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Digital Services Transformation Programme

JASC

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GSC Level	Official
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Purpose	JASC
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Owner	DS

West Mercia Digital Strategy 2020-2025 (Mar 2020)

Vision: Our Ambition is:

Digital excellence for the modern policing environment

Mission: Our Purpose is to:

Provide the right digital capabilities to officers, staff and the public to make it easier for them to do their job and complete the task in hand



DST: Programme Overview

The Digital Services Transformation (DST): This Programme is to transform both the current Digital Services organisation and technology, to deliver the required digital capabilities for modern policing operations. It mitigates the risks associated with technical and organisational debt whilst improving effectiveness and efficiency, reducing cost of ownership and future proofing IT capabilities.

It has recently absorbed the scope previously described and business cased as 'West Mercia Transition', rebranded as the 'Applications Migration'. Separating Alliance contracts; licensing; applications and associated data; and transition these away from the 'brownfield' legacy environment to the new, secure and accredited 'greenfield' landscape.



DST: Programme Structure

The Digital Services Transformation (DST) remains essential to the agreed Digital Services strategy, as we move to the third phase of the approach, focusing on functional and technical changes in an aligned, well designed, staffed and controlled programme.

The four phases are as follows:

Phase 1: 20_21 - Stabilise - Mitigating Risks and Resolving Issues.

Phase 2: 21_22 - Simplify - Consolidate to Reduce Complexity (Current).

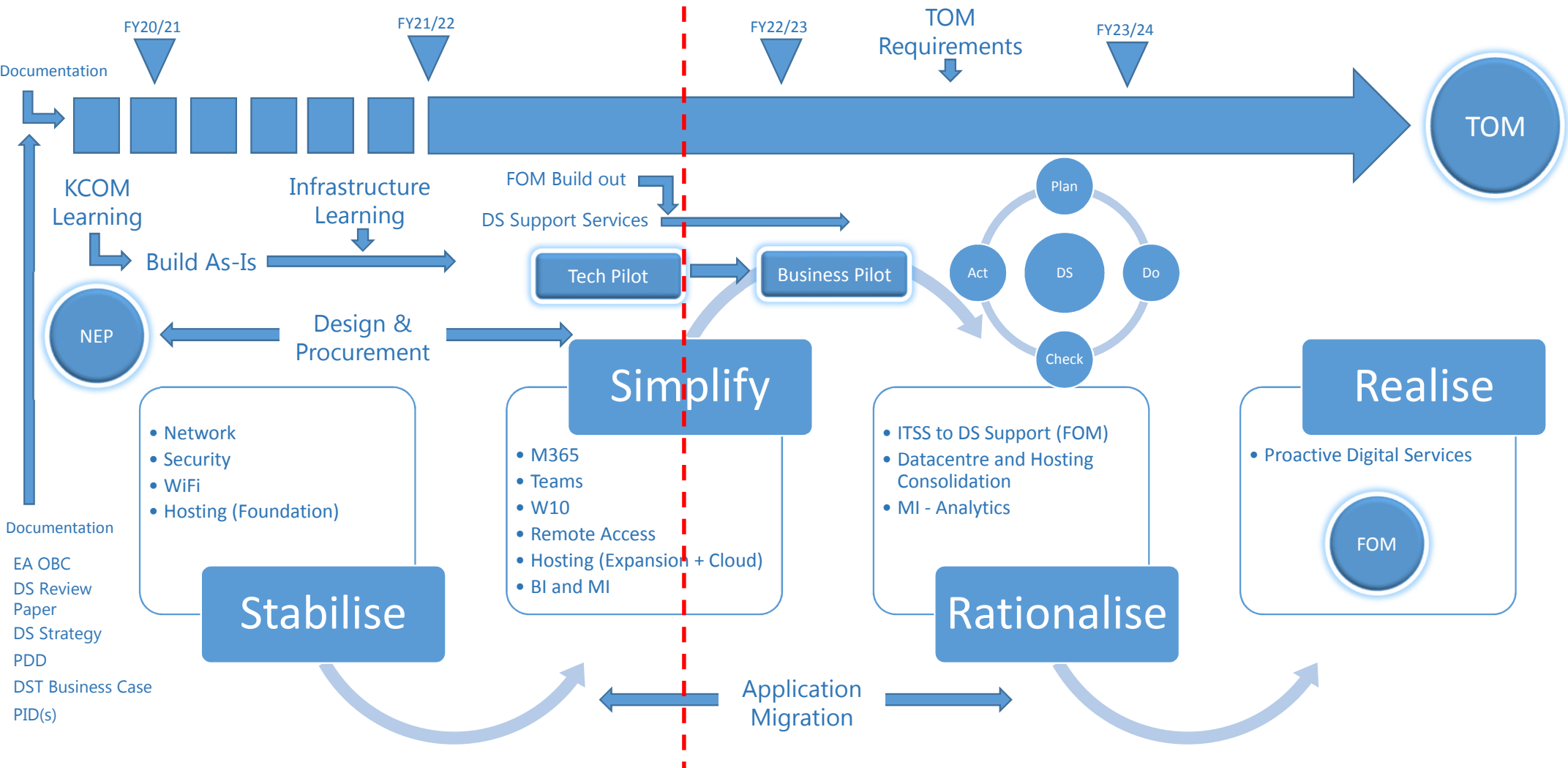
Phase 3: 22_23 - Rationalise - Reduce Cost of Ownership.

