

Committees:	Dates:
Projects Sub Committee (For Decision) Police Committee (For Decision)	25 th February 2014 28 th February 2014
Subject: City of London Police Computer Replacement	Public
Report of: Commissioner of Police POL 24/14	For Decision

Summary

In January 2014, a Gateway 5 report was submitted to Project Sub Committee requesting the release of funds to implement the Computer Replacement Programme within City of London Police. Project Sub Committee approved the release of a proportion of the funding to enable the project to commence, but requested further detail around the optimum number of computers that CoLP require before the associated funding could be released.

On 20th January 2014, a meeting took place between CoLP and the Chairman of Project Sub Committee, Sir Michael Snyder, to discuss the previously submitted Gateway 5 Report to fully understand the Chairman's requirements in order to gain approval for the release of funds to purchase the replacement computers. CoLP were required to complete a detailed a due diligence process to accurately identify the optimum number of computers required across the Force, incorporating any other devices that may be requested in future Gateway reports, such as tablet computers for mobile working.

CoLP carried out a detailed due diligence exercise, engaging with all Directorates across the Force to determine the volume and models of equipment that they required in order to perform their roles, aligning technology with the Corporation where possible. These volumes were then assessed by a panel of key stakeholders to ensure that a rationalised model was developed. As a result of this process, CoLP would be able to reduce the total number of computers from 1600 to 900, with the reduction in computer estate party attributed to the introduction of tablet devices for operational officers to the CoLP mobile data platform, not within the original scope.

The due diligence process has increased the level of budget required from £645k to £1.203m, an increase of £558.5k against the previous Gateway 5 report. This increase in cost is due to the following:

- The cost of the purchase of tablet devices – not originally in scope of this Gateway report.
- Model of computers that the Corporation currently use are end of life, with a greater purchase cost for the equivalent devices.
- CoLP has focused on the delivery of laptop computers to provide the ability to work more flexibly across the new estate.

- Standard laptop computers are not suitable in many operational policing roles. Different device types are required but provide operational officers with the appropriate equipment to carry out their roles.

Recommendations

Members are asked to:

- A. Approve the Computer Estate Model detailed within this report, and;
- B. Endorse the request for additional funding of (£558.5k) to enable implementation of the optimum catalogue of devices across CoLP.

Main Report

Background

1. All forces have been advised by the Home Office that they must be migrated, or actively working towards migration from Windows XP by April 2014, to ensure continued connection to the Police IT services provided via the Police National Network (PNN). A Gateway 5 was submitted to Project Sub Committee in January 2014 requesting the release of funding for the replacement of the computer estate across CoLP to ensure continued connection to the PNN via the provision of new computers running a Microsoft Windows 7 operating system.
2. Further information around the optimum portfolio of devices required was requested by the Chairman before any funding was to be released, and as per the guidance of the Chairman, all devices requirements were assessed including devices such as tablets, previously due to be part of future Gateways around mobile working.

Current Position

3. In order to maintain connection to the Police National Network, all Police forces must migrate from a Windows XP operating system due to the cessation of support from Microsoft for this product. CoLP have made the decision to migrate to a Windows 7 platform, but due to the age of the current computer estate, new computers must be purchased to achieve this.
4. During Jan/Feb 14, an in depth evaluation of the computer requirements of the Force took place, in order to identify the optimum number of computers necessary to manage the services CoLP provides.
 - Each Directorate identified the number and type of devices their function required, taking into account Agile Working and Accommodation strategies, and the need to rationalise devices.

