

Providing a quality
policing service,
protecting
people from harm.

DST Programme Update

Mark Davison
DST Programme Manager

DST Programme Overview

DST is the Digital Services Transformation programme that is tasked with transforming digital services across WMP. Investment in the programme enables continued delivery of the required technology and support models that enable WMP to provide a quality policing service and protect people from harm.

DST processes and technologies enable WMP to utilise their key assets. Integrated technology, applications and process are fundamental. New ways of working and supporting technology services as required through a horizontally integrated methodology that controls, by design, WMP equipment and knowhow as we move towards the 'greenfield' network steady state.

The Digital Services organisation and key suppliers will ensure technology and capabilities required for modern policing operations are met. This will reduce the risks associated with historic technical and organisational debt whilst improving the overall effectiveness and efficiencies of WMP ICT capabilities.

Digital Services transformation remains essential to the agreed Digital Services strategy as we continue to deliver the Programme.

The following slides summarise the DST projects and key products, identify the key activities completed in 2022/23 and what to look forward to for 2023/24

DST Programme Content

END USER EXPERIENCE

Improve user experience – laptop/ M365

TECHNOLOGY MODERNISATION

Improve the IT infrastructure

APPLICATION MIGRATION

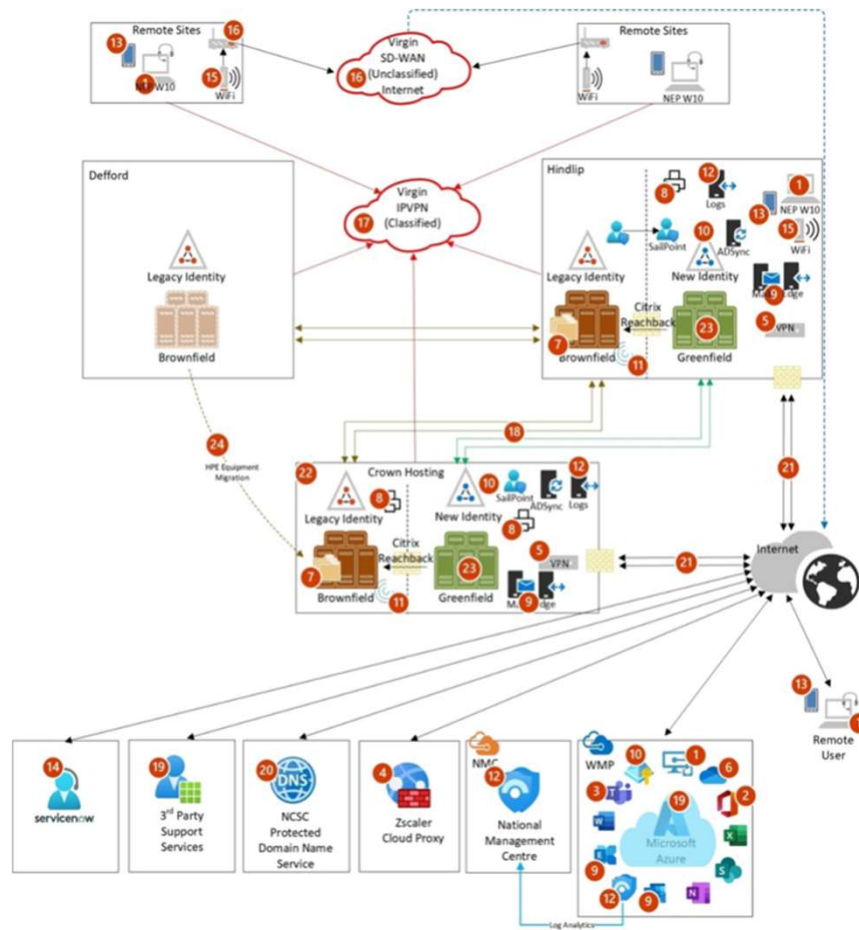
Provide relevant applications

FUTURE OPERATING MODEL

Provide modern IT support

L1	EUE			Tech Mod				Application Migration			FOM	
L2	Equipment	M365	Deskside	Wifi	Wired Network	Data Centre	Infrastructure	Citrix 1912	Reachback	Off Citrix	DS structure	Service Now
L3	Laptop	Teams	Headsets	Gov WiFi	Wired Network	DC1 - replace Defford	Citrix		line of business applications	rationalised applications list		incident
	Desktop	Sharepoint	Docking Station	Corp WiFi			Exchange					change Problem
	Mobile Phone	Azure		Guest WiFi		DC2 - replace Hindlip	Database					Knowledge
	Telephony			Teams in Meeting Rooms								CMDB
												Mobile
Location	by Site	by Site	by Site	by Site	by site							

