WEST YORKSHIRE POLICE

Information Technology Strategy
2015-2020
CONTENTS

Foreword    Message from the:
Police & Crime Commissioner – Mark Burns-Williamson
Chief Constable – T/CC Dee Collins

Section 1   Executive summary
Section 2   IT vision
Section 3   Strategic focus

- Improve public confidence through information management
- Improve access to information through system design
- Continuous improvement through research and development
- Enhance collaboration by enabling national and regional projects
- Increase confidence and satisfaction through quality management

Section 4   Strategic drivers
Section 5   Force IT governance structure
Section 6   Strategy Delivery
Section 7   IT strategic roadmap

Glossary of terms
Foreword

Mark Burns-Williamson,
Police & Crime Commissioner

“All aspects of policing in the 21st century are underpinned by information technology.

Investing in technology is key to working smarter together and providing an improved police service that is more efficient and effective.

The IT Strategy is supporting the delivery of Digital Technology which enables increased visibility of our officers and staff, making sure communities are safer and feel safer”

Dee Collins
T/ Chief Constable
West Yorkshire Police

“Technology is at the very heart of policing and relied upon more than ever before.

Major Technology Projects such as Digital Mobile Policing, Body Worn Video and Digital Interview Recording are changing the way we operate, introducing new collaborative opportunities and ways of working.

The IT Strategy is supporting the Force’s strategic aims and will enable the delivery of a more efficient and effective service in these challenging financial times.”
Section 1  Executive summary

Purpose of the West Yorkshire Police Information Technology Strategy

The purpose of this IT Strategy is to set out the directions that IT investment will take to further support and accelerate business transformation. The Chief Constable has confirmed that “Technology is at the very heart of policing and relied upon more than ever before. Major Technology Projects such as Digital Mobile Policing, Body Worn Video and Digital Interview Recording are changing the way we operate, introducing more collaborative opportunities and ways of working”. Our aim is to develop these services and systems to maximise the capabilities that exist within technology to support delivery of a better quality of service to members of the public.

The IT Strategy does not detail the specific technologies that we will use, but provides the direction that we will follow to deliver a robust and comprehensive infrastructure to support the Force into the next decade and beyond. Furthermore, it will ensure that IT systems and services are procured, delivered and maintained at either a local, regional or national level to support our policing priorities.

The key priority for West Yorkshire Police is to deliver effective policing services which reduce crime and the fear of crime. The use of technology to increase visibility and provide information to officers in the field is key to helping us achieve this. Mobile access to information supports service delivery by providing significant improvements in the speed of our decision making.

Our Digital Mobile Policing project is one example of where we are providing the right information, through the right technology, enabling us to increase our visibility in the community, tackle crime and gain public confidence and satisfaction.

The IT Strategy

The IT Strategy is focused on supporting the delivery of operational policing by delivering and enabling secure anytime, anywhere access to IT. Citizens will also be supported through improved online services such as crime reporting, crime tracking, delivered via a website which makes it easier for citizens to find and use services.

The Force aims to be at the forefront of innovation, making best use of technology to maximise visibility to support reducing crime and the fear of crime.

The IT Strategy will be supported by more detailed internal IT Strategies including:

IT Systems Strategy
Captures the requirements of systems in order to ensure integration with other systems and pave the way to increased collaboration and regional/ national convergence.

IT Technical Strategy
Outlines the technological standards, systems and processes needed to provide a strong, robust and resilient infrastructure.

Did you know?  West Yorkshire Police has the capability to digitally store the equivalent of 170 billion pages of A4 data.
IT strategic roadmap

The IT strategic roadmap provides a ‘snapshot’ of our future direction of travel and has been developed with our customers. It is a rolling roadmap aligned with the Police & Crime Plan that enables us to:

- annually update the roadmap to reflect changes in national and Force requirements; and
- provide better resource planning of capital, revenue and human resource requirements.

Key activities and priorities

The priorities for the IT Strategy are to support delivery of the Police and Crime Plan. This is a five-year plan which identifies the outcomes and priorities for West Yorkshire Police.