Phase 4: 23_24 - Realise - Providing Valuable Insights and Opportunities.

The Rationalise phase has been designed to focus on the reduction of the cost of ownership for the core infrastructure, as the enabler for business change post Alliance separation.



DST Roadmap



DST Update – Programme Level

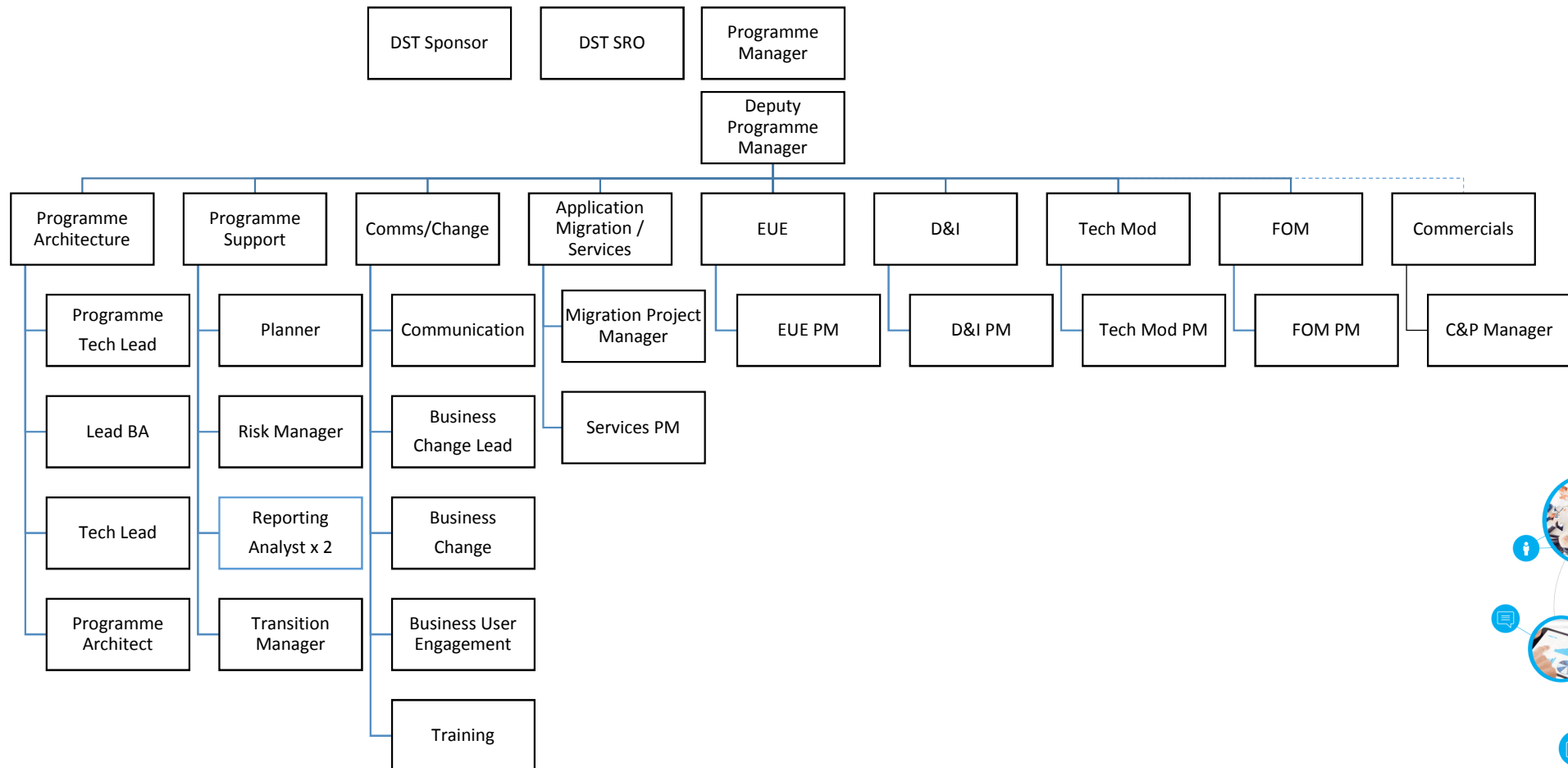
Having undergone a number of key resource changes in the recent past, there is a need to restructure and analyse current scope and resources to bring the programme under tight management control, with appropriate skills and financial understanding.

