

**Devon and Cornwall Police Authority Resources Committee  
28 September 2005**

Open for the purposes of FOI  
Joint Report of Frank Graney, Director of Finance and Administration and the Chief Constable

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## **Overview of Devon & Cornwall Constabulary's ICT Strategy**

**Recommendation:**

- (i) This report is presented for informational purposes and the Committee is requested to note the contents.**

### **Introduction / Summary**

1. The adoption of Information and Communications Technology (ICT) within the Police Service has rapidly increased in the last few years and whilst this has brought significant benefits to the Service, it has also created an ever increasing cost burden in regards ICT provision within this and other Forces. The NSPIS programme, although now delivering systems into the Force has not been as successful or cost effective as anticipated and this has signalled a change of approach from the Police Information Technology Organisation (PITO). In future, fewer and fewer systems will be delivered locally and will instead be provisioned centrally and supplied to Forces via the Criminal Justice Extranet (CJX) network. Although this will remove some of the costs from local Forces, it does require greater network capacity and more importantly it removes to a certain degree the ability for Forces to 'do their own thing' in regards to their ICT systems.
2. In order to ensure that we will be able to access these new central systems, for example the new National Firearms System (NFLMS), the Force will need to align its technical infrastructure to a range of national standards. In addition, the increasing interdependence between systems and increasing capacity required locally in terms of data storage, servers etc, means that the Force has needed to adopt a strategic framework for ICT provision.
3. In order to ensure that the strategy not only addresses short and medium-term local requirements, but also positions the Force to adopt national initiatives in a cost effective manner, requirements have been captured from a wide range of sources, including:
  - Information Systems Strategy for the Police Service (ISS4PS), including
  - Corporate Data Model (CorDM)
  - Standardised Metadata And Related Taxonomy for the Police Service (SMART)
  - National File-plan
  - Bichard Recommendations
  - Industry Best Practice Models
  - Emerging National Initiatives, including
    - Police National Network 3 Project (PNN3)
    - Unified Police Security Architecture

- IMPACT (National project to address Bichard recommendations)
4. The strategy currently addresses four main areas of ICT provision:
    - Desktop Management
    - Server & Storage Consolidation
    - Network & Telephony Convergence
    - Application Architecture
  5. The detailed strategy papers, whilst available to committee members if required, are technical in nature and of considerable size. The following sections provide a brief overview of the strategic objectives within each area.

## **Background Information**

### **Desktop Management Strategy (DMS)**

6. The DMS is focussed around the technology used to deliver ICT services to the Force, e.g. Desktop PCs, Laptops and the supporting software such as e-mail. Although the strategy makes a large number of technical recommendations, in essence they can be grouped under three main key objectives:
  - Reduction in the cost of supporting the infrastructure through the use of automation wherever possible.
  - Increased flexibility to enable applications and data to be quickly deployed where needed, i.e. Force personnel should be able to access all applications and data required for their role, regardless of the location they log onto the network.
  - Alignment with national standards and strategies to ensure that new systems and business change processes can be adopted quickly and cost effectively.
7. This strategy has been published and agreed by the Finance, ICT, Resources, Estates and Engineering (FIREE) Strategic Board and a five-year implementation plan has been prepared within the ICT Infrastructure Programme.

### **Server & Storage Consolidation Strategy (S&SCS)**

8. The S&SCS is focussed around the two distinct, but related areas:
9. Consolidation of existing application based server and storage provision onto a shared server and storage architecture. This will offer considerable benefits through:
  - Cost effective allocation of resources. Current provision within the Force, based on an application by application basis has led to some servers constantly having to be upgraded to increase capacity whilst other servers are utilised less than 10%. The new architecture will allow applications to be provisioned according to current need from a central pool of resources.
  - Cost effective Business Continuity capabilities. Consolidation of data storage onto a single, shared resource will enable data replication to the new Plymouth equipment room providing far

more resilience than currently available. In addition, virtualisation of the server provision will enable applications to be hosted at either Middlemoor or Plymouth and moved according to business need or in reaction to a failure at either site.

10. The second strand of the strategy addresses how the data used by the Force can be managed more effectively. It is focussed on providing a flexible infrastructure that can accommodate both local and national Information Management initiatives, e.g. National File-plan, e-mail archiving etc.
11. This strategy has been published and agreed by the Finance, ICT, Resources, Estates and Engineering (FIREE) Strategic Board and a five-year implementation plan has been prepared within the ICT Infrastructure Programme. The implementation of this part of the Programme has been split into 2 streams, one addressing the core technical aspects and the other defining the business requirements.

### **Network and Telephony Convergence Strategy (N&TCS)**

12. The force has recently finished the implementation of a digital telephony system, the rollout of the new digital radio service (Airwave) is progressing and the latest upgrade of the digital data network (FEN) has completed. This will mean that in the near future all communication, whether telephony, radio or computer based will be capable of running over the same infrastructure. This concept, known as convergence, could yield significant cost savings as well as enabling new capabilities for the Force. This technology is however still maturing and trials in other Forces and organisations have identified a number of shortcomings in the currently available products.
13. The N&TCS is still yet to be written as several national initiatives, which could have a significant impact upon possible options are still yet to be fully specified, namely:
  - Police National Network 3 (PNN3)
  - Unified Police Security Architecture (UPSA)
14. The Force also faces a pressing local issue due to the fact that the Digital Microwave Network (DMN) will shortly be unsupportable, as the technology has become obsolete. In addition, alongside savings, considerable benefits are available in terms of efficiencies and improved business processes within call handling and other Accessibility focused areas of the business. However, the work required to articulate these business capabilities has yet to be undertaken and in conjunction with the still to be defined national initiatives it has been decided that it would be pointless in creating this strategy element yet.
15. The ICT Infrastructure Programme will however undertake work this year on identifying a practical range of options for replacement or renovation of the DMN. In addition, the strategy will be drafted as soon as the result of this work and clarification on the national initiatives is received.

### **Application Architecture Strategy**

16. This strategy is concerned with addressing the actual applications utilised within the Force. Although the majority of applications are now being developed centrally, the increasing need for information and capability sharing between Forces and other Criminal Justice agencies will

require the Force to consider it's application provision holistically, rather than point solutions for Line of Business needs. In order to draft this strategy in a meaningful manner the results of several local and national initiatives will be required, namely:

- Force Integrated Management Systems (FIMS) is replacing the core non-operational backend systems of the Force.
  - Intranet Phase 2 is planned to deliver to a number of core capabilities that will be exploited within the new Application Architecture.
  - The rework of ISS4PS and its national mandating will establish the strategic framework that the Force must align to, in order to benefit from the centrally provisioned systems.
- 17.** Once the full detail of these initiatives is available the new Application Architecture Strategy will be created to ensure that all future systems are deployed in a cost-effective manner and aligned to national standards. It should be noted that although the full strategy will not be available for a while, the results of the Infrastructure Programme work being carried out now will inform the strategy to a great degree. In order to ensure the benefits can be delivered promptly, and to minimise any unnecessary expenditure, a number of 'position papers' will be produced to articulate aspects of the strategy as and when agreed.
- 18.** The proposed development of the strategies and their financial implications will be considered by the Authority as part of the 2006/07 Budget Process and Forward Financial Plan.

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