The Police & Crime Plan is built around a shared vision for the Office of the Police and Crime Commissioner (PCC), West Yorkshire Police and other public sector agencies to work together with local partners and local people to make sure all our communities are safer and feel safer.

The plan is built around a framework of community outcomes and priorities which include:

- Crime and re-offending is reduced
- Local, regional and national threats, risks and harm are tackled
- Anti-social behaviour is reduced
- Criminal justice system is effective and efficient
- Victims and witnesses are supported

IT will support the delivery of these outcomes and priorities through the provision of a range of technology solutions which facilitate efficient and effective working as well as supporting members of the public in accessing policing services through technology.

**Did you know?** On average West Yorkshire Police systems process over 174,000 emails a day.
Section 2 IT vision

Transforming West Yorkshire Police

In line with the Police and Crime plan, our vision for IT is that:

We will continue to invest in the development of a cost effective, well managed, robust and secure IT infrastructure that will enable everyone, internally and externally to gain access to information and services electronically and provide IT systems and solutions that enable services to be delivered in a more efficient and effective manner.

How will the vision benefit me?

As a citizen, you will be able to:

- find out information about the police service and crime rates in your area;
- utilise on-line services for crime reporting and crime tracking;
- have quick and easy access to information held about you; and
- have a range of methods of communicating with West Yorkshire Police including face to face, phone, text, email etc.

As an employee of the Force, you will be able to:

- have access to information to enable you to resolve enquiries and issues at the point of contact;
- spend less time completing paper forms through the deployment of electronic solutions; and
- access information "on the move" to reduce time spent travelling back to and in police stations.

As another force / partner, you will be able to:

- exchange data with West Yorkshire Police safely and securely;
- integrate systems and processes to improve service levels and efficiency and
- work collaboratively with us to procure systems and services.

Did you know? The Niche Records Management system contains 4.5TB of data, equivalent to 1 million copies of the complete works of Shakespeare which would need 47.5km of shelving to hold!
The IT landscape will become increasingly mobile by 2020

In 2013 the Policing Minister spoke at the College of Policing and highlighted that:

“The next phase of police reform – and probably the most radical yet – is about transforming how policing is delivered at the front line. I have stated publically that at the heart of this is how officers use technology, and the importance of the role it will play. Digital technology has the power to transform policing completely and I have an ambition that all forces are digital by 2016.

Officers need to be able to routinely access information out on the street to cut crime without wasting time going back to the station. At the same time the public need to be able to access the police in a way and at a time that suits them.

Transformative use of IT is pivotal to these changes, but business change – doing things differently – is also critical. This is about transforming how policing is done in a digital world and not just digitising inefficient analogue processes.”

What will this mobile environment look like?

Enhanced voice and data connectivity will enable our customers and staff to access information anytime, anyplace, anywhere.

A range of mobile devices will provide connectivity for officers enabling completion of back-office tasks in the community, thereby increasing visibility and helping officers to respond appropriately to incidents as they arise.

Officers will be able to use mobile devices to access and record up to date information, capture photographs and take statements.

Best of breed ‘apps’ will be designed with greater integration and ease of access to relevant information, streamlining input and circumventing cumbersome menus/multiple logon processes.

What will this mean for West Yorkshire Police in 5 years’ time?

A policing model which fully exploits digital and mobile technologies, enabling officers to routinely access information out on the street to cut crime without wasting time going back to the station.

On-line systems which support members of the public to access the police in the way and at a time which suits them.

Digitally enabling the delivery of policing functions to support efficient and effective criminal justice processes.

Did you know? In the first month of Lync deployment it was used 4,480 times, including 262 large scale conferences, saving a huge amount of travel time.
Section 3 Strategic focus

The Force’s control strategy incorporates a number of tactical plans which reflect Force priorities. The IT Department has 5 strategic areas that support and contribute to these objectives:

3.1 Improve public confidence through information management
3.2 Improve access to information through system design
3.3 Continuous improvement through research and development
3.4 Enhance collaboration by enabling national/ regional projects
3.5 Increase confidence and satisfaction through quality management

3.1 Strategic focus – Information management

- Implementation of systems which meet the Force policy on the structure of stored documents and MoPI principles.
- Development of an Enterprise Collaboration platform which supports the provision of data storage standards, collection, retention and process management.
- Provision of a corporate data hub which incorporates indexing and search facilities to support the organisation in locating and tracking information.
- Ensure systems are flexible and can adapt to new regulations and conform where necessary.
- Provide system protocols to support data sharing both regionally and nationally to enhance collaboration.
- Speed the process of data management to give officers more time supporting the public’s needs.
- Automate information flows to officers, keeping them up to date with relevant information about their environments.