Main programme management activities are:

- New PgM appointed – priority assessment in five main areas:-
 - Critical Path for Office 365 (MS Office plus Teams) Business Pilot
 - Resourcing/structure of programme
 - Warks impact to DS resources
 - Funding between projects
 - No new funding but may underspend
 - Communications
 - BC for combined DST/WMT for next FY – due Nov/Dec
- New structure has five key work-streams in the programme:
 - Tech Mod, D & I, EUE, FOM, Apps Migration,
- The constituent projects are developing their individual PIDs



DST – Level 1 Organisational Chart (Draft)



DST: Technical Modifications Project

Technology Modernisation (TechMod) Project

The recognition of a 'cross-programme' need arose from acknowledgement of common infrastructure requirements across the existing individual project set-up. This delivery model is aligned to industry standards and agreed design principles and practises. TechMod delivers upon the foundation provisioned during phase 1.

Outline Scope

- VMB Accreditation Assessment
- 10% VMB Remediation (Patching)
- Network Monitoring – Design & Build
- Security Monitoring – Design & Build
- Defford Datacentre Migration – Design & Build
- DFU - Infrastructure Services – Design & Build
- App Services - Infrastructure – Design & Build

High-level Deliverables

- Security monitoring for the Greenfield network & services.
- DFU new storage and compute services
- Hosting services required to migrate the West Mercia VMB business applications to the new Greenfield network.
- Cyber Security - Accreditation audit and remediation, tools.
- Continuity – Deploy improved connectivity for remote sites and transition the infrastructure services to the offsite datacentre

DST: Data & Integration (D&I) Project

Data & Integration Project:

West Mercia's data landscape was a fractured domain, with no coherent master data management. Data was poorly understood and there are limited responsibility or accountability for its quality and purpose.

Core data is duplicated, of poor quality, and is not effectively used within decision making across the force.

The need to improve in this area was recognised as part of the Digital Service Strategy and the Data and Integration (D&I) project was established to deliver sustainable data capabilities (processes and technology) across the whole of the information lifecycle in order to offer significant improvements in the capability of the Force for data governance, data management and analysis and reporting.



DS: Data & Integration (D&I) Project (2)

Data & Integration Project (continued):

West Mercia's data landscape was a fractured domain, with no coherent master data

Outline Scope

- ATHENA C&R VMB solution and MI Reporting
- Data Quality tool(s) evaluation and assessment
- Data Quality Tool(s) and Process documentation
- BI tool(s) evaluation and assessment approach
- Master Data Model (for ATHENA)
- Data Capability Maturity Assessment

High-level Deliverables

- ATHENA C&R VMB solution and MI Reporting implemented
- Deployment of Enterprise Capabilities



DST: End User Experience Project (EUE) Project

End User Experience Project

The DST EUE project is tasked with the delivery of Microsoft Office 365 (MS365), including Teams, in a suitable and compatible way for the WMP new Greenfield network.