DST Programme Technical Content



- 1 Windows 10 Auto pilot – provisions and deploys a corporate image to Laptops inline with the NEP Blueprints. This is essentially a self service.
- 2 Office 365 (Pro-Plus) will be deployed to all users and will include the likes of Word, Excel, Outlook, PowerPoint and OneNote. Tertiary services, such as Project and Visio will be deployed via Intune on Authorised demand.
- 3 Microsoft Teams provides the force with an enterprise collaboration tool, this includes chat, video call, voice calls (via teams or integrated soft phone) and document collaboration. This service is extended to the L&D and Conference functions
- 4 To support modern authentication protocols, WMP are leveraging Zscaler Proxy (ZIA). This provides the necessary security assurances for internet traffic with noticeable performance and availability benefits.
- 5 Office 365 offers workplace agility for force employees. To extend this approach, Cisco AnyConnect VPN will be deployed to ensure secure access for roaming users at all times, this includes access to line of business applications from all devices from any location.
- 6 OneDrive for business will be implemented for all users and will essentially replace the users home drive. Users will be able to securely share and collaborate on documents from this location.
- 7 Force shared data and data drives will be made available to users via Citrix Reachback from their Windows 10 NEP devices. This supports the Line of Business applications
- 8 Printing will continue to be provided by the existing Ricoh print devices. The Greenfield print servers will essentially connect to what is currently Brownfield print devices which will eventually be migrated to greenfield on completion of user roll out.
- 9 All users will have their mailboxes migrated from brownfield Exchange to Exchange Online (Outlook 365).
- 10 Greenfield Identity management will be orchestrated by SailPoint "Identity Now", triggered by updates in Origin HR data. This will ultimately manage the forces' end to end JML process.
- 11 Once users have been migrated to Greenfield, Citrix 1912 will be leveraged to facilitate the ongoing use of LOB Apps in the Brownfield. Users will be presented with seamless published applications into their Windows start menu of their Windows 10 NEP aligned devices.
- 12 As WMP are adopting cloud services alongside on-premises services, the need to identify threats becomes even more critical. We have leveraged Security and Information Event Management (SIEM) and Security Orchestration Automated Response (SOAR) from within Azure Sentinel. These events are forwarded to the NMC (National Management Centre) whom act as part of our local and national cyber security operations.
- 13 Mobile phones will be reprovisioned to take advantage of M365 services moving forward. All devices will be managed and deployed using Microsoft Intune. Brownfield reach back to Line Of Business apps will be available where possible through the use of the Brownfield XenMobile solution.
- 14 ServiceNow will be implemented to provide the force's ITSM.
- 15 Unclassified Wi-Fi will be deployed to all business agreed sites.
- 16 Each Wi-Fi enabled site will have it's own Managed internet breakout connection delivered by a SD-WAN solution, this allows direct access to the internet.
- 17 All classified IPVPN circuits will be upgraded to a 1GB bearer with a port speed of either 100 or 200MB depending on the size of the remote site. Current connectivity comprises 10MB to 100MB to the majority of the sites.
- 18 High Speed 10Gb diverse connections have been provisioned between Hindlip and Crown Hosting Data Centre's to satisfy data and backup replication for Disaster Recovery and Business continuity purposes
- 19 Resilient site to site VPNs have been configured to ensure secure communications into the Greenfield network for our 3rd party suppliers and support organisations. (Support Towers only) along with connectivity into the NEP aligned / assured Azure landing zone (UK South & UK West)
- 20 WMP have subscribed to the NCSC Protective DNS to mitigate against the distribution and operation of malware, ransomware and spyware. This provides the force with an extra level of security assurance and DNS protection, this has also been deployed to laptops to provide the same protection when working remotely.
- 21 Both Datacentres have been provisioned with dual resilient 1GB internet connections to cater for increased internet traffic including key cloud services.
- 22 Crown Hosting provides the force with a secure resilient datacentre facility for out future on premises hosting requirements. This will enable us to move away from the Defford & Hindlip datacentres to purpose built and more resilient sites.
- 23 Enterprise level infrastructure comprising Cisco Networking and HPe compute and storage will facilitate the hosting platform out of both Hindlip and Crown Hosting moving forward.
- 24 To further bolster the infrastructure in Crown Hosting, the HPe compute and storage will be migrated from Defford to Crown. This is planned for the 1st quarter 2023. Hindlip to Crown (Cody Park Farnborough) is also on the roadmap and is to be planned to be migrated in 2023

DST Programme Content 2022/23

Highlights and Challenges

In 2022/23 it has been a privilege to see how the DST, DS, Change, WMP officers and staff and WMP suppliers have delivered significant improved technical capabilities to over 800 users within WMP.

It is great to see the positive impact of delivering DST to migrated users, and see how those users are able to have reliable fast access, start to identify opportunities to become enabled by the technology rather than constrained.

However given the size of the programme there are challenges still to be faced and overcome

- Completion of the EUE rollout
- Programme and project governance
- Business Change management of the new capabilities
- Skilled Technical resources within WMP
- Procedure and process documentation completion
- Reachback performance improvements
- Application rationalisation creativity and use of M365 enhancements
- Significant applications delivery via separate projects OCC/ Intranet/ SharePoint
- Integration to DS
- Decommissioning of the old

2023/24 will continue to be an extremely busy year introducing the required technical and organisational content to deliver the Digital Services Transformation.