Did you know? Other than West Yorkshire Police only the Metropolitan Police, Greater Manchester Police & South Yorkshire Police operate a 24 x 7 IT Service Desk.
3.2 Strategic focus – System design

All IT systems will be designed to make the best use of resources and achieve significant improvements in efficiency and productivity to attain the maximum return on investment and value for money.

- Support fully the Force procurement processes and procedures, ensuring business requirements are coherent and understood by suppliers.

- Ensure that technological solutions will support the vision of the Force and ensuring that when we design or procure IT systems and equipment, we consider the diverse needs of staff and officers working for the organisation through Equality Impact Assessments.

- Ensure a corporate wide benefit of capital investment through the consideration of business cases to prioritise re-usable solutions.

- Deliver value for money through IT investments through the identification and tracking of business benefits, so that savings are realised relating to corporate projects.

- Automate processes and administration to minimise human intervention, enabling reallocation of resources.

- Reduce the unnecessary consumption of consumables, such as ink, paper etc.

- Provide computer room facilities that use the latest up to date energy efficient technology.

- Educate the Force in better ways of working to get the best use of technology and to provide a sustainable environment.

- Adopt consolidation and virtualisation principles to produce a more efficient and flexible infrastructure, supporting the Estates Strategy.

- Collaborate on procurement of shared systems and support, with joint working leading to skills transfers.

- Adopt nationally agreed products, standards and data sets.

- Implement solutions to enable compliance with prevailing local and National cyber-security standards and data sets.

**Did you know?** WYP is the largest user of handheld mobile devices, with over 3,800 front-line officers (as at April 2015) already using the devices in their day to day activities.
3.3 Strategic focus – Research and development

The IT Department will endeavour to continually improve efficiency and performance in delivering the core operational policing processes through research and development and the exploitation of new technology.

- Scan the horizon for changes in existing or new technology to improve efficiency and support the Force in providing a customer centred quality driven service.
- Capitalise on existing mobile technology to create a flexible, modern and diverse workforce.
- Ensure new technology and better ways of working are evaluated for the best return on investment and sustained productivity savings.
- Explore opportunities to utilise Big Data/ Predictive Analysis to maximise data use.
- Benchmarking internal service delivery against other forces and external service providers.
- Monitor digital compute and storage options and determine the most cost effective and appropriate use of cloud or on premise services.
- Understand the business functionality, identifying areas that could benefit from innovation in technology.
- Implement a range of national projects to improve IT service delivery.

Did you know? In February 2015 (during the roll out of Mobile handheld devices) over 22,000 electronic pocket note book entries were made.
3.4 Strategic focus – National/ regional services & projects

Support collaboration through enabling the successful delivery of local, regional and national initiatives and programmes of work.

- To provide support for national/ regional services led by West Yorkshire Police, such as the National Police Air Service and Regional Scientific Support Services.

- Review system design to enable data sharing with local and national government, other police forces, criminal justice and community safety partners.

- Align systems with regional and national directives to underpin cross Force working initiatives and data sharing.

- Work with procurement and other regional Force collaboration projects to take advantage of any benefits.

- Share good practice, skills and knowledge both regionally and nationally to reduce costs of implementing new systems and underpin better ways of working.

- Build system capability to support collaborative working and provision of service hosting to generate income and support the Force in reducing crime.

- To support the Force in its increasing on-line and cyber-crime investigative capabilities.

- Implementing security solutions to facilitate national sharing of information and transition to common standards.

