



Joint ICT Strategy

This document is a joint ICT Strategy Statement for the provision of ICT services in Norfolk and Suffolk Constabularies. It sets out the high-level vision and guiding principles for delivery of ICT services to both Constabularies in order to meet local, regional and national objectives.

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Introduction

Norfolk and Suffolk Constabularies have formed a close strategic partnership in accordance with the Home Office collaboration agenda with the aim of improving performance while driving down cost.

A number of collaborative work streams are already being taken forward, in particular the provision of 6 new Police Investigation Centres across the 2 counties, joint management of custody, a joint MIT, and alignment of Protective Services.

In November 2009, a joint review was initiated to look at the delivery of all support services including ICT across both Constabularies. This review began with a six-month assessment of the delivery of support services, and will propose how these services can be delivered collaboratively and more effectively in future.

In order to effectively support the existing and future jointly delivered services, it is essential that ICT service provision for Norfolk and Suffolk is harmonised.

In addition to the Norfolk and Suffolk collaboration, there are a number of national and regional initiatives aimed at improving ICT services. The national Information Systems Improvement Strategy (ISIS) will drive significant changes to the way ICT is delivered. There are also a number of regional projects and initiatives, aiming to share the cost of delivering specific solutions and more specifically, work is underway to consider a Regional ICT Service.

Norfolk and Suffolk have developed this ICT Strategy that will enable them to work together in delivering the best possible ICT services but also takes full advantage of the national, regional and local initiatives.

The overriding aim of this Joint ICT Strategy is therefore to facilitate the delivery of high quality policing services to both forces through collaborative working and to ensure it underpins and delivers the development of the Regional ICT Strategy.

This Joint Strategy will need to be reviewed to keep it aligned with changes to business processes as the collaboration plans move forward. This Joint ICT Strategy assumes an eventual single ICT support structure for both forces.

The challenge ahead for ICT is to play an essential role in helping both Constabularies to deliver their strategic priorities in the most cost-effective way. It will mean a time of significant change for ICT delivery.

1. Business Drivers

The ICT Strategy is built around a range of national, regional and local business drivers:

National Drivers

- To deliver on our commitment made via the national Policing Pledge to provide responsive services to all citizens of Norfolk and Suffolk.
- To improve public confidence in our services.
- To benefit from the NPIA Information Systems Improvement Strategy (ISIS), which aims to transform the way ICT is developed, procured, implemented and managed.
- To provide citizen focused services, meeting the hallmarks set out by the NPIA.
- To continue to reduce bureaucracy, as described in the Policing Green Paper 2008.
- To meet the requirements of the Home Office White Paper “Protecting the Public: Supporting the Police to Succeed” December 2009.
- To fight crime effectively, and protect people from harm.

Regional Drivers

- The collaborative partnership between Norfolk and Suffolk Constabularies which includes continuing the joint projects already underway, such as aligning Protective Services, introducing joint Police Investigation Centres and introducing operational mobile devices.
- The wider regional collaborative projects already in progress, such as ATHENA, the joint delivery of Crime, Intelligence, Custody and Case Preparation; and ODS, the Operational Data Store.
- The proposals for an Eastern Counties Information Service ECIS (Includes; Norfolk, Suffolk, Kent and Essex) ICT Severice provison
- The proposals for a regional (inc Kent) ICT service provision.
- Regional and national convergence.

Local Drivers

- To deliver an ICT service that is fully integrated with the Vision statements of both Constabularies.
- To meet the targets set out in Norfolk and Suffolk Police Authority plans.
- To meet the challenge of continuing pressure on budgets, and the need to drive out further cashable savings delivering greater value for money.
- To improve access to services from the public.
- To serve fairly our diverse communities.
- To maximize the benefit derived from existing investment in systems.
- To ensure ICT services are sustainable and meet the needs of the environmental agenda.

2.

Strategic Objectives

The primary objective is to provide the best value ICT services possible to Norfolk and Suffolk Constabularies, in line with organisational objectives and priorities.

In order to achieve this, we will work towards:

- Forming a single ICT Unit to serve both Constabularies, using our joint resources in the most efficient way possible, driving out economies and aiming, ultimately, to realise cashable savings.
- Harmonising the ICT infrastructure, services, systems and equipment across both Constabularies as funding permits.
- Establishing a single business-driven ICT Programme Board, working with the Eastern Region Collaboration Programme as appropriate.
- Supporting the alignment of policing and business services and processes across the Constabularies, as defined by the Norfolk and Suffolk collaboration teams through the progressive introduction of aligned ICT systems and services.
- Implementing one common Information Management Strategy, to be developed as part of the forces' general strategic objectives.
- Delivering the Information Management requirements of both Constabularies.
- Supporting the delivery of operational capability in both Constabularies.
- Actively engaging in National and Regional convergence, in particular the work being progressed to achieve a ECIS/Regional ICT Service provision.
- Progressively introducing integrated solutions, and reducing the number of discrete systems used in Norfolk and Suffolk.
- Progressively harmonising the standards, processes and methods currently employed within the two separate ICT departments. This includes moving towards standard Service Level Agreements for the delivery of ICT services to both Constabularies.
- Making the best use of national and regional initiatives to improve our service.
- Continually improving our ability to provide the right information, to the right people, where and when it is most needed.
- Maximising shared opportunities for income generation.

