successful in showing that forces can deliver shared services to the business by deploying it once thereby reducing cost.

2.3.   In November 2012 the Infrastructure Improvement Programme (IIP) was commenced to get Surrey Police technology infrastructure match fit for the future. One of the key drivers for this work is the need to rebuild our data centres at HQ and Godstone. At an early stage it was understood that not only did physical servers need replacing but the power and cooling infrastructure was not fit for the long term. As a result alternative arrangements through a hosted data centre were considered. Approval was later agreed to procure a hosted data centre and deliver a blue print to transition the vast majority of our services into a hosted data centre.

2.4.   The IIP included the following components

- Windows 7 rollout to the force
- Desktop virtualisation – a move away from traditional desktops to a thin client desktop
- Hosted Data Centre and transition blue print
- A review of our Storage Area Network (SAN). This will rationalise our data storage
- Server virtualisation – This removed the need for one server per application to server farms which support numerous applications on fewer physical servers
- Upgrade of our MS Exchange Email – the current exchange server is at end of life and at capacity.

- Delivery of Forefront Identity Manager (FIM) – Tis delivers a corporate directory and allows for self-service password resets. This tool will also the spine of single sign on for the future.
- A LYNC pilot – this is a MS application which is already part of our existing MS licence. It provides for presence information, instant messaging, voice and video conferencing from desktops, laptops or meeting rooms.
- Upgrade of EVault – this is our email back up service
- SQL Server rationalisation – these are a different type of server which again should be rationalised.

2.5. During this period the South East Public Shared Network Service Agreement (SEPSNSA) was being negotiated. The delivery of this agreement was therefore factored into our plans.

2.6. In addition the Surrey Sussex Joint Infrastructure Improvement Programme was commenced in October 2012 with a vision to *'To create a single shared infrastructure delivering applications and services once to both Forces'*. As a result a joint business strategy for ICT was developed which encapsulated a current and future state for all the main areas of IT infrastructure.

2.7. This has been reinforced by the PCC Collaboration Board where it was agreed that Sussex are our preferred partners. Both ICT departments are looking at how we will provide services and support for the agreed lead force model. Sussex is our preferred partner but we will, in addition, be seeking to work with other forces to drive out further savings and create greater resilience. An example of where we have done this recently is working with a neighbouring force to share their build for Windows 8.

3. Current Position

3.1. The following progress has been made in relation to the Surrey IIP.

3.1.1. Win7 rollout. The build has been completed and has been rolled out to all laptop users. This required a series of clinics for users to attend and exchange their laptop. The desktop upgrade will be rolled out as part of the desk top virtualisation work.

3.1.2. The design for desktop virtualisation is complete. The server infrastructure required for this is in place and ready to go. The design phase has included a review of every application currently used by Surrey Police to ensure they are compatible. Subject to a capital bid to accelerate the delivery of this programme, this will be rolled out to 4000 desktops by April 2014.

3.1.3. A partner for a hosted data centre has been selected and the detail of this contract is now being negotiated. This has formed part of an accelerated procurement exercise. A comprehensive migration blue print has been completed with the assistance of DELL. This will see over 150 applications sitting upon a complex infrastructure move over to the data centre. It is hoped that the contract will be signed in November 2013.

3.1.4. The SAN assessment is complete and will be implemented as part of the move over to the data centre. It was established that to upgrade our in house SAN would have cost £1.5M over two years.

3.1.5. The future state for a virtualised server estate in the data centre has been

designed. We have deployed new service on a virtualised platform and built a new citrix farm for the delivery of desktop virtualisation.

3.1.6. The new exchange server has been designed with MS and will be one of the first services deployed in the new data centre.

3.1.7. FIM has been delivered for corporate director and a search function, phase III is now rolling out which allows for single sign on.

3.1.8. A LYNC pilot has been completed for the Tactical Firearms Command. This has proved successful and LYNC will be rolled out to the force by the end of September 2013. This will be federated with Sussex by the end of the year allowing for easy bilateral communication.

3.1.9. Evault has been explored however the cost was found to be prohibitive. We will therefore be working with the data centre provider to find a more efficient solution.

3.1.10. Together with MS, we have completed the SQL rationalisation design which will be implemented in the new data centre.

3.2. The SEPSNSA contract has now been signed with BT. The main element of this contract is the network service we currently have with Kcom. The first phase of the on boarding of this contract is to move all support over from Kcom into BT. This will take some time, but will not affect service. All new services will be delivered by BT.

3.3. The new contract also gives access to other catalogue items such as PABX which needs to be replaced and data centres. In relation to the data centre BT were separately selected and as a result the contract will sit under this framework. The SEPSNSA network is currently being rolled out to TVP, Hants and Surrey. It is hoped that Sussex will come on board by the end of October. If they do there will be additional savings in the contract for Surrey Police. At this stage the overall savings will be £500K pa. This forms part of the £671K pa being given up as a result of ICT efficiencies.

3.4. The provision of a new regional network together with a hosted date centre allows for the sharing of services with any partner who has access to the network. In this regard we are in early dialogue with TVP who are interested in sharing our new exchange server for the delivery of email to TVP. It is anticipated that going forward we will see forces across the region designing technical solutions which will be rolled out to other forces.

3.5. The JIIP has proved challenging. There are a number of programmes in both forces which are reliant on the delivery of specific ICT services. For Sussex this is especially so as a number of platforms that are at end of life, cannot wait until a data centre is available. As a result at this stage the joint programmes remaining in the programme are Exchange, Identity Access Management (IAM), Active Directory (AD) and a strategic wireless solution. IAM, AD and wireless will all make it easier for colleagues to work across Surrey and Sussex.

4. **Next Steps**

4.1. Looking to the future, work is underway to explore what a shared Enterprise Architecture programme would look like. This is a medium to long term piece of work

but will harmonise both forces Business, Information and Technology Strategies.

4.2.   Early indications from the Shared Services Review being undertaken by Accenture indicate that Surrey ICT is run at low people cost. There is an opportunity to reduce further non staff costs through rationalisation and by putting Enterprise Architecture in place. Of the functional models being considered a consistent theme is a move of currently retained or 2nd line functions into a shared service department. In addition there is recognition that a single head of Surrey and Sussex ICT, in a Chief Information Officer Post is desirable.