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Did you know? IT Self Service handles 87% of all faults and requests logged with IT. Don’t forget, you are only a click away from IT support.
3.5 Strategic focus – Quality management

Confidence and satisfaction through quality management and continual service improvement by adhering to national standards and governance requirements that underpin Force targets and statutory performance indicators.

- Utilise the best of Information Technology Information Library (ITIL), Agile and Prince methodology to set standards and provide services.
- Deliver systems with agreed Force service level agreements to meet expectations.
- Produce regular performance reports demonstrating quality of national, Force and departmental systems.
- Explore collaboration opportunities and provide hosting services for partners.
- Improve management of third party supplier contracts to gain efficiencies and quality of service.
- Ensure that information systems are supporting our policing priorities and enabling us to deliver a better quality of service.
- Reinforce customer satisfaction by collaborating in the design of practices, policies and processes that move services into the live environment.

*Did you know?* That on a daily basis the Force’s main firewall to the internet defends the network against up to 24,000 unauthorised connection attempts.
Section 4  Strategic drivers

The strategic drivers for change come from inside and outside the organisation with the Police Reform & Social Responsibility Act 2011 providing the context of reducing bureaucracy, increasing democratic accountability and giving power back to local communities. This National position recognises the importance of local leadership via the Police & Crime Commissioner and the Police & Crime plan. The direction of travel for police IT from a national perspective is all focused on making the best use of technology as follows:

- The Home Secretary’s statement regarding police IT which stated that Forces should ‘use technology – such as body-worn video, smartphone apps and other mobile devices – to save time and improve outcomes’
- The establishment of the National Police IT company which aims to ‘support forces as they acquire and make the best use of technology’
- The Policing Minister who has supported the ‘Digital pathfinders’ programme and emphasised the need to ‘transform policing through the use of technology’
- The Home Office Emergency Services Mobile Communication Programme which is a cross-departmental programme aiming to provide cheaper and smarter network services for fire, ambulance and police services.

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<thead>
<tr>
<th>Local drivers</th>
<th>National drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Departmental plan</td>
<td>Police Codes of Practice</td>
</tr>
<tr>
<td>IT Strategy</td>
<td>Digital Pathfinders Programme</td>
</tr>
<tr>
<td></td>
<td>Emergency Services Mobile Communication Programme</td>
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<td>National Police IT Company</td>
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Did You Know? In March 2015, WYP made 799,958 Airwave Group Calls (one officer transmitting with many listening)
Strategic drivers continued

- **Code of Practice on the Management of Police Information (MoPI)**
  
  MoPI is about making information relevant, accessible and ensuring that all police operational information is managed in a consistent way. Whether an officer is responsible for collecting, recording, evaluating or even the disposal of information, it must be done in a consistent manner. The code and its related guidance provide the information needed to make sure that happens.

- **Freedom of Information Act (FOIA)**
  
  The Freedom of Information Act 2000 gives anybody the right to access information held on public systems. The capability of the Force to quickly search, locate, sanitise and deliver to the request is paramount in conforming to the Act.

- **Information Technology Information Library (ITIL)**
  
  The ITIL methodology sets service principles which assist in the definition of service standards locally and support smoother convergence of the IT operating model at the regional and national level.

- **Data Protection Act (DPA)**
  
  The Data Protection Act governs the protection of data in the UK and provides individuals with important rights, including the right to find out what personal information is held on computer and most paper records.

- **Identity Access Management (IAM)**
  
  Today, there is a growing demand to make information more widely available across all forces. With increased access to data sources it is important to determine that people have the right to access the information and also to track what is done with it. Forces must be satisfied that the people making requests for information are who they say they are and that they have a legitimate business need to access the information.

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**Did you know?** In the 12 months to 1st April 2015, the IT Field Support team dealt with 316 office moves.
• **Police National Database (PND)**

The Police National Database (PND), has been established to provide police with a 21st century tool for combating 21st century crime, improving their ability to protect children and our communities.

It will be a one-stop shop for national policing information as well as external information sources that impact on policing.

• **Her Majesty's Inspectorate of Constabulary (HMIC)**

The HMIC promotes the efficiency and effectiveness of policing in England, Wales and Northern Ireland through inspection of police organisations and functions.