- A panel of key stakeholders including Accommodation, Mobile Working and Operational Policing leads, met with representatives from each department to challenge the device numbers and types presented
 - To ensure more conformity with the rest of the Corporation, the makes of computers were aligned with those already in use by the Corporation, which are, Lenovo Laptops and Viglen Desktops, whilst acknowledging that certain operational policing roles require different devices.
5. In order to ensure that CoLP are in a position to implement its new computer model, an order needs to be placed for the number of computers required by the end of February 2014, and so based upon the results of the work carried out so far, CoLP now have a proposed model in place for the number of computers required.
 6. Given the timescales set by the Home Office, there is an urgent requirement to procure a computer estate that is capable of running a Windows 7 operating system. Given the steer provided by the Chairman Project Sub Committee previously, CoLP have carried out a significant amount of work to develop a rationalised model for its computer estate that incorporates all of the types of devices that are necessary in future projects such as mobile working.
 7. The detailed evaluation exercise described previously, has enabled CoLP to evaluate in detail both the current and future computer requirements across the Force, and define the following option for the implementation of an optimum computer estate. It is felt that this is the most appropriate option given the need to rationalise the number of computers, whilst ensuring that the Force has a suitable level of devices to provide effective operational policing.
 8. The CoLP computer estate will reduce from 1,600 to approx. 1,200 by April 2014 (including legacy computers capable of running Windows 7 in the short term), then reduce to approx. 900 by the end of 2014, coinciding with the CoLP Mobile Data Project.
 9. This has been modelled against an establishment of approx 1,260 staff including approx 70 specials, with CoLP focusing on the delivery of laptop computers where feasible to enable agile and mobile working. NB - This reduction will be partly facilitated by the delivery of the CoLP Mobile Data Project in September 2014, providing access to operational policing systems via tablet devices, and resulting in many officers not requiring a laptop or desktop.
 10. The Gateway 5 report previously submitted in January 2014 referenced the Accommodation Strategy stating that *“the Agile working approach is for a more flexible working approach. This will mean a mix of devices – including some PCs and a move to a majority of laptop or similar devices. The project is undertaking a survey at the moment to establish worker styles in different roles this is due for completion towards the end of January – the order of new hardware will be based on the outcome of this survey.”*

11. The survey and device evaluation exercise identified that:
 - A larger number of laptop devices were required as many staff will not have a dedicated desk in the future due to the Accommodation Strategy.
 - The allocation of standard laptop or desktop computers will not be appropriate for many operational policing tasks, therefore suitable alternative devices, providing laptop functionality combined with the flexible requirements of an operational police officer were identified.
 - A number of models are now end of life, with the suitable alternative devices being a higher specification, which has increased the level of funding required for this programme of work.

12. To support the reduced computer estate, 450 tablet devices are required for front line police officers. These replace the existing 300 Blackberry devices, and provide further mobile devices for operational policing requirements. 350 tablets would be personal issue to uniformed officers, with the remaining 100 being for a supplementary stock rotation to book in/out to meet the demands of operational policing, such as serious disorder and terrorist threat in London, where staff can be mobilised to the front line and a Laptop isn't appropriate for frontline street patrol.

13. The increase in scope, combined with the revised cost & mix of devices described above has increased the level of budget required from £645k to £1.203m, an increase of £558.5k against the previous Gateway 5 report. This increase in cost is due to the following:
 - The cost of the purchase of tablet devices has been included in the scope of the computer replacement model. This is funding that would have been incorporated in future Gateway Reports for Mobile Working.
 - The purchase cost of the equivalent computers that the Corporation currently use has increased as these computers are now no longer available. The new versions are more expensive due to the newer technology.
 - To support agile working across the Accommodation Programme, CoLP has focused on the delivery of laptop computers rather than fixed desktop computers. Laptops are a more expensive device, but provide the ability to work more flexibly across the new estate.
 - The evaluation process has shown that standard laptop computers are not suitable in many operational policing roles; therefore different types of laptops are required. These devices are more expensive but provide operational officers with the appropriate equipment to meet service delivery.

Proposals

14. It is proposed that in order to ensure that CoLP remain connected to the PNN, and be in a position to implement the technology required to enable officers to access the Force's mobile data solution in the future, that approval is given for the following:
 - A computer estate that will reduce from 1600 to approx. 1200 by April 2014 and then reduce to approx. 900 by end of 2014, coinciding with the CoLP Mobile Data Project
 - 450 tablet devices are purchased for front line police officers providing mobile devices for operational policing requirements working in a mobile environment.
15. CoLP would look to implement a rationalised Computer Replacement Model as of April 2014, where initially a reduction in the number of computers would take place from 1,600 to 1,200. This will provide the infrastructure required to migrate from Windows XP within the timescales stipulated by the Home Office to maintain connection to the PNN. Of the 1,200 computers in use at this stage, 300 of these will be existing machines that are capable of running Windows 7 in the short term.
16. During 2014, CoLP will be implementing its Mobile Data Project, and will be looking to provide operational Police Officers with a tablet style device that will enable access to operational policing IT systems whilst outside of the standard office environment. In order to achieve this, CoLP have calculated that 450 tablet devices would be required across the Force that will be issued to operational policing functions. These will replace the existing aging mobile data technology that is currently in place, and will enable a further reduction of the laptop and desktop computer estate. Following the implementation of the Mobile Data Project, the 300 computers running Windows 7 in the short term will be removed from service, reducing the computer estate to 900 devices. By combining the replacement of the Computer Estate and the implementation of the devices required to enable the implementation of the Mobile Data Project, CoLP have been able to accurately identify the number of mix of devices required to provide an operational policing function across the Force.
17. CoLP have focused on the implementation of laptop computers where possible to meet the requirements of the Accommodation project, and have carried out detailed investigation to determine the type of computers that are required with operational policing functions. The detailed review of the types of devices required for operational policing functions, in addition to the increase in scope to incorporate the purchase of Mobile Data Tablets has increased the budget required from £645k to £1.203m. Appendix A provides a detailed breakdown of the number of devices required and the variance from the previous Gateway 5.