TECHNOLOGY MODERNISATION Work-stream:

Delivery of common infrastructure requirements required xDST projects

Improve the IT infrastructure

build-out of remote sites and provide the application services required to successfully migrate the West Mercia business applications to the new Greenfield network in-line with approved designs:

Provision of storage and compute capacity for Databases, Data extract and load services, Web services, Network switch hardware refresh, Hindlip datacentre design, migration to Crown and decommissioning (as much as possible in-line with application migration plan)

22-23

Wi-Fi: Significant focus on providing a comprehensive WiFi coverage across WMP locations. All identified sites have WiFi. Coverage validation reviews have taken place. Remediation activity initiated

Wired Network: Preparation for wired network. Procurement challenges obtaining the correct routers. Small site rollout initiated

Data Centre: Preparation for the move of HPE equipment from Defford to Corsham (managed data centre)

Teams in Meeting Rooms: Identification of meeting rooms across WMP estate

23-24

Wi-Fi: Completion of remediation activity

Wired Network: Completion of wired network.

Data Centre: completion of the Data Centre moved from Defford to Corsham (physical move completed 9-6-23). Initiation of Farnborough data centre project (to replace Hindlip)

Teams in Meeting Rooms: complete proof of concept in Hindlip Hall, complete rollout across WMP locations.

Storage and Compute: identify and provide infrastructure required for applications

Transition to DS: complete transition from project to DS and managed suppliers (TT infrastructure/ VMB – network)

APPLICATION MIGRATION Work-stream:

Transitioning systems and data from Brownfield to Greenfield plus relevant decommissioning

Provide
relevant
applications

Phase 1

- Complete the Brownfield 7.15 to 19.12 Citrix platform application migration
- Brownfield business applications consolidation and rationalisation in line with agreed roadmaps

Phase 2

- Brownfield business applications design and migration to Greenfield
- Brownfield business applications and infrastructure decommissioning in line with migration progress and approvals

-
- 22-23** **Phase 1-** Provision of line of business applications via reachback on Citrix 1912. Creation of phase 1.5 for 5 applications that go to greenfield ahead of phase 2. Initiate Citrix 1912 migration for users
- Phase 2-** Preparation of application roadmaps, engagement with suppliers (SCC/TT) to complete discovery (confirm what apps we use). Initiate procurement activities. Identify projects required to deliver large applications (Origin, SharePoint, OCC)
-
- 23-24** **Phase 1-** Completion of phase 1.5 application delivery onto greenfield. Complete Citrix 1912 migration for users
- Phase 2-** Completion of discovery activities. Completion of roadmap activities. Complete supplier selection. Identify application treatment activity (retain, replace, retire)
 Create route to live process and implement application on greenfield.
 Create roadmap for M365 applications

Transition to DS – complete rolling transition of applications to DS/ Application tower as required.

END USER EXPERIENCE Work-stream: delivery of Microsoft Office 365 (O365) including Teams

Improve user
experience –
laptop/ M365

Completion of the Technical Pilot phase and readiness and planning for Business Pilot

Approval and completion of Business Pilot. This is dependent upon the successful migration of all required business applications to the new Citrix platform.

- Rollout in line with user migration planned locations, a conference and meeting room functionality refresh with M365 capability.
- Approval to commence full WMP user migration.

22-23	Business Pilot –	Completion of Rollout of laptops to business pilot users. Completion of business pilot activities. Remediation of issues.
	Full Rollout -	Preparation for full rollout, onboarding of additional build, deployment and technical resources, Rollout completed to over 800 WMP officers and staff. C4000 users to be migrated
23-24	Full Rollout -	Onboarding of additional build, deployment and technical and business change resources, Rollout to over 4000 users by end Sept 2023 across WMP
	Transition to DS –	complete rolling transition of technical content to DS

FUTURE OPERATING MODEL Work-stream:

Design and deploy a viable DS Function with new structures, roles, processes and standards that supports the new IT capabilities delivered by DST

**Provide
modern IT
support**

Further development and rollout of the IT service management platform
Facilitation of the required knowledge and skills transfer to the DS Operations team
Define, enhance and arrange

- commercial support deals with suppliers in scope for migration to the greenfield
- the security capabilities required for managing the WMP estate and
- enhancement to the end user device service and support arrangements.

Note: Separate plan for Service Now deployment

22-23	Service Now:	Completion of initial Service Now (replacement IT service management tool for Assyst) configuration on WMP estate. Alignment of activities with DS and TT Identification of non DST processes required for WMP users
23-24	Service Now:	Completion of Service now processes to support WMP greenfield users.
	Support Towers:	Procure support towers (third party) for Cyber Security and Applications
	Transition to DS:	Complete rolling transition of service now content to DS

OTHER PROJECTS

23-24 The DST programme impacts a significant number of current and future projects and activities across WMP

All other projects are required to consider how to build off the new greenfield infrastructure and capabilities and leverage the technology improvements achieved by investment in the DST programme

Examples include:

- Projects - NIAMS/ NLEDS/ SharePoint/ Athena/ CRC/ Data and Integration
- Policies and Procedures updates in line with the new capabilities
- Security assurance
- Utilising the M365 suite of applications (via a managed introduction approach)