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**Section 5  Force IT governance structure**

**Information Technology Prioritisation Board (ITPB)**

The Board is chaired by the John Robins, T/Deputy Chief Constable, who is the Force SIRO for Information Management and Information Security.

This board will have the following terms of reference:

- To be briefed on new demands for Information Technology products/services in order to assess the impact they may have on the Force;
- To consider, approve and determine the prioritisation of new requests for Information Technology products/services;
- To maintain an overview of the Information Technology programme of projects and to have an awareness of products and services that are being brought into the Force;
- To adjudicate on the more contentious business case for new products/services;
- To be updated on any risks or issues arising from/impacting upon the progress of major Information Technology projects and to determine what actions would be required to resolve them;
- To monitor progress, timescales and budget allocation relation to ongoing major Information Technology projects;

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**Did you know?** IT provide a facility which enables users to download software they require at a time to suit them.
• To review and prioritise project implementation activities;
• To prioritise project activities following the initial roll-out
• To identify those issues within the Information Technology programme of projects that need to be presented or escalated to the full Chief Officer Team.

Section 6 Strategy Delivery

The IT Strategy will build upon the robust and innovative equipment, infrastructure and service improvements that have already been implemented over the last few years and will continue to be delivered via the IT Transformation Programme, which feeds into the overall Force Programme of Change.

The IT Transformation Programme incorporates a number of significant underpinning projects that will deliver the flexible, unified platform to support the mobilisation of operational staff together with providing increased agility for deskbound staff to perform their duties in a more flexible manner.

The IT Transformational Programme incorporates 3 main projects with key outcomes and benefits currently being delivered as follows:

Microsoft Technology Upgrade

• A new IT platform that is being assured by our partners that will deliver improved performance and resilience and underpin new ways of working;
• Latest versions of the Microsoft products including Outlook and Lync which drive and enable mobility/ agility;
• Latest SharePoint environment to provide better management of files and information and drive collaborative working, data sharing, improved workflow management and compliance with review and retention periods;
• Implementation of Microsoft Configuration Manager and Remote Desktop Services which will improve user experience, efficiency and use of IT systems through the delivery of streamlined desktops and application deployment and will reduce our exposure to threat, risk and harm from a cyber-attack through improved IT security.

Did you know? The National Emergency Services Mobile Communications Programme (ESMCP) is overseeing the replacement of the current Airwave solution, with WYP due to migrate to the new solution in 2018.
Digital Mobile Policing

- Delivery of mobile handheld devices to front line officers;
- Implementation of the necessary IT infrastructure to support mobile handheld devices;
- Provision of an increasing range of ‘apps’ to enable better information capture, in-field intelligence sharing and real-time information that will enhance front-line efficiency and effectiveness;
- Increase visibility through the reduction of in-station administration and re-keying – enabling officers to complete updates in the field.

Agility Project

- Delivery of agile working solutions to 600 agile workers
- Implementation of the necessary IT infrastructure to support agile working

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Did you know? As at April 2015 the Agile Working project had enabled 375 employees to work from flexibly including being able to work from home.
Section 7

IT strategic roadmap
Glossary of terms

ANPR       Automatic Number Plate Recognition
BWV        Body Worn Video
CARM       Duties Management System
DIR        Digital Interview Recording
DPA        Data Protection Act
ESMCP      Emergency Services Mobile Communications Programme
FOIA       Freedom of Information Act
HMIC       Her Majesty’s Inspectorate of Constabulary
HOLMES     Home Office Large Major Enquiry System
IAM        Identity Access Management
ICCS       Integrated Communications Control System
ISS        Internal Shared Services
IT         Information Technology
ITIL       Information Technology Infrastructure Library
ITPB       IT Prioritisation Board
Minerva    Project to align business processes for Niche forces
MoPI       Management of Police Information
Niche      Crime & Intelligence Recording System
NPAS       National Police Air Service
PNC        Police National Computer
PNLD       Police National Legal Database
PND        Police National Database
Prince     Project Management Methodology
PSN        Public Sector Network
SIRO       Senior Information Risk Owner
SSS        Scientific Support Services
Wi-Fi      Wireless technology