Corporate & Strategic Implications

18. The proposal outlined above has been developed in line with both the Corporate and Strategic direction of the Force, and in particular with the Accommodation and Operational Policing Strategies moving forward.

19. As the Accommodation Strategy develops across CoLP, staff will be required to work in very different ways than currently and as such will be required to work in a more agile manner. The current computer allocation model is based around the provision of desktop computers, and as such means that most staff are required to work from a fixed location. The implementation of the model detailed within the report provides staff and officers with the technology to work in a more agile manner, using laptops to access the CoLP network from any building within the Force. Work is also underway to look to align network technology with the Corporation of London that could potentially enable CoLP and Corporation staff to access their respective networks from anywhere across the Corporation estate.
20. From an Operational Policing perspective, the implementation of this model would enable Police Officers to be provided with the most appropriate technology to carry out operational policing tasks from anywhere within the Force boundaries, and potentially beyond when required. Officers will be provided with the technology to enable them to deal with operational policing tasks in the most efficient manner possible, without having to return to the station in order to process or obtain information.
21. As stated, a Gateway 5 report was submitted in January 2014 requesting the release of £645k for the replacement of the CoLP computer estate. With the provision of the model detailed above this increases the funding required to £1.2m. This is due to the increase in scope that was requested, in addition to CoLP being in a position to articulate clearly the optimum number of computers required in order to maintain an efficient operational policing model.
22. The revised costs are broken down as follows:

Item	Type	Volume	Revised total spend over 3 years £	Gateway 5 – estimate £
1	Total number of computers and costs incl warranty	902	638,219	495,300
2	Total Peripherals incl Screens		369,538	149,700
3	Total Tablet Devices for Mobile Working	450	195,750	
	Total Cost over 3 years		1,203,507	645,000
	Overall increase from Gateway 5			£558,507

23. To Note

- Item 1 – The number of computers has reduced across CoLP, with an increased spend due provision of appropriate devices to operational officers.

- Item 2 – Total number of peripherals increased due to the increased number of laptop computers and the inclusion of tablet devices.
- Item 3 – Tablet devices were previously not within scope of this Gateway 5, and were to be funded via a separate Gateway process for the Mobile Data Project, therefore this is an additional cost.

24. The key risk associated with this proposal is a regarding the timescales required for implementation. In order to meet the deadline set out by the Home Office, an order must be placed for laptop and desktop computers by the end of February due to the delivery timescales indicated by the relevant suppliers. Failure to place an order in a timely manner will result in a delay to the supply of computers, and therefore the inability to migrate from Windows XP until the new computers are in place.

Recommendations

25. It is recommended that Members:

- A. Approve the Computer Estate Model detailed within this report, and;
- B. Endorse the request for additional funding of (£558.5k) to enable implementation of the optimum catalogue of devices across CoLP.

Conclusion

26. In order to ensure that City of London Police are in a position to implement a computer estate that is capable of running Microsoft Windows 7 in order to retain connectivity to the Police National Network, there is an urgency to procure the computers required across the Force. CoLP has carried out a detailed due diligence exercise and recommend that the transition to a computer model comprising of 900 devices by the end of 2014, supported by the implementation of 450 Mobile Data Tablets would be the optimum level required to maintain operational policing services across the Force.
27. Given the increase in scope, and the detailed understanding of the level of devices required across the Force, approval is sought for an additional spend of £558,507 to enable the Force to procure these devices by the end of February 2014.

Appendices

Appendix 1 – Computer Rationalisation Model

Background Papers:

Gateway 5 - Authority to Start Work – Desktop Upgrade - Urgency Report

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