It provides access and functionality for the necessary applications in accordance with the National Enabling Programmes (NEP) MS365 rollout design. This is in the form of a Technical Pilot, into Business Pilot, into WMP Roll-out. Currently analysing Tech Pilot results and building for Business Pilot commencement.

The project has undertaken an assessment of the Forces current desktop, laptop, and mobile phone device estate and assessed which devices are suitable for use on the new Greenfield secured network along with the necessary infrastructure and security wrap needed for transitioning to the new ways of working.



DST: End User Experience Project (EUE) Project (2)

End User Experience Project (Continued)

Outline Scope

- 4500 machines deployed to Greenfield environment
- Wi-Fi implementation across 58 West Mercia sites
- New identity solution (National IAM)
- Mobile refresh
- Disaster Recovery (DR) Capability
- Application re-platforming

High-level Deliverables

- Migrate 4500 laptops to Win10 / Deliver training / transition to Greenfield
- Build Greenfield infrastructure
- Wi-Fi rollout, Hindlip Data Centre design
- Security Monitoring solution
- DR Site (Crown Hosting)
- NEP Accreditation
- Citrix 1912 build and transition apps
- Exchange/Email solution



DS: Application Migration Project

Application Migration Project

The project team are making arrangements to separate from the Alliance; the contracts, licensing, applications and associated data away from the legacy environments (brownfield) for West Mercia.

This project is therefore a work-stream of transitioning systems and data, plus relevant decommissioning, that enables the successful separation and migration to the new, secure and accreditable 'Greenfield' platform; being built under the DST Programme.

This project also separates West Mercia Police from Warwickshire Police and frees up West Mercia to pursue a technical direction based on its own business and policing requirements.



DST: Application Migration Project (2)

Application Migration Project (Continued)

The scope and deliverables:

Outline Scope

- Applications Discovery
- Create Application Passports
- Rationalisation of Applications
- Review Supplier contracts
- Transition Applications to the WMP Greenfield Environment

High-level Deliverables

- Created Passports
- Application rationalisation
- Applications transitioned to Greenfield environment



DST: Future Operating Model (FOM) Project

Future Operating Model Project

The Future Operating Model (FOM) project supports the realisation of the agreed Digital Services Strategy and supports the following DST programme objectives:

- Design and implement a DS function and technology estate for West Mercia Police only utilising commercial partnership(s), national programmes and other blue light collaboration.
- Move the organisation from 'technology-centric', to 'service-centric' raising maturity levels and **improving user experience**.

The main aim of this project is to design and deploy a viable DS Function. The new operating model will incorporate the agreed information technology capabilities required to operate at an increased level of maturity with new structures, roles, processes and standards. The project will also incorporate the hosting service model to be provided by West Mercia for Warwickshire Police until the forces transition is completed.



DST: Future Operating Model (FOM) Project (2)

Future Operating Model Project (Continued)

The Future Operating Model (FOM) project supports the realisation of the agreed Digital Services Strategy and supports the following DST programme objectives:

Outline Scope

- Capability Assessment - Maturity Plan
- Operating Model Design – Target/Blueprint
- Organisation Design – Target/Blueprint
- Process Framework and Standards

High-level Deliverables

- Implement Application (Azure Hosted)
- Design and Deployment of new DS function



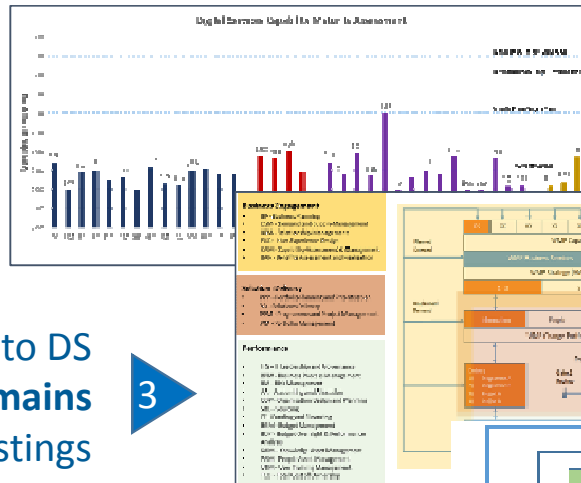
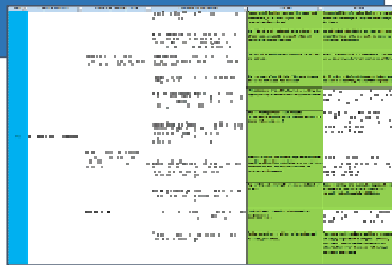
DST: FOM Implementation