3. Guiding Principles

It will take time and significant investment to fully harmonise the two ICT departments in order to provide the best value services and solutions. Harmonisation will take place over the period of a 10-year plan. It is therefore important to set out the guiding principles to be followed during this period of change.

Guiding Principles for the Introduction of new ICT Solutions

- All new ICT solutions will be business driven, and will be introduced using structured and controlled PRINCE2 project management principles.
- Any system that is due for technical refresh as defined in the joint 10-year plan will be replaced with a single system unless there are unequivocal operational or business reasons not to do so.
- Any new ICT solution will be introduced jointly for Norfolk and Suffolk Constabularies to an agreed timetable.
- The selection of any new ICT solution will be in accordance with the NPIA Information Systems Improvement Strategy (ISIS) and will conform to the Champion Challenger methodology.
- If no Champion solutions are available, we will assess any active or proposed regional collaboration initiatives for suitability against Norfolk and Suffolk's business requirements.
- Where a single solution is implemented, both Constabularies will align associated business processes wherever possible, and will seek to actively compromise where existing processes differ.

Guiding Principles for the Delivery of ICT Services

- Our staff must be seen as important and valued. The principles of working collaboratively will be applied sensitively and with good communication with all involved.
- A detailed plan to introduce joint ICT infrastructure will be developed at an early stage in order to facilitate the introduction of joint solutions and services.
- Hardware standards will be progressively introduced across both Constabularies.
- Standard Service Level Agreements will be progressively introduced.
- We will actively work towards providing resilience and ICT continuity arrangements across both Constabularies.
- We will continue to use the Information Technology Infrastructure Library (ITIL) as a framework for the provision of services.
- We will adopt a single set of Key Performance Indicators for the joint ICT Service.
- We will move progressively towards using the same ICT suppliers across both Constabularies as services and solutions are replaced, and will consider how future supplier contracts will be introduced and managed.

Guiding Principles for the Management of ICT Services

- In order to drive forward the ICT collaboration agenda, the joint ICT Unit should operate under single management from as early a point as possible.
- Governance arrangements for ICT will be established at an early stage.
- Total cost of ownership will be factored into any activity within the joint ICT Service, and both productivity and cashable savings will be built into the deliverables wherever possible.
- The joint ICT Service will work to establish strong, customer focused links with operational policing in both Constabularies.
- The two Constabularies and Police Authorities will need to make a decision on how ICT assets are owned and managed under the collaborative arrangements.
- Funding of joint activity, and any savings arising from the activity, will be split in line with the principles agreed by the Norfolk and Suffolk Collaboration Programme.
- Business cases will be presented for any major expenditure.

4. Strategic Roadmap

A medium-to-long-term joint ICT Strategic Roadmap and Technical Refresh Plan are being developed. They will identify which systems and technologies to work towards as standards whilst identifying where to exploit synergies to minimise cost of delivery and to maximise re-use of existing systems wherever possible. The plan will include indicative timescales and costs and will be used as the basis to develop a full 10-year Strategic Roadmap for the two Constabularies to progressively bring ICT services together.

Key Issues

Existing ICT departments are designed to deliver ICT to individual forces and each force has different ICT infrastructures, operating systems, applications and other technologies. The technology is therefore not designed to easily deliver a joint force ICT service or a regional ICT service.

It will require significant investment to align the underlying infrastructure and the systems in order to realise longer-term efficiencies and savings, and to facilitate the wider collaboration objectives for Protective Services and Support Services.

It will be necessary to phase the work over the period of the 10-year plan. This work needs to be closely aligned with the Norfolk and Suffolk collaboration programme and with the regional ICT collaboration programme in order to deliver cost effective operational and back office services.

Annex 1 – Norfolk Vision & Mission

Vision

To provide excellent service and protection for the people and communities of Norfolk.

Mission

A policing service that is responsive, accountable and relevant, which enjoys the trust and confidence of our communities, making a positive difference to peoples lives.

Our Priority is You
NORFOLK CONSTABULARY'S
VISION & MISSION
November 2010

Annex 2 – Suffolk Mission Statement

Our Vision, Mission and Values

Our Vision

We take pride in keeping Suffolk safe, while ensuring all our communities value and trust what we do.

Our Mission

A proud county, served by a Constabulary trusted by all to keep our communities safe.

To do this, we will:

- Be highly responsive to local need
- Work with our partners to build strong, safe and cohesive communities
- Deliver high performance
- Reduce crime and disorder
- Make the best use of public funds
- Deliver the highest quality of service

Our Values

We will:

- Treat everyone with fairness and respect
- Be open and honest
- Listen and be responsive
- Act with integrity at all times
- Maintain the highest professional standards
- Make a positive difference in all we do
- Be innovative in delivering our services

Our Ambition

To reduce the levels of crime and anti-social behaviour and achieve high levels of public confidence.