Digital Services Strategy



Digital, Data, Process and Technology Strategy 2020 - 2025

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Version 1.0



1 Development of a **Digital Service Strategy** to drive Transformation

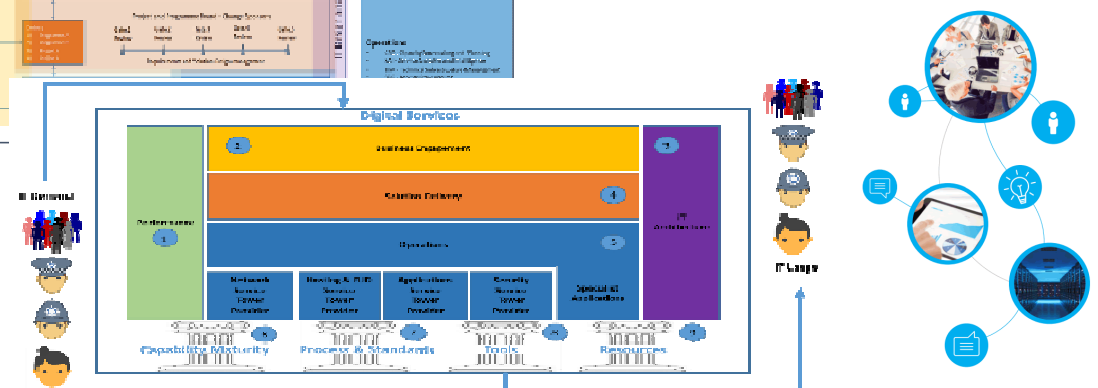
2 **IT Capability Maturity Framework** – Used to assess maturity levels of the current DS capability and drive focussed improvements

Critical capabilities mapped to DS organisational **Capability Domains** with the approach and initial costings

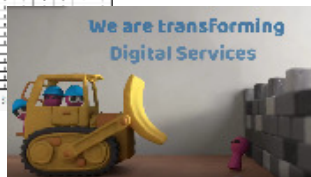
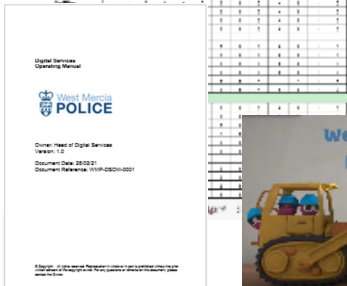
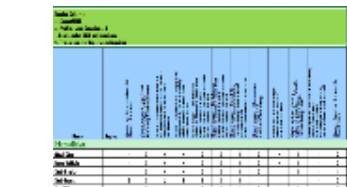
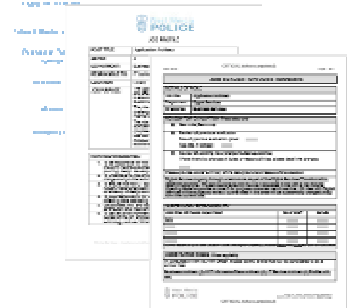
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The new **DS Operating Model** defined including the service integration and management (SIAM) approach

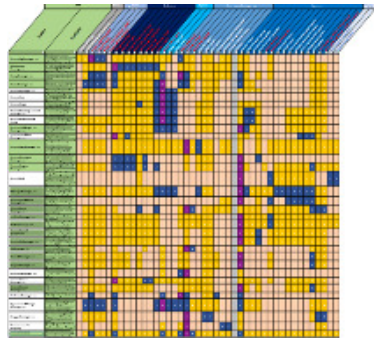
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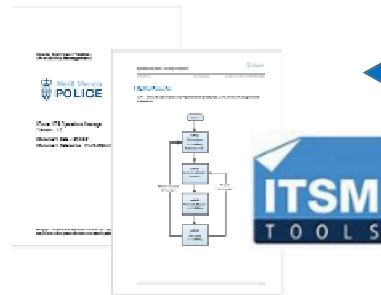
DST: FOM Implementation (2)



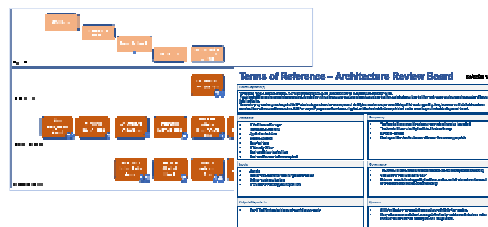
5 **DS Organisation Structure – 18 Role Profiles and Job evaluations** completed for Phase.1. **MOC and Recruitment** underway with Phase.2 profiles being developed



6 **DS RACI – Aligning Roles and responsibilities to the 34 new DS management practices** being drafted



7 **20 industry standard aligned DS IT management practices** drafted and tested for Phase.1. Remaining Phase.2 practices being drafted and **Tooling** being defined for automation and integration



8 **DS Governance Structure** defined with forum **Terms of reference** aligned industry standards and practices drafted

9 **DS Operating Manual** drafted with **DS Skills matrix, Training, Engagement Videos and Communications** being developed



DST: Finances

Simplify 21_22					
Project	Code	Rev Forecast	Budget	Delta Forecast	Comment
Programme	APDTZ	£ 690,041	£ 700,000	£ 9,959	Increased budget for increase in programme resources
FOM	APFOZ	£ 886,590	£ 800,000	-£ 86,590	Licences are classed Revenue not Capital but for new capital capability
D&I	APDIZ	£ 143,000	£ 143,000	£ -	
EUE	APEUZ	£ 482,031	£ 485,000	£ 2,969	
Tech Mod	APTMZ	£ 417,618	£ 375,000	-£ 42,618	Decreased budget to increase Programme resources and DFU Capital taken as Revenue
Apps Transition	APTNZ	£ 852,351	£ 1,353,000	£ 500,649	Not delivering planned scope
	Sub Total	£ 3,471,631	£ 3,856,000	£ 384,369	
Project	Code	Cap Forecast	Budget	Delta Forecast	Comment
FOM	8DS5Z	£ 75,400	£ 250,000	£ 174,600	Licences are classed Revenue not Capital but for new capital capability
D&I	8DS4Z	£ 791,712	£ 2,280,000	£ 1,488,288	Not delivering planned scope
EUE	8DS2Z	£ 1,197,231	£ 1,396,100	£ 198,869	Decreased budget to align WIFI scope to Tech Mod
Tech Mod	8DS6Z	£ 2,568,355	£ 3,585,000	£ 1,016,645	Increased budget to align WIFI scope to Tech Mod
	Sub Total	£ 4,632,698	£ 7,511,100	£ 2,878,402	Look to roll this capital to 23/24
	Total	£ 8,104,329	£ 11,367,100	£ 3,262,771	

DST: Delivered Enhancements to date

DST Programme Deliveries as at: Nov 2021

£6M modern hardware (servers/storage) and supporting licences/services

300 new-build Win 10 - laptops for Technical Pilot

5 x Video Training suites for Hindlip/Wellington (Covid issue)

Wifi: Hindlip complete – 58 further sites in progress

Increased (tenfold) connections to sites (100MB – 1GB)

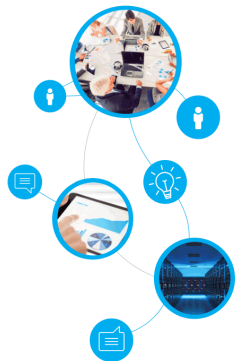
Architected improved BCDR at co-location (Crown Hosting) sites

Reformed user-focused DS team (FOM) – including large MoC

Warwickshire Reachback - access to key applications as part of the Section 22 Hosting Agreement

Contract Separation

- 82 under £10k contracts of which only 9 outstanding for separation.
- 106 over £10k contract of which 71 are commercial separated and 7 applications outstanding.
- 28 contracts form part of the Hosting agreement.
- Work in progress on application and data separation for Corevet, Elvis, Innkeeper, Axon (Body Worn Video), Centurion and Optio.